



UNITED NATIONS



# FINAL ASSESSMENT REPORT

July 2022

## ASSESSMENT OF DEVELOPMENT ACCOUNT PROJECT 18/19 AJ

Coordination, Coherence and Effectiveness  
for Implementing the Environmental Dimension of  
the 2030 Agenda in Latin America and the Caribbean



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in Latin America and the Caribbean

**July 2022**

This report was prepared by Vincent Lefebvre, an external consultant, who led the evaluation under the guidance of Raúl García-Buchaca, Deputy Executive Secretary for Management and Programme Analysis of the Economic Commission for Latin America and the Caribbean (ECLAC), and Sandra Manuelito, Chief of the Programme Planning and Evaluation Unit of ECLAC. Anne-Sophie Samjee, Programme Management Officer of the same Unit, who supervised the evaluation, provided strategic and technical guidance, coordination and methodological and logistical support. Paula Muñoz, Programme Management Assistant in the same unit, also assisted in the evaluation.

The consultant wishes to acknowledge the hard work and commitment of project staff as well as the involvement of the beneficiary stakeholders in moving forward on mainstreaming the environmental dimension of the 2030 Agenda in Latin America and the Caribbean. The support provided by the Evaluation Unit and the project staff of the Sustainable Development and Human Settlements Division in facilitating contacts and the design of the survey is also gratefully acknowledged.

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

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# ACRONYMS

ACRONYM	DEFINITION
<b>CARICOM</b>	Caribbean Community
<b>CC35</b>	<i>Ciudades Capitales de las Américas frente al Cambio Climático</i> -Capital Cities of the Americas in the Face of Climate Change
<b>C2G</b>	Carnegie Climate Governance Initiative
<b>CCREEE</b>	Caribbean Centre for Renewable Energy and Energy Efficiency
<b>SOUTHERN CONE</b>	The region that includes Argentina, Brazil, Chile, Paraguay and Uruguay
<b>COP</b>	Conference of the Parties
<b>DAC</b>	Development Assistance Committee
<b>DESA</b>	Department of Economic and Social Affairs
<b>EA</b>	Expected Accomplishment
<b>ECLAC</b>	United Nations Economic Commission for Latin America and the Caribbean
<b>EVI</b>	Environmental Vulnerability Index
<b>GDP</b>	Gross Domestic Product
<b>MERCOSUR</b>	<i>Mercado Común del Sur</i> –Common Market of the South (Argentina, Brazil, Paraguay, Uruguay, Venezuela)
<b>NGO</b>	non-governmental organization
<b>OECS</b>	Organization of Eastern Caribbean States
<b>OPCC</b>	<i>Observatorio Parlamentario de Cambio Climático y Transición Justa</i> - Parliamentary Observatory on Climate Change and Just Transition
<b>PPBME</b>	Programme Planning Budget Monitoring and Evaluation
<b>PPEU</b>	Programme Planning and Evaluation Unit
<b>PPOD</b>	Programme Planning and Operations Division
<b>SDG</b>	Sustainable Development Goal
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of References
<b>UNEG</b>	United Nations Evaluation Group

# EXECUTIVE SUMMARY

1. This document sets out the evaluation report for the final evaluation of Development Account project 1819AJ: “Coordination, Coherence and Effectiveness for Implementing the Environmental Dimension of the 2030 Agenda in Latin America and the Caribbean” (the “environmental big push”). The evaluation was conducted between February and June 2022. The project was implemented by the United Nations Economic Commission for Latin America and the Caribbean (ECLAC).

## I. EVALUATION PROFILE AND PROJECT OVERVIEW

### *Project Overview*

2. The intervention is a capacity development project aimed at “promoting an environmental big push in Latin America and the Caribbean as a fundamental driving force for the implementation of the environmental dimension of the 2030 Agenda”.
3. The project sought to mainstream the environmental dimension of the 2030 Agenda in Latin America and the Caribbean by supporting the design and implementation of regional and national strategies that address the Sustainable Development Goals (SDGs) related to oceans, terrestrial ecosystems, sustainable cities and settlements, inclusive societies and climate change.
4. The project was to be implemented over four years in four countries (Paraguay, Peru, Honduras and Jamaica) with an overall budget of US\$ 650,000 from 2018 until 2021.
5. The project objective was to be achieved through two sequential achievements (see below): (i) strengthened understanding and consensus of stakeholders on policies and activities that can be adopted to promote the implementation of the environmental dimension of the 2030 Agenda and (ii) enhancing the capacity of stakeholders to mainstream and implement policies and instruments promoting the environmental dimension of the 2030 Agenda.
6. The stakeholders—who are not precisely identified— included policymakers and government decision-makers as well as representatives of civil society, academia and international institutions (donors and non-governmental organizations (NGOs) alike).

### *Evaluation Profile*

7. This evaluation is a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit of the ECLAC Programme Planning and Operations division through the five Development Assistance Committee<sup>1</sup> criteria. The objectives of the evaluation were to assess the achievement of the objectives and project results, formulate recommendations and assess lessons learned, contributing to improved ECLAC programming and promoting accountability and transparency.
8. The scope of the evaluation encompassed all activities from March 2018 to December 2021.
9. The evaluation principles included data triangulation, participation, consensus in recommendations and anonymity. The evaluation, which took place between February and June 2022, consisted of a document review, an online stakeholders’ survey and selected interviews of ECLAC staff, consultants and project beneficiaries. No on-site visit was performed in this internal ECLAC assessment.

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<sup>1</sup> Relevance, efficiency, effectiveness, impact and sustainability.

**Table 1**  
**Summary of the project’s objective, expected achievements and outputs**

Objective: Promoting an environmental big push in Latin America and the Caribbean as a fundamental driving force for the implementation of the environmental dimension of the 2030 Agenda	
<p>Expected Achievement 1:            Strengthened understanding and consensus of stakeholders on policies and activities that can be adopted by Member States to promote the implementation of the environmental dimension of the 2030 Agenda for a green economic recovery</p>	<p><i>Outputs:</i></p> <ul style="list-style-type: none"> <li>- <i>Conduct a regional study to systematize and compile information, policies and gaps and to provide recommendations for national and subnational policies</i></li> <li>- <i>Organize and deliver subregional participatory workshops –at least one in the Caribbean, one in Central America and one in South America– with key stakeholders to identify demands, enhance their knowledge and capacity to mobilize</i></li> <li>- <i>Draft road maps of sectoral and cross-cutting policies, regulations, investments, technologies, institutional arrangements, and tax regimes</i></li> </ul>
<p>Expected Achievement 2:            Enhanced capacity of national stakeholders in four target countries to mainstream and implement policies and instruments to promote the environmental dimension of the 2030 Agenda into national strategies and plans using a participatory integrated and inclusive approach</p>	<p><i>Outputs:</i></p> <ul style="list-style-type: none"> <li>- <i>Organize and deliver at least one national participatory capacity-building workshop in each of the targeted countries to increase knowledge and build the capacity of national stakeholders to mainstream policies into national strategies and plans</i></li> <li>- <i>Organize and deliver one national participatory follow-up event in the targeted countries to develop national capabilities and support countries in implementing and monitoring impacts and performance of the national work plans and conduct advisory missions/meetings to support targeted countries in implementing the work plans developed and mainstream and implement the policies, instruments and actions identified</i></li> <li>- <i>Document the experience of the countries; regional consultant to gather information on the experiences and produce a document compiling lessons learned and recommendations derived from the process</i></li> </ul>

## II. EVALUATION CONCLUSIONS

10. The conclusions of the evaluation, which summarize the evaluation findings, are set out according to the evaluation criteria:

### *Relevance and design*

11. The project is relevant in relation to the 2030 Agenda and decisions taken by member countries, and is hence participatory. Despite project reformulation during the coronavirus disease (COVID-19) pandemic to better address an anticipated post-pandemic green recovery, the project’s relevance did not change, but integrated considerations related to economic growth, and in particular any effects on the labour market, implying potential effects on inequality and poverty.
12. The project proposal is too open-ended, simple in design but not well-defined, resulting in a vague logistical framework (logframe) that fails to clearly identify the thematic areas of interventions, which can be subject to interpretation as to what can be implemented.

### *Efficiency*

13. Despite efforts to better coordinate interdivisional projects, the ECLAC operational mode remains characterized by a siloed approach which hinders internal project coordination and interdisciplinary added value. There was a very slow delivery rate for the first two years of the project. However, the project redesign in 2020, culminating in the release of the paper “*Building a New Future:*

*Transformative Recovery with Equality and Sustainability*”,<sup>2</sup> which reassessed the strategy for intervention in implementing the environmental big push, unlocked the project implementation and resulted in 85% delivery within less than 20 months.

#### Effectiveness

14. ECLAC has provided beneficiary Governments and institutions with effective strategic decision-making information and advice, covering different thematic areas and different scales (regional, national, and subnational and local). This allowed for the review of a wide range of issues and for different levels of in-depth analysis.
15. ECLAC has been more effective in providing strategic thinking and information (mainly policies and strategies) than in addressing technical issues. This may be the result of assessment having been conducted virtually because of the COVID-19 pandemic, which impeded consultants in gathering information and carrying out more detailed assessments on-site.

#### Sustainability

16. Project sustainability was jeopardized because the dissemination phase of results and products was missing, had been overlooked or was insufficiently funded, resulting in limited ownership and empowerment for many, although not all, products.
17. The downturn in ECLAC activity during the initial stages of the COVID-19 pandemic in early 2020 and project acceleration in late 2020 and 2021 resulted in the need to review a high number of assessments before publication within a short timeframe in late 2021. That delayed the dissemination phase to beneficiaries well beyond project closure, requiring additional funding for completion and raising the risk of losing the momentum of stakeholder interest.

#### Cross-cutting issues

18. The project lacked a formal strategy to integrate gender and the “leave no one behind” principle, but at the activity level, many clues show that those dimensions were taken into consideration for a range of thematic areas directly linked to the SDGs that were the focus of the original project, in particular after the project reformulation that took into consideration economic growth and the need to advocate for a green recovery that did not have a negative impact on poverty and inequality.

### III. LESSONS LEARNED AND GOOD PRACTICES

19. The following are the most relevant lessons learned and good practices of the project:
20. **Lesson Learned 1:** The project design process needs overhauling to increase project design quality. The causal links between activities, achievements and the overall objective must be better defined; a clearer explanation is needed of the initial situation and the desired final situation by project completion. A good example of this was the project redesign that was implemented based on the guidelines in *Building a New Future: Transformative Recovery with Equality and Sustainability*.
21. **Lesson Learned 2:** The environmental big push is so vast in terms of sectors and thematic areas that it was not possible, under this project, to address all issues combining technical aspects (economics, finance, environment, legal and others) with its multisectoral (transport, energy, housing, agriculture and land use and others) and multi-level (regional, national and local) approach. Hence, there is a need to identify partners and set up coordination mechanisms. These mechanisms exist at the strategic level, but are lacking at project level; ideally, they should be implemented at the project design stage to ensure comprehensive support at different geographical levels and for the various relevant sectors.

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<sup>2</sup> Available at <https://www.cepal.org/en/publications/46228-building-new-future-transformative-recovery-equality-and-sustainability>.



22. **Lesson Learned 3:** The Sustainable Development Division was responsible for managing the project. Still, given the multisectoral nature of this project, multidisciplinary coordination and collaboration within ECLAC remained insufficient despite periodic interdivisional meetings. The result was top-down communication channels from the division level, making it difficult for ECLAC staff from one division, especially for decentralized offices, to connect directly with the project team without formal hierarchical approval (and vice-versa) and resulting in procedural delays and administrative work.
23. **Lesson Learned 4:** Project financial resource allocations were not in line with the reality of implementation when initial work plans were drafted. Most of the delivery (50%) occurred in the first year of project implementation.
24. **Lesson Learned 5:** The ECLAC project cycle is not optimized because it is not possible to measure project impact. Because the majority of activities may have effects after the project's completion, their impact is overlooked in internal evaluations; in addition, the dissemination phase of project results is of very limited intensity, with little additional funding to ensure ownership of project results and empowerment; the logframe thus does not include clear indicators for impact. Still, if ECLAC wants to improve project delivery over time and not remain in a frozen implementation approach, it must understand how activity delivery and quality are actually impacting targeted beneficiaries. Impact must still be assessed in one way or another. Dividing projects into phases could be a useful approach to consider.
25. **Lesson Learned 6:** Despite the launch of the “Caribbean First”<sup>3</sup> strategy in 2018, ECLAC support through this project is skewed towards Latin America, to the detriment of the Caribbean subregion, while that subregion’s vulnerability to environmental degradation is the highest and it requires increased attention when mainstreaming the environmental dimension of the 2030 Agenda.
26. **Lesson Learned 7:** Despite the adaptive management measures taken, the COVID-19 pandemic mainly affected the quality of technical assessment; the absence of on-site visits deprived consultants of an important source of information, resulting in less detailed assessments and/or analysis and recommendations made based on less robust findings.
27. **Good Practice 1:** The ECLAC multisectoral and three-pronged geographic implementation approach in this project can produce very comprehensive and high-quality information for decision-makers, as near-unanimously confirmed by stakeholders.
28. **Good Practice 2:** ECLAC is very efficient in responding to other organizations’ needs and in leveraging resources. Part of the project’s success and outreach in so many countries, sectors and at different scales has been its ability to link up with other organizations.
29. **Good Practice 3:** The project has avoided a prescriptive, top-down approach when identifying needs, favouring a responsive and participatory approach, in particular after the project reformulation stage in 2020 based on green recovery.

#### IV. RECOMMENDATIONS

30. The following recommendations have emerged from the evaluation findings and conclusions:

##### **Recommendations for ECLAC**

31. **Recommendation 1:** ECLAC should review the project drafting process under the environmental big push to determine early on, through comprehensive mapping exercises, countries’ needs, gaps and priorities that would constitute new project frameworks.
32. **Recommendation 2:** ECLAC should consider redesigning or upgrading the environmental big push strategy, taking into account the report *Building a New Future: Transformative Recovery with Equality and Sustainability*, so that a timed strategy is designed, defined by milestones for future interventions and also steering new Development Account programming cycles.

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<sup>3</sup> <https://www.cepal.org/en/news/eclac-reaffirms-its-commitment-supporting-caribbean-countries-their-path-towards-sustainable>.

33. **Recommendation 3:** Future project generations must be designed based on comprehensive mapping of thematic areas and sectors through joint analysis of priorities so as to avoid any dispersion effect. An environmental big push road map or strategy in the lead-up to 2030 must also be monitored.
34. **Recommendation 4:** Interventions should focus on the subregions and populations that are more vulnerable and exposed to environmental degradation, in particular where environmental mainstreaming gaps are the widest.
35. **Recommendation 5:** Gender and the “leave no one behind” principle should be mainstreamed within environmental big push projects, whether at the project level through establishing a project-specific inclusion strategy or as a complementary add-on to an environmental big push strategy.
36. **Recommendation 6:** Interventions should be better funded, in particular by matching budget allocations over the project’s duration with a realistic implementation pace.
37. **Recommendation 7:** Greater efforts should be made to promote ownership and empowerment of project results, with additional support for beneficiary institutions beyond conventional dissemination through policy advice, for external support, additional ECLAC financial support or institutions’ own resources.
38. **Recommendation 8:** To improve effectiveness and impact, policy advice related to legislative powers should be standardized and stepped up in projects, while caution should be exercised regarding tailored government initiatives that may be cancelled in the event of government changes.
39. **Recommendation 9:** Promote thematic areas and issues for which there is a broad regional, multi-country consensus as a strategy to facilitate a multiplier effect and for the sake of efficiency.
40. **Recommendation 10:** Accelerate transformational change within ECLAC so that implementation through interdisciplinary collaboration becomes the norm for environmental big push interventions and interdivisional Development Account project types are considered for future interventions that will accelerate the environmental big push.

#### **Recommendations for Development Account New York**

41. **Recommendation 11:** In order to improve efficiency and effectiveness, assessments should be clustered by thematic area, establishing multidisciplinary teams instead of contracting individual consultants. This would also lead to a more holistic understanding of issues.
42. **Recommendation 12:** Consider implementing projects in phases to ensure adequate empowerment and ownership.

#### **Recommendations for ECLAC Member Countries**

43. **Recommendation 13:** Member countries should coordinate among themselves setting up prospective big push priorities, either through the Forum of the Countries of Latin America and the Caribbean on Sustainable Development or in line with ECLAC Development Account programming cycles, or both.

# 1. INTRODUCTION

1. This assessment report is a review of Development Account project 1819 AJ entitled “Coordination, Coherence and Effectiveness for Implementing the Environmental Dimension of the 2030 Agenda in Latin America and the Caribbean”.
2. With a budget of US\$ 650,000 over four years (excluding extensions), it was funded under the Development Account's 11<sup>th</sup> Tranche (2018-2021) and implemented by the Sustainable Development and Human Settlement Division of ECLAC. The project aimed at promoting an environmental big push in Latin America and the Caribbean as a fundamental driving force for the implementation of the environmental dimension of the 2030 Agenda.
3. It was to be implemented initially in four countries, Paraguay, Perú, Costa Rica and Jamaica, although this list would be greatly expanded during implementation.
4. The evaluation is in line with General Assembly resolutions 54/236 (12/1999) and 54/474 (04/2020) and 70/8 (12/2015), which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. The ECLAC Programme Planning and Evaluation Unit under the Programme Planning and Operations Division is carrying out this evaluation.

## 2. PROFILE OF THE EVALUATION

5. The assessment is an end-of-cycle review of *the project on “Coordination, Coherence and Effectiveness for Implementing the Environmental Dimension of the 2030 Agenda in Latin America and the Caribbean”*. The project is part of the overall strategy of ECLAC to promote an environmental big push in the region contributing to implementing the environmental dimension of the 2030 Agenda.
6. The assessment is, on the one hand, part of the ECLAC accountability mechanism, examining the strengths and weaknesses of the project, how it was implemented, recommending further actions when necessary but also, on the other hand, contributing to institutional learning to replicate best practices and apply innovative approaches.

### 2.1 EVALUATION OBJECTIVES AND SCOPE

7. As per the terms of reference (ToR) (see annex 2), the objective of the evaluation is to assess the relevance, efficiency, effectiveness, and sustainability of the project.
8. In particular, the exercise was to:
  - Evaluate the achievement of the objective and results of the project, as stated in the project document;
  - Formulate recommendations and draw lessons that can both improve the sustainability of the benefits of this project and contribute to the overall improvement of ECLAC programming;
  - Promote accountability and transparency and, overall, assess the extent of the project's achievements.
9. A systematic and comprehensive evaluation of the performance of the project using the four Development Assistance Committee criteria mentioned above, assessing its design, processes of implementation, and achievements relative to project objectives, was carried out. It was aimed at obtaining and providing timely, precise and reliable information on how well the project was designed and implemented, progress made towards project objectives and whether the use of resources was cost-effective. The evaluation also looked at the project's sustainability, and indirectly its potential impact, through ownership and empowerment. The impact was not assessed due to the nature of ECLAC activities that primarily focus on assistance for political, economic and social decision-making, which are difficult to show under a too-short project cycle.
10. Relevance assesses how the project relates to the development priorities at the local, regional and national levels for environmental contribution to the 2030 Agenda and is coherent with the main objectives of ECLAC and the beneficiaries. It also assesses whether the project addressed the needs of targeted beneficiaries at the local, regional and national levels wherever relevant.
11. Effectiveness measures the extent to which the project achieved the expected outcomes and objectives, how risks and risk mitigation were managed, and what lessons can be drawn for other similar or resulting projects in the future.
12. Efficiency is the measure of how economically resources (funds, expertise, time, etc.) are converted to results. It also examines how efficient partnership arrangements (linkages between institutions/ organizations) were for the project.
13. Sustainability is the ability of the project intervention to continue delivering benefits for an extended time after completion; it examines the project's sustainability in financial, institutional, social and environmental terms.

14. Scope: employing the evaluation criteria described above, the assessment covered all activities supported by ECLAC and completed by the project team as well as activities that other collaborating partners, including beneficiaries, may have participated in.
15. In relation to timing, the evaluation covered all activities of the project from project document signature in March 2018 to project closure in December 2021. Some comments were made as well for continued support after project closure to enhance the impact and/or complete the project's activities (under sustainability).
16. The evaluation has been conducted in a way that provides evidence-based information that is credible, reliable and useful.

## 2.2 EVALUATION METHODOLOGY

17. The assessment is a discretionary internal end-of-cycle evaluation managed by the Programme Planning and Evaluation Unit of the Programme Planning and Operations division<sup>4</sup> of ECLAC. These evaluations represent brief end-of-project evaluation exercises and are undertaken as desk studies, consisting of a documentary review, stakeholders' survey and a number of interviews. No on-site, in-country field visits are considered.
18. The Evaluator adopted a participatory and consultative approach ensuring close engagement with ECLAC staff including the core project team; member countries, key stakeholders and consultants.
19. The evaluation was conducted between January and May 2022 with most interviews and the survey taking place in March and April.

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<sup>4</sup> Pursuant to General Assembly resolutions 54/236 of December 1999 and 54/272 of April 2000, the General Assembly requested that programmes be evaluated on a regular, periodic basis, covering all areas of work under their responsibility. 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 bodies endorsed by the General Assembly, the ECLAC Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of its work.

**Table 2**  
**Data acquisition coverage**

Country	Interviews	Online survey
ACL/Caribbean region	1	
Argentina	2	
Brazil	9	
Caribbean region	3	
Chile	12	7
Colombia	1	23
Costa Rica	3	5
Ecuador	1	
Peru		1
Mexico		1
Uruguay	1	
<b>Total</b>	<b>32</b>	<b>37</b>

Source: The evaluator.

20. The detailed methodology is found in annex 1. It was based on four principles:
- Effective consultation of all stakeholders (targeted institutions from member countries, service providers, ECLAC staff, and other donors).
  - Crosschecking of gathered information.
  - Emphasis on consensus and agreement on the recommendations by the stakeholders.
  - Transparency of debriefing.
21. The approach of the evaluation was the following: a review of key documents and literature, consultation and interviews of selected stakeholders, and an online survey. The data collection tools included semi-structured questionnaires for key informants (checklists and interview guides under annex 5). The tools were developed by the evaluator focusing on the evaluation criteria and results, as agreed with ECLAC at the inception stage.
22. The evaluation examined 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: gender mainstreaming was assessed in two ways: (i) women's inclusion in project implementation and (ii) project activities directly or indirectly targeting women and/or vulnerable populations. In addition, comments were made as to how the project contributed to SDGs. Human rights considerations were covered by assessing whether project activities were based on the “leave no one behind” principle, e.g., encompassing and/or ultimately benefiting the most vulnerable parts of the population.
23. The project's theory of change was reconstructed (see annex 3 and an evaluation matrix was developed (see annex 4). From the evaluation matrix, the interview guides (annex 5) and questionnaires for an online survey (annex 6) were drafted.

24. The evaluation was conducted in accordance with the United Nations Evaluation Group Ethical Guidelines for Evaluators, in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG)<sup>5</sup> ethical principles and aligned with “Ethical Guidelines for Evaluation”.<sup>6</sup> The rights and dignity of all stakeholders were respected, including potential beneficiaries and other evaluation stakeholders. The evaluator explained and preserved the confidentiality and anonymity of the participants so that those who participated in the evaluation were free from external pressure and that their involvement in no way disadvantaged them. The report of the evaluation does not indicate a specific source of citations or qualitative data to preserve this confidentiality.
25. While every effort was made to reflect the inputs of stakeholders fairly and accurately in the report, the evaluation ratings, conclusions and key recommendations are solely those of the evaluator, not binding on any individual or institutional stakeholder.

### 2.3 EVALUATION LIMITS AND CHALLENGES

26. The evaluation experienced several challenges and limitations that resulted in either amending the approach and/or delaying the evaluation.
27. These included the following:
  - Consultant’s absence due to COVID-19.
  - The very low response rate for the survey.
  - Time taken to gather contact information of interviewees.
  - Difficulties in reaching out to project stakeholders, in particular beneficiaries, and in securing an interview; the need to reschedule interviews several times in a row; or not being able to make contact with some stakeholders.
28. In time or by selecting alternate stakeholders, these issues were mostly overcome.

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<sup>5</sup> Norms and Standards for Evaluation in the UN System, UNEG, 2016 (<http://www.unevaluation.org/document/detail/1914>); UNEG Ethical Guidelines for Evaluation, UNEG, 2020 (<http://www.unevaluation.org/document/detail/2866>).

<sup>6</sup> UNEG Ethical Guidelines for Evaluation, UNEG, June 2020.

## 3. THE DEVELOPMENT ACCOUNT PROJECT

29. The project was funded under the 11<sup>th</sup> Tranche (2018-2021) and it was implemented by the Sustainable Development and Human Settlement Division of ECLAC. The project had a planned implementation period of 39 months (March 2018–June 2021) in total, but was eventually closed by December 2021.

### 3.1 PROJECT BUDGET

30. The budget allocated was US\$ 650,000 shared between two Outcomes:
- Outcome EA1 – US\$ 307,000: activities on identifying policies and actions to be recommended that contribute to environmental sustainability and turning these into a road map of actions.
  - Outcome EA2 – US\$ 343,000: activities on disseminating this road map and focusing on promoting a scaling up of the above-mentioned results and actions.

### 3.2 PROJECT RATIONALE, OBJECTIVES AND EXPECTED RESULTS

31. Implementing the environmental dimension of the 2030 Agenda in Latin America and the Caribbean demands a flexible approach in order to achieve strong synergies, collaboration and coherence. ECLAC has a competitive advantage in understanding the social, institutional and economic development context in the region through numerous interventions and support provided to member countries.
32. Based on "Horizons 2030: Equality at the centre of sustainable development" [LC/G.2660/Rev.1], ECLAC proposed a different approach that would foster structural changes within the region and accelerate the achievement of equality and sustainable development.
33. This project aims to make a contribution to this approach by implementing a strategy to support Member States in Latin America and the Caribbean—in particular lack of capacity among stakeholders—in implementing the environmental dimension of the 2030 Agenda in a more coherent, inter-sectoral manner. Four countries were selected initially for support, namely, Paraguay, Peru, Honduras and Jamaica.
34. By focusing on SDGs 11, 12, 13, 14, 15 and 16, this project supported the formulation and implementation of regional and national strategies that address the environmental dimension of the 2030 Agenda.
35. Therefore, through the project, ECLAC sought to provide support in strategic decision-making of Governments with a coordinated reorientation of public policies, investments, regulations, clean technologies, tax regimes, institutional innovation and arrangements—hence improved “coordination, coherence and effectiveness”.
36. The expected achievements (EAs) of the project were defined as two intertwined and sequential “expected accomplishments”:
- EA1: Strengthened understanding and consensus of regional stakeholders on policies and activities that can be adopted by the Member States to promote the implementation of the environmental dimension of the 2030 Agenda;
  - EA2: Enhanced capacity of national stakeholders in four target countries to mainstream and implement policies and instruments to promote the environmental dimension of the 2030 Agenda into national strategies and plans using a participatory integrated and inclusive approach.

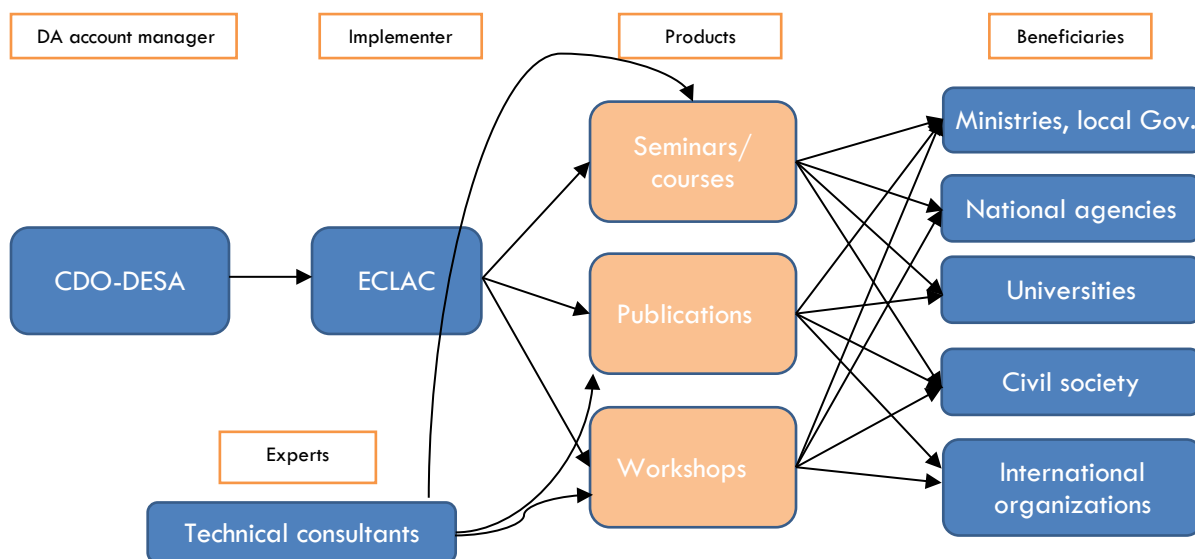


37. The first main result - EA1 – was to be achieved through the following activities:
- A1.1 Conduct a regional study to systematize and compile information, policies and gaps and to provide recommendations for national and subnational policies to promote the environmental dimension of the 2030 Agenda and the sustainable use of the natural capital;
  - A1.2 Organize and deliver three subregional participatory workshops - one in the Caribbean, one in Central America and one in South America, for key stakeholders to enhance their knowledge and capacity to mobilize, thus promoting better coherence and coordination in the implementation of the environmental dimension of the 2030 Agenda across the region;
  - A1.3 Draft a road map of policies, regulations, investments, technologies, institutional arrangements and tax regimes toward the implementation of the environmental dimension of the 2030 Agenda in the region based on the compilation of the outcomes and contributions of all sectors that participated in the three subregional meetings and also the outcomes provided by the gap analysis;
38. As for achievement 2 - EA2 – the planned activities were the following:
- A2.1 Organize and deliver one national participatory capacity-building workshop in each of the four target countries;
  - A2.2 Organize and deliver one national participatory follow-up event in each of the four target countries;
  - A2.3 Conduct advisory missions to support target countries in implementing the work plans developed and mainstream and implement the recommended policies, instruments and actions defined;
  - A2.4 Document the experience of the four case-study countries.
39. With the COVID-19 pandemic, the project would be redesigned in 2020 to better take into consideration the green recovery from the pandemic.

### 3.3 KEY PROJECT STAKEHOLDERS

40. The initial project document did not designate precisely key stakeholders but provided a range of potential stakeholders and beneficiaries. These would be identified during the first part of the project (EA1) through the identification of key stakeholders that would benefit from the drafting of the project road map.
41. These included:
- Policy makers and other government-level decision-makers: ministries, national agencies;
  - Civil Society: national/local NGOs;
  - Academia: technical schools, universities;
  - International/non-governmental organizations: United Nations/non-United Nations donors and;
  - ECLAC.

**Figure 1**  
**(Basic) stakeholders mapping**



Source: The evaluator.

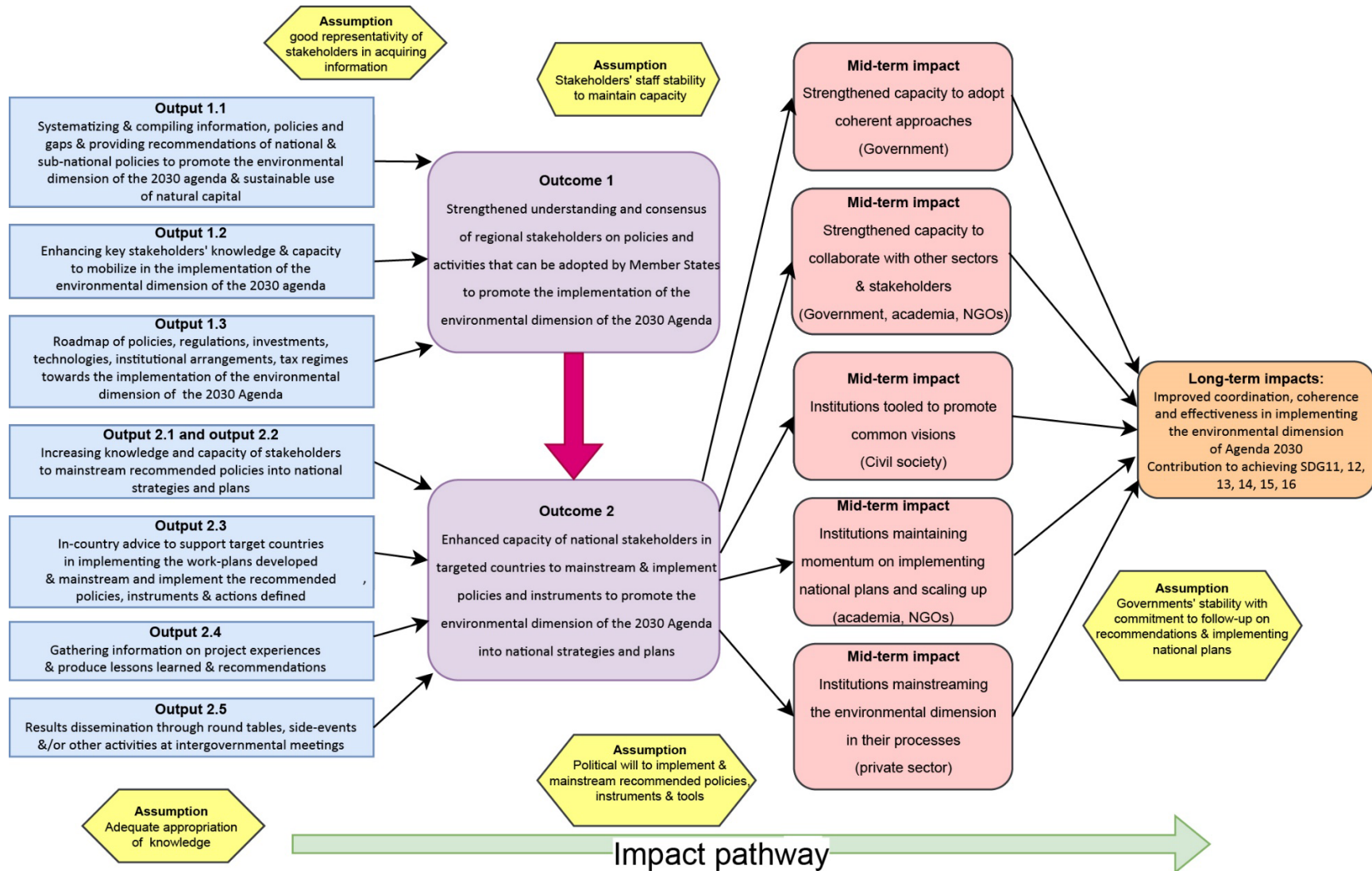
### 3.4 RECONSTRUCTED THEORY OF CHANGE

42. The logical framework analysis is an objective-oriented tool for project planning. The analysis identifies a problem and then develops a "temporal logic model" that runs through a pathway to achieve an objective from inputs, activities, results in outcomes that ultimately contribute to a development objective. It also identifies risks and assumptions and indicators and targets to assess the project's performance.
43. A theory of change is a method<sup>7</sup> that explains how a given intervention is expected to lead to specific development change, drawing on a causal analysis based on available evidence. It helps identify the many underlying and root causes of development issues to determine what priorities should be addressed to maximize a project's contribution to achieving development change. By articulating the causes of a development issue, making assumptions explicit on how the proposed strategy is expected to yield results, and testing these assumptions against evidence, the theory of change helps ensure a sound logic for achieving project change.
44. At the core of the Theory of Change is the understanding of how the activities of the intervention are expected to lead to the desired results through identifying (i) the causal pathway from activities to outputs to a sequence of outcomes/results to impacts and (ii) the causal assumptions showing why and under what conditions the various links in the causal pathway are expected to work.
45. The evaluator used the approach suggested in 'Useful Theory of Change Models' (Mayne 2015)<sup>8</sup> under which a ToC is developed by first reconstructing the impact pathways - usually a simplified intervention logic with an emphasis on linkages (causal links) between activities and results (impact pathways) contributing to the overall objective, and second, adding assumptions into the impact pathways as causal assumptions.
46. The reconstructed ToC from the project itself (figure 2) can illustrate the causal pathways leading to expected change. The main problem is that the ECLAC project cycle is too short to show impacts in the form of behavioural/institutional changes. Hence this approach shows its limits as internal assessments do not measure project impact.

<sup>7</sup> <https://undg.org/wp-content/uploads/2017/06/UNDG-UNDAF-Companion-Pieces-7-Theory-of-Change.pdf>.

<sup>8</sup> [https://evaluationcanada.ca/system/files/cjpe-entries/30-2-119\\_0.pdf](https://evaluationcanada.ca/system/files/cjpe-entries/30-2-119_0.pdf).

**Figure 2**  
Theory of change reconstruction



## 4. EVALUATION FINDINGS

### 4.1 FINDINGS—DESIGN AND RELEVANCE

**FINDING 1: The project design is straightforward with two main results and a limited number of indicators, facilitating monitoring, but the project does not encompass the entire ECLAC-specific project cycle.**

47. This project is based on a simple design with a two-step implementation approach:
- (a) Needs assessment under Expected Accomplishment 1 on strengthening the understanding and consensus of regional stakeholders on policies and activities that can be adopted by the Member States to promote the implementation of the environmental dimension of the 2030 Agenda;
  - (b) Actual guidance, capacity building and support of member countries under Expected Accomplishment 2 through enhancing the capacity of national stakeholders to mainstream and implement policies and instruments to promote the environmental dimension of the 2030 Agenda.
48. The number of indicators is limited, mostly SMART, facilitating implementation monitoring.
49. The ECLAC-specific Development Account project approach is typical with (1) assessing demand (consultations), (2) study/data acquisition (consultancy), (3) analysis and proposals (consultancy), (4) publication/formalization, (5) dissemination. However, the dissemination phase (6) is missing altogether from the project document with no resources allocated for that purpose. It is assumed that additional and subsequent funding is to be sought after the project's end to follow up project results and achievements. This is a shortcoming; with capacity building, time is of the essence when dealing with results ownership and empowerment.

**FINDING 2: The lack of pre-defined thematic areas in the project design enabled alignment with the needs of the target countries but can also raise a risk of responding to out-of-scope issues or of scattering resources.**

50. Despite a country-level situational analysis, there was no set of defined sectors or thematic areas for each of the beneficiary countries. On the contrary, Outcome 1 was included to make this preparatory work, before enhancing the national capacity of targeted countries under Outcome 2.
51. These assessments are normally undertaken at the formulation stage, guiding it and contributing to the project design itself. This method made sure that the project would be highly participatory, responding to clear needs expressed by Governments and/or other non-governmental regional institutions.
52. Looking back at the results framework, it is clear that it is mainly defined by implementation/ methodology (assessments, regional, national local studies and events and not by technical aspects (or even thematic areas). This is an issue because the results framework becomes too open-ended, and it becomes difficult to delineate its boundaries, risking dispersion of resources.
53. In the same vein, the lack of pre-determined thematic areas is also skewing this results framework towards the definition of all-purpose activities (workshops, capacity building, events, missions) or activities that are ill-defined, encompassing too many aspects (for example, a road map of policies, regulations, technologies, tax regimes, investments— basically of every aspect under the sun where ECLAC can provide support). These may not be an issue at all if clear project thematic areas are mapped or considered under the project at design stage but taken alone, these do not contribute to understanding what exactly the project is supposed to achieve. This is a major issue of design that should be addressed in the future (see conclusions and recommendations).

***FINDING 3: The project is in line with decisions made by the thirty-sixth session of the ECLAC Commission and with the Forum of the Countries of Latin America and the Caribbean on Sustainable Development.***

54. At the thirty-sixth session of the ECLAC Commission in 2016, the institution presented a position paper “Horizons 2030: Equality at the Centre of Sustainable Development” detailing key considerations and guidelines for devising strategies for progressive structural change, with a focus on an environmental big push.
55. A big push is “a path towards sustainability to be established by a set of clear, coherent and continuous public policies, without which investments, tax, regulation, prices and other components of the big push would not go through an innovation trend”.<sup>9</sup> It focuses on a set of new public policies favouring new energy sources, smart production processes and environmental innovations and paving the way for low-carbon expansion and growth.
56. At the same time in 2016, ECLAC member States established the Forum of the Countries of Latin America and the Caribbean on Sustainable Development to follow up and review the implementation of the 2030 Agenda for Sustainable Development. This Forum has been providing a regional platform for learning and exchange, enabling the countries of the region to share good practices and lessons learned.
57. The project under review is an operationalization of (i) the decisions made at the thirty-sixth session to bring forward an environmental big push and (ii) recommendations from the 2017 annual report<sup>10</sup> of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development.
58. This particular report established the need for an environmental big push to (i) broaden the welfare State and protect the labour market, (ii) create a political economy of learning and technical change by reducing inequality, (iii) build endogenous capacities in new technologies, and (iv) rethink public-private partnerships.
59. Several key thematic areas were already proposed in the original annual report and subsequent ones, and would constitute the basis of this project; these included: the greening of the transport sector, renewable energy, circular economy, mainstreaming of SDGs into public accounts, adaptation to climate change.

***FINDING 4: The project is by nature cross-sectoral and well-aligned with ECLAC programmes on macroeconomic policies and growth, social development and equality, sustainable development and human settlements, and natural resources and infrastructures for 2018 and subsequent years.***

60. Because the environmental big push project is a multisectoral effort, it has contributed to achieving ECLAC objectives from various subprogrammes. This is most evident with the project redesign on a post-pandemic green recovery.
61. These included, at least, the following:
- Subprogramme 3 on macroeconomic policies and growth, key activities included generating growth and good quality strengthening fiscal sustainability as a basis for financing public investment and social policies.
  - Subprogramme 4 on social development and equality with the coordination of social, economic and environmental policies and the promotion of labour market inclusion.
  - In Subprogramme 7 on sustainable development and human settlements, ECLAC sought to improve the integration of environmental, climate change and urban management issues into economic, social and land-use policies in the framework of sustainable development through (i) an integrated approach to planning and building sustainable cities and urban settlements,

<sup>9</sup> Source: Mazzucato & Perez (2014).

<sup>10</sup> [https://repositorio.cepal.org/bitstream/handle/11362/41189/S1700474\\_en.pdf?sequence=7&isAllowed=y](https://repositorio.cepal.org/bitstream/handle/11362/41189/S1700474_en.pdf?sequence=7&isAllowed=y).

- (ii) the use of economic tools for the evaluation of environmental policies leading to more relevant policy analysis, supporting a transition towards lower-carbon economies, and (iii) assess experiences and advances towards an inclusive lower-carbon economy, intending to secure progressive structural change.
- Under subprogramme 8, the focus has been on efforts to diversify countries' energy matrix towards renewable sources through (i) enhanced international cooperation to facilitate access to clean energy research and technology, and (ii) expanding infrastructure and upgrading technology for supplying modern and sustainable energy services.

***FINDING 5: Despite project redesign during the COVID-19 pandemic, its relevance did not fundamentally change.***

62. By mid-2020, it was clear that the impact of COVID-19 on the project was very strong, in particular, its implementation as initially envisioned. Furthermore, Member States' resources were primarily allocated to fighting the pandemic; hence, fewer financial and human resources were made available for the project. The project design and implementation approach were no longer adapted to this new environment, given that the region was suffering an important recession.
63. ECLAC proceeded with the redesign of the project with a focus on a green recovery, inclusive, economically viable, with a lower environmental footprint and again aligned with the 2030 Agenda. This selective growth approach was rebranded as a Big Sustainability Push or Green Recovery. The objective was to prepare and accompany the post-pandemic economic recovery in a way that did not worsen the environmental crisis and reorient public policies and private investments toward a more resilient and low-carbon economy, as a fundamental step for implementing the environmental dimension of the 2030 Agenda.
64. The overall project objective did not change but the approach was amended to better mainstream the environmental dimension of the 2030 Agenda into member countries' post-pandemic recovery processes.

***FINDING 6: The initial project geographical coverage was limited to four selected countries, evidencing the pilot nature of the project.***

65. The project was to be implemented in four countries covering MERCOSUR (Paraguay), the Andean region (Peru), Central America (Honduras) and the Caribbean region (Jamaica). The countries were selected based on a series of criteria that included:
- Geographic representation so as to test different regional contexts and regional situations.
  - Country variations in institutional capacity to benefit from different experiences.
  - Existing national mechanisms or systems to support implementation, in particular, structures that allow countries to move forward in the implementation process of the 2030 Agenda.
  - Existing and close working relationship with ECLAC to ensure straightforward implementation and project participation.
66. Limiting the number of supported countries was to allow ECLAC to build strong case studies for further subsequent support and maximize the future potential of scaling up from lessons learned.
67. This approach was turned upside down by the COVID-19 pandemic, with a more open implementation architecture based on member countries' demands that may have resulted in resource dispersion with probably good effects on understanding how to mainstream the environmental dimension from different perspectives, including in geographical terms, but a disadvantage for following up on many different thematic areas and responding to member countries' new demands for further support.

**FINDING 7: The project redesign changed the approach from environmental mainstreaming piloting to providing support in operationalising environmental mainstreaming through a green recovery approach.**

68. Due to COVID-19, the project redesign fundamentally changed the initial approach, moving from information and analysis of ways to mainstream the environmental dimension of the 2030 Agenda through country case studies to more direct decision-making support to ensure a green recovery contribution to the 2030 Agenda.
69. This new approach was designed in 2020 during the initial stages of COVID-19 and culminated in late 2020 with the publication of *Building a New Future: Transformative Recovery with Equality and Sustainability* on analysing the slow growth, growing inequality and the environmental emergency, assessing the impacts on growth, emissions, income distribution under different policy scenarios, highlighting the potential of various policy combinations with lower emissions and greater equality.
70. Seven sectors that drive sustainable development were identified: (i) energy transition, (ii) sustainable mobility and urban space, (iii) the digital revolution for sustainability, (iv) the healthcare manufacturing industry, (v) the bioeconomy and sustainable development based on biological resources and natural ecosystems, (vi) the circular economy and (vii) the sustainable recovery of the tourism sector.
71. The redesigned project was to focus on four recovery sectors: energy transition, sustainable mobility and urban space, bioeconomy and circular economy. This new approach had the merit of drawing much clearer boundaries around the project, given the wide variety of activities that could have been supported and included under the previous version. However, this resulted in the project amending the initial list of targeted countries.
72. Concerning the original project design, this new approach resulted in a dilution of resources that may bring a new set of issues related to effectiveness or sustainability (see sections 4.3 and 4.4).

## 4.2 FINDINGS—EFFICIENCY

**FINDING 8: Despite the multisectoral nature of the project, its implementation has been siloed between heads of relevant ECLAC departments and units.**

73. While the project was led by the Sustainable Development and Human Settlements Division, actual operationalization was split within ECLAC according to the relevant thematic areas. This may be a clear advantage when dealing with technical issues (electromobility, green fiscality, sustainable mobility, housing) but it shows its limits when the issues at stake involve different sectors and expertise.
74. There may be interdivisional discussions on certain topics as per projects but overall, ECLAC has yet to come up with a mechanism that ensures interdisciplinary work like clustering on thematic areas. Interviews showed interactions between national offices are limited and/or time-consuming with the need for ECLAC Santiago overseeing.
75. This siloed approach is detrimental in many aspects: at a national level, one local stakeholder may have one ECLAC focal point but a different one will have another ECLAC counterpart while these may not coordinate on a common thematic area; there is a risk of overlapping when staff are not well coordinated for certain aspects. Evidence of this is visible for certain products which are split into different sub-thematic areas; examples may include the separate review of an issue but from different viewpoints, missing the essential point that these viewpoints are closely interwoven with one another and more information can be brought up by combining these different viewpoints than by separating them, for example, “Value chain analysis of rural housing in Manabí” could have been combined with “Sustainable Housing Solutions and Best Practices”. Another example are three separate studies on diesel bus conversion: Report on International case studies of investments for diesel bus conversion; Study of technical and infrastructure conditions and requirements for investments in favour of the conversion from diesel to electric buses; and Study of regulatory requirements for investments in the conversion from diesel to electric buses.

76. It appears that the easiest implementation approach within a highly hierarchical ECLAC in this project has been to simplify activities as much as possible for the sake of convenience and direct attempts to achieve efficiency towards the operational level: one ToR, one consultant, one report, one presentation and one product dissemination effort. Then, at a later stage (often, after project conclusion), a new internal analysis will assess what course to pursue to enhance the results and increase the impacts of the overall set of products through new interventions.
77. This approach, however, completely misses the added value of bringing together different fields of expertise to review an issue together. This, combined with the very effective ECLAC approach to address issues (i) at the regional level, (ii) at the national level and (iii) at the local level, is not very efficient with limited financial resources, hence the need to reassess how ECLAC is addressing specific issues in operational terms.

**FINDING 9: The multiplication of thematic areas has resulted in excellent value for money but also posed the issue of follow-up.**

78. With the reviewed project taking into account the effects of COVID-19 and the need to address a post-COVID recovery, the big push project responded to a much higher number of member countries' requests than the original four countries. ECLAC addressed these requests mainly through analysis of the issue (technical reports) and, to a lesser extent, with seminars and workshops.
79. On the one hand, this multiplication of products may have become an issue in terms of follow-up capacity. Interviews with both consultants and direct institutional beneficiaries have shown that these open up a whole range of new requests and issues to address that may be well beyond the capacity of ECLAC. Hence, the question becomes how to address them.
80. On the other hand, ECLAC has maximized limited resource efficiency to a degree that was not contemplated in the original project design covering over 15 different thematic areas and over 10 member countries.

**FINDING 10: Collaboration with other international/regional institutions has significantly increased the efficiency of the project.**

81. ECLAC has taken advantage of other institutions in two different ways: (i) pooling of resources to achieve results, (ii) direct support of ECLAC activities.
82. A non-exhaustive list of examples includes the following:
- Support for the Organization of Eastern Caribbean States (OECS) with the drafting of a communication strategy on the Green-Blue Economy Strategy and Action Plan while OECS might cover the implementation of the communication strategy.
  - EUROCLIMA and the project have worked on common activities such as Green Fiscal Policies for Central America, the economic recovery from the COVID-19 crisis, based on economic sectors that can generate jobs, economic growth and environmental resilience, the establishment of the Parliamentary Observatory on Climate Change and Just Transition, the contribution of ECLAC on Green Hydrogen in Chile —accelerating towards carbon neutrality—, a EUROCLIMA initiative focusing on driving sustainable transformation in the country through the development of green hydrogen, a key technology for decarbonization.
  - GIZ support is direct with the financing of ECLAC in several thematic areas through biennial programme phases; examples include support for the environmental big push to strengthen the implementation of the environmental side of the 2030 Agenda), support for the Costa Rica decarbonization strategy and bioeconomy strategy, the promotion of inclusive and sustainable cities in Latin America; GIZ is also directly supporting ECLAC with GIZ advisors, fostering synergies between projects.



- The Brazilian Federal Senate with ECLAC support on the Environment Senate Commission and the creation of Fórum da Geração Ecológica, coordinated directly by the presidency of the Senate's Environment Commission, to develop a legal framework for a green economic recovery and an associated environmental big push.
- Support for the Carnegie Climate Governance Initiative - C2G on assessing the potential impacts of Carbon Dioxide Removal approaches on the SDGs in Latin America and the Caribbean.
- Project contribution to the drafting of 35 city climate change action plans in Latin America and the Caribbean overseen by "Ciudades Capitales de las Américas frente al Cambio Climático" (CC35).

83. These collaborations may explain why ECLAC was able to tackle so many thematic areas, hence making good use of limited financial resources.

**FINDING 11: The project has had significant implementation issues at project start-up with extremely low project delivery in its initial stages.**

84. Project delivery was very low at start-up, only to improve progressively throughout the project, showing an acceleration in implementation, from 8% to 57% as per table 3.<sup>11</sup>

85. Other sources<sup>12</sup> show that by December 2021, 95% of the budget had been consumed, meaning some activities were being finalized after project closure. This might explain why interviews showed that additional complementary activities have been going on to ensure project finalization.

**Table 3**  
**Budget planning and expenditures**

Year	ProDoc	Annual Work Plan (AWP)	Actual expenditure	% spent	Total implementation rate	
	Work Plan (\$)	(\$)	(\$)	(expended / AWP)	% Expenditure / total budget	Acceleration rate from one year to another
2018	305 000	305 024	13 581	4	2	-
2019	113 000	No info	34 990	-	8	x 4
2020	101 000	428 000	199 673	47	31	x 4
2021	131 000	398 000	370 381	93	57	-
<b>Total expenditure (05/2022)</b>	<b>650 000</b>	<b>-</b>	<b>618 625</b>	<b>-</b>	<b>95</b>	<b>-</b>

86. The implementation issues are of different kinds: (i) during the formulation process, the highest budget provision was skewed towards the initial stages of the project, (ii) the inception phase with the confirmation of selected countries' involvement did not materialize for different reasons (e.g., political issues, elections and changes of Government) resulting in changes during the inception phase, and (iii) the actual initial assessment under Result 1 is a time-consuming process involving contact, time but little financial resources. Donors most often fund these activities as part of the preparatory phase during a project formulation stage.

<sup>11</sup> Source: annual project progress reports.

<sup>12</sup> Source: Budget and expenditure dashboard—status of expenditures, regular budget.

**FINDING 12: The redefinition of the project during the COVID-19 pandemic has been instrumental in accelerating project delivery and matching better activities with the environmental big push.**

87. It appears that the project was barely moving on with 7% delivery after two years of implementation. The change in project approach for a reorientation towards green recovery in 2020 shifted the project paradigm from limited pilot initiatives in four countries to a wide range of supports potentially covering all member countries. This approach was made public through a late 2020 report *Building a New Future: Transformative Recovery with Equality and Sustainability*.
88. This led to an acceleration in delivery, jumping from 7% to 95% as per Table 3<sup>13</sup> during the pandemic by the project's end.
89. Given the number of products (>30), workshops and training sessions (>14), this project is of somewhat good value for money; less than US\$ 15,000/product.
90. The overall direct beneficiaries of the project equalled nearly 300 people (as per individual contacts for the online survey). This number seems to be low given that the COVID-19 pandemic and virtualization of awareness-raising events, training sessions or workshops could have offered an opportunity to increase project outreach significantly, as has been the case in most other donor-funded projects.

**FINDING 13: Within the parameters of the ECLAC project cycle and procedures, the project team has been very efficient in ensuring the achievement of project results.**

91. If the project team had issues in operationalising the intervention during the first two years, possibly because the first result was in essence preparatory work for the second result. the project team made good use of project resources with the redrafting of the project, considering green recovery support as a strategy to mainstream the environmental dimension into the 2030 Agenda.
92. The project team also preferably, but not exclusively, financed complementing pre-existing initiatives (see FINDING 10), which resulted in pooling resources or seeking out cooperation with other institutions leading to high-efficiency gains. That enabled a high 85% consumption rate in over 24 months (2020 and 2021) for this 48-month project.
93. In addition, the re-contracting of satisfactory consultants or consultants with previous experience in ECLAC also enabled a swift product delivery over a limited period (a vast majority of contracts signed after mid-2020).
94. It is surprising that with limited time available, the project team did not cluster TORs to reduce the number of contracts, but kept with the practice of slicing thematic areas into many individual contracts that could have benefitted greatly from each other, had they been implemented through a limited number of contracts by teams of consultants. This is not efficient, including for beneficiary stakeholders that eventually need to review numerous assessments, and it would have been much cheaper in terms of financial resources and administrative burden.

### 4.3 FINDINGS—EFFECTIVENESS

**FINDING 14: The project has been effective in providing strategic decision-making information through different approaches.**

95. Thematic support has been assessed from different angles of analysis. In many cases, the project assessed issues taking into account some of the financial, economic, social, environmental, and fiscal aspects. This has the advantage of providing very detailed information for decision-makers, mostly at the national level, and often responds to a specific issue raised by Governments. However, it requires swift ownership and empowerment,<sup>14</sup> in particular for economic, technical and financial aspects, before data becomes obsolete.

<sup>13</sup> Source: annual project progress reports.

<sup>14</sup> This remains the main shortcoming of ECLAC interventions - see section 4.4 on sustainability.

96. This has been a very effective way to provide Governments with strategic decision-making information based on very detailed assessments, but it is an issue in terms of efficiency (see paragraph 95 above). The multiplication of reports makes it more difficult for product ownership by relevant stakeholders and institutions.
97. For example, assessing the feasibility of public transport fleets' conversion to electric propulsion in Costa Rica and Chile required no fewer than six reports assessing the issue from different points of view, including financial costs and financial instruments, technical and infrastructure requirements, and regulatory framework requirements.
98. A thematic issue is reviewed at different geographical scales —regional, national and local— is the typical ECLAC approach in decision-making support, either analysing an issue at the national level and upscaling it at the regional level or downscaling it at the local level, or reviewing an issue at the regional level and deepening the analysis at the national level, then testing or piloting at the local level. Most often, this piloting remains the responsibility of national and local stakeholders and there is no follow-up, due to lack of funding or political will.<sup>15</sup>
99. However, in practice, ECLAC cannot apply this approach in every single thematic area for the following reasons:
- (i) The thematic area and approach are country-specific: for example, in Brazil, support for the Brazilian Senate on sustainable environment is not easily upscaled at the regional level; for sustainable housing construction, housing conditions are completely different between Argentina and Colombia; hence the multiplication effect can be limited.
  - (ii) Time constraints (at least another project cycle would be necessary to pilot new initiatives coming out of ECLAC support for CMA in Brazil).
  - (iii) Mandate and resource limitations (it is not in the ECLAC mandate to fund pilot initiatives on sustainable development at the local level); hence, it is expected that the many gaps will be:
    - Covered by other international/regional institutions like OECS on the Green-Blue Economy Strategy and Action Plan implementation;
    - Taken up by Governments at the national level in most cases for regional studies;
    - Tested or piloted at the local level by local institutions, such as municipalities in Colombia on the circular economy of solid waste, the private sector in piloting public transport electrification in Costa Rica, or possibly even NGOs.
100. If at a higher level, ECLAC senior staff may have a more complete and holistic understanding of how the institution is supporting its member countries because complementary activities can be funded through other budget lines/divisions/donors – for example, GIZ, EUROCLIMA, it is difficult at project level to understand the logic of ECLAC support for clusters of countries or individual countries or why some aspects are assessed in detail and others are not. Future interventions would benefit hugely from clarifications at project design stage as to what aspects are prioritized, again showing the need to better define project boundaries and areas of intervention.
101. For example, (Regional → National → Local) a regional assessment was made on sustainable housing good practices in Central America and Colombia, national assessments were made of how low-income populations' access to housing in Argentina and Colombia can have a positive impact on the labour market and finally, a detailed review of the value chain for sustainable housing was carried out in the Manabí province in Ecuador struck by an earthquake in 2016.

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<sup>15</sup> As an example, new legislation proposals on bioeconomy or enhanced sustainable resource protection are highly unlikely to be adopted by Government, given the current political situation in Brazil.

102. The assessments made by ECLAC may be divided into two or three types, which include (i) the review of the legal and legislative landscape, (ii) technical and financial aspects ('feasibility') and (iii) economic, and financial aspects ('impact'). Interviews showed that information erosion is highest for (iii) and lowest for (i), with the most interest shown for (i) by highest-level decision-makers (cabinet, ministry, legislative bodies), and for (ii) and (iii) at a medium or senior level within technical divisions or units. This can have repercussions when devising dissemination strategies with the need to advance swiftly for (ii) and (iii) before the information produced is no longer relevant or outdated.

**FINDING 15: The intervention of the project has been very limited in the Caribbean region.**

103. (Regional → National): the review of options for environmental fiscal policy reforms covered Argentina, Uruguay and Chile, while a more detailed analysis was carried out on environmental fiscal policy reform in the transport sector in Argentina.
104. It can be fair to say that with only 7% of the Latin American and Caribbean population living in the Caribbean region and over 1/3 of the countries of the region located in the Caribbean subregion, ECLAC support should be somewhat more limited by definition than for Latin America. However, looking at environmental vulnerability (such as country EVI),<sup>16</sup> most if not all Caribbean countries (and to a lesser extent some Central American countries) are lagging behind on environmental mainstreaming simply because they are much more vulnerable to environmental degradation than other Central American and Latin American countries. This should alert ECLAC to pay more attention to the Caribbean region when dealing with the environmental dimension of the 2030 Agenda.
105. There are also cases where just the regional assessment was done without additional analysis at the national and/or local level. A typical example is the regional studies in water and sanitation on analysing the relationships between macroeconomic and social variables and the coverage of safe drinking water and sanitation or estimates of investments required in drinking water and sanitation infrastructure to close coverage gaps and impacts on green jobs and value added.
106. This was partially met at the regional level with support provided to OECS on the Green-Blue Economy Strategy and Action Plan—in particular, on a related communications strategy covering all 11 OECS member countries, and at the national level with the drafting of cities' climate action plans. However, much more could have been achieved, in particular on biodiversity, the bioeconomy or climate change, by promoting support for regional organizations (CARICOM, CCREEE and more support for OECS).

**FINDING 16: The project's activities and outputs contributed to informing key decision-makers on how best to mainstream the environmental dimension in the 2030 Agenda.**

107. That does not mean that uptake has been systematic. On the contrary, it seems to be problematic because it is not integrated into the ECLAC project cycle (see the chapter on sustainability).
108. The list of achievements is in table 4.
109. **Expected Achievement 1** "Strengthened understanding and consensus of stakeholders on policies and activities that can be adopted by Member States to promote the implementation of the environmental dimension of the 2030 Agenda for a green economic recovery" was overhauled during the pandemic; there is little if any information on key activities carried out before the project review. As mentioned before, most if not all activities under EA1 amount to preparatory work before actual stakeholders' decision support (capacity building, technical assessments and awareness raising).
110. The following activities were concluded:
- OP1.1 "Conduct a regional study to systematize and compile information, policies and gaps and to provide recommendations of national and subnational policies".

<sup>16</sup> <http://chartsbin.com/view/39037>.

- The project review led to the drafting in late 2020 of *Building a New Future: Transformative Recovery with Equality and Sustainability* that would redefine the conditions of interventions of this project - in particular on approach and thematic areas.
  - OP1.2 and 1.5 “Organize and deliver subregional participatory workshops —at least one in the Caribbean, one in Central America and one in South America— with key stakeholders to identify demands, enhance their knowledge and capacity to mobilize (→ implementation of the environmental dimension of the 2030 Agenda)”.
  - Several events were conducted in 2020 and 2021: climate action and COVID-19, green fiscal policies for Central America, and work on the OECS Green-Blue Economy Strategy and Action Plan in 2020 and 2021 to reinforce the environmental dimension of sustainable development in the Eastern Caribbean through the Escazú Agreement; the objectives of these events were three-fold: (i) assess demand, (ii) present project achievements and (iii) lobby on thematic areas. This was successful but demands for follow-up were only partially achieved.
  - OP1.3 “Draft road maps for sectoral and cross-cutting policies, regulations, investments, technologies, institutional arrangements and tax regimes”.
111. Under OP1.3, many activities were completed both at the regional and national levels (livestock in Brazil, assessing development gaps in Chile, city climate action plans in the Caribbean region, circular economy in Colombia/Latin America and the Caribbean, sustainable housing in Latin America and the Caribbean, green and environmental fiscality in the Southern Cone region, recovery of the green-blue economy in the Caribbean region and the energy transition and mobility in Chile, Brazil and Costa Rica).
112. These activities showed a mix of technical, financial and legislative assessments and proposals to feed in dialogue and cooperation and to increase knowledge of Government staff. This set of activities has been instrumental for decision-makers, mostly at Ministerial levels, in the potential adoption of new measures. The key issue remains the ECLAC follow-up and dissemination strategy to ensure relevant uptake; this is often not part of the project itself, coming only after official ECLAC endorsement of technical reports through publication and/or when the project is closed. Most of these actions open up new requests for support, probably not to be met by ECLAC because they are too local or out of mandate. This points out that ECLAC must pay more attention to the follow-up of support because stakeholders could become frustrated if promptly dismissed for the above-mentioned reasons.
- OP1.4 “Conduct regional studies to systematize and compile information, policies and gaps and to provide recommendations of national and subnational policies (environmental dimension of the 2030 Agenda and sustainable use of the natural capital promotion)”.
113. This activity was completed with the finalization of *Building a New Future: Transformative Recovery with Equality and Sustainability*; it provided a road map and strategies for a green recovery in the region and focused on mainstreaming them into the national planning process and defined the economic sectors that should be the pillars for a green economic recovery. It was approved in late 2020 during the thirty-eighth session of ECLAC. It became the basis for most activities of the project in 2021.
114. This assessment constituted the basis of action for 2020/2021 project activities.
115. Under **Expected Achievement 2** “Enhanced capacity of national stakeholders in four target countries to mainstream and implement policies and instruments to promote the environmental dimension of the 2030 Agenda into national strategies and plans using a participatory integrated and inclusive approach”, the following activities were planned:

- OP2.1 “Organize and deliver at least one national participatory capacity building workshop in each of the targeted countries to increase knowledge and build the capacity of national stakeholders to mainstream policies into national strategies and plans”.
116. Several events were organized in 2021: the launch of *Fórum Geração Ecológica* (Brazil), instruments for implementing the environmental dimension of Agenda 200 (Costa Rica), circular economy (Chile), electromobility strategy public consultations (retrofit) (Chile). The approach is very similar to OP1.3: assess demand, present project achievements, lobby on thematic areas, feeding dialogue and cooperation and raising awareness at Government level. Such events are more about information than actual capacity-building training events. However, these are the necessary first steps for uptake of ECLAC thematic area information and analysis.
- OP2.2 and OP 2.3: “Organize and deliver one national participatory follow-up event in the targeted countries to develop national capabilities and support countries in implementing and monitoring impacts and performance of the national workplans and conduct advisory missions/meetings to support targeted countries in implementing the workplans developed and mainstream and implement the policies, instruments and actions identified”.
117. Several events were organized in 2021: support for the establishment of the Parliamentary Observatory on Climate Change and Just Transition (OPCC), and Just Transition events (Brazil).
- OP2.4 “Document the experience of the countries; regional consultant to gather information on the experiences and produce a document compiling lessons learned and recommendations derived from the process”.
118. This activity was partially completed: no consultant was contracted; some of the products have been published officially through ECLAC but many are still waiting for review. It appears that there has been a Commission-wide backlog of reports waiting for review due to delays from COVID-19. This is having practical effects: the dissemination phase for thematic area reports has been delayed by months, resulting in reduced stakeholder’s attention to project results.
119. Because the dissemination phase occurs officially after technical report assessment and publication, many assessments will be disseminated through other budget lines, possibly still to be identified-, resulting in momentum loss for technical assessment uptakes by relevant stakeholders. In a sense, this can be seen as a project cycle weakness. A late project review (e.g., product prioritization for dissemination) could have been considered, so as to strengthen the sustainability of results but it remains to be seen what can be realistically achieved or expected from beneficiaries when the dissemination phase occurs many months after consultants’ engagement.
120. Finally, another major issue has been the redesign of the project that resulted in most project delivery occurring in 2021, with no time to do any dissemination campaign for each product before project closure.

**Table 4**  
**List of project deliverables**

Categories of deliverables	Number at the national level	Number at the regional level	Number at the global/ Interregional level
Workshops, seminars and training events	2	9	4
Public consultation	1	-	-
Online training events	1	-	-
Policies (incl. draft policies and recommendations)	2	-	-
Policy action plans (including drafts)	6	-	-
Strategies	1	1	-
Studies (incl. case studies, reviews and assessments)	5	4	-
Reports and publications	5	8	-
Toolkits/methodologies/guidelines/training modules	1	1	-

**FINDING 17: The project has put insufficient emphasis on the subnational level, missing out on opportunities.**

121. The project has mostly supported national governments through regional analysis. This is efficient but also prone to risk with changes in Government priorities or even changes in Government. Interviews have shown that supporting institutions at the subregional level can be as effective (i.e.: circular economy and solid waste at municipality level in Colombia) but also that there are missed opportunities (e.g., building up case studies on electromobility at state level in Brazil). Hence, there is also a need to take better into consideration the subnational level for support.

**FINDING 18: The added value of ECLAC or its successful core business is about strategic thinking and creating an enabling environment facilitating strategic decision making – it is less effective in dealing with technical aspects of the environmental big push.**

122. Interviews have shown that the most promising effects of the project, resulting in due Government consideration or even appropriation and empowerment, are those for which ECLAC makes an independent assessment based on international experiences and/or case studies. This kind of product is best in order to attract Government attention or feed into a larger national or political dialogue process (e.g., electromobility in Costa Rica, thematic area assessments by *Fórum Geração Ecológica* technical groups).
123. Technical studies at the national level may be less successful, possibly because they may get less attention from key decision-makers, but only from senior technical stakeholders who are often not in a key decision-making position, for example, a study on sustainable housing effects on low-income populations in Colombia and Argentina, and the Manabí sustainable housing value chain analysis in Ecuador. However, if there is a clear pre-existing Government prioritization of the thematic area, all studies are welcome; alternatively, if the thematic area is analysed from many different viewpoints, it will also generate national interest (for example support for CMA on legislation in Brazil).

**FINDING 19: The COVID-19 pandemic has negatively affected the quality of technical assessments.**

124. Most, if not all, assessments and subsequent workshops were carried out in a virtual mode. For assessments involving mainly literature review and key relevant institutional stakeholder interviews, the constraints amounted to difficulties in accessing documents or reaching out to selected stakeholders by telephone or videoconference. At macro level, Governments have not been very responsive to the project, focusing on tackling COVID-19, at least in the early stages of the pandemic. With regard to assessments themselves, the actual availability of national stakeholders varied greatly, resulting in some delays in report drafting and submission.

Capacity building on the Digital Tool for Measuring the Circularity in Public Waste Management (Colombia) has been ongoing but uptake is limited: as recently as 22 May, the Ministry was having discussions with ECLAC on expanding the testing phase to new municipalities.

125. Technical assessments, on the other hand, are much more field-based with the need to understand through visits how factories operate, discussing with stakeholders in their workplace, and reviewing infrastructure and processes. Interviews showed that the more technical the assessment, the more a lack of field visits will be felt. This constraint has forced consultants (e.g., those in the energy subsector) to abandon more in-depth analysis and make weak assessments or assumptions based on interviews and literature only with no on-site proofing.

**FINDING 20: ECLAC is very effective in encouraging South-South networking for promoting the environmental big push.**

126. Although it may not be systematic, ECLAC made efforts to link institutions from different countries to create thematic area dialogues. A very efficient way to achieve this is to prepare assessments that include international case studies and comparative studies between countries with similar or dissimilar profiles or good practices. This has been nearly systematic for all thematic areas of the environmental big push project.
127. Another approach used has been to draw in other countries during the dissemination phase (such as networking on electromobility between Costa Rica and Chile on hydrogen-H<sub>2</sub>).
128. Either approach appears to be effective in creating South-South dialogue on the environmental big push.

**4.4 FINDINGS–SUSTAINABILITY****FINDING 21: The project dissemination phase has been widely overlooked in the project, thus affecting sustainability.**

129. If most, if not all, project results and analysis were completed before project closure, the dissemination phase has been overlooked in many instances, requiring additional funding after project completion.
130. This may have to do with the delays in the official publication of reports from the review backlog because of COVID-19, but it is also an internal issue within ECLAC with no budget provision allocated to experts for that purpose in the first place. This is a major issue as the dissemination phase is key for ownership and empowerment (see below).

**FINDING 22: There is still little evidence of project results ownership and empowerment.**

131. There have been mixed results as far as efforts made within the project to ensure ownership and empowerment of project results or products are concerned: on the one hand, the capacity-building efforts through information and capacity building enabled at least 15 national, regional and global events that have been convened to disseminate the outcomes of the project with 11 publications (by June 2022) produced to promote project results. On the other hand, actions on capacity building have been very limited or non-existent for several products (e.g., sustainable housing in Manabí, Climate Action plan for Port-au-Prince to mention a few). Should the dissemination phases not occur or occur so late that stakeholders' momentum is lost, that would amount to waste of financial resources.



132. In that context, the project lacked additional activities to ensure ownership of results and empowerment (e.g., key technical training, accompanying project results institutionalization); these types of activities were not planned at formulation stage.
133. It appears that this sustainability aspect is dealt with not within the ECLAC project cycle but over a longer horizon. It may be advantageous to follow up institutions on a long-term basis but in that case, ECLAC is unable at project level to assess whether the results are having any effect on beneficiaries. A more practical approach would be to bring in project phasing within the ECLAC project cycle to ensure long-term continuous support without the risk of budget cuts between interventions.
134. Ownership of product and technical assessments and empowerment of results are all too obvious when stakeholders are already well advanced in dealing with the issues (e.g., public transport conversion in Costa Rica) but there is little if any for more complex issues (e.g., green transport fiscal policy in Argentina, Uruguay). Extra ECLAC support would be required to ensure that they are mainstreamed into relevant institutions.

**FINDING 23: ECLAC makes sure there is continuity of results but not within the project cycle—valid only for some aspects of the environmental big push.**

135. There are several examples (and counter-examples)<sup>17</sup> of continuity of results (post-project) (i) extension of activities to ensure achievement of results (for example, additional support for CMA in Brazil – contract extensions to finalize works carried out by the ‘Fórum Geração Ecológica’ thematic groups), (ii) deepening of analysis from certain viewpoints (for example GIZ funding of ‘Smart Cities’ as part as the environmental big push aspect on sustainable human settlements initiated with sustainable housing under this project). For obvious reasons related to mandates and funding, ECLAC is often not able to deepen assessments or conduct testing at the subnational level, but it also does not follow up at a higher, national level.
136. There is a need to better define strategic priorities for the big push both within the biennial programming cycle but also more on a long-term basis at strategic level, for example focus on electromobility, move forward on sustainable housing, abandon subnational level support. Again, ECLAC would benefit from more clarity on what to prioritize within the environmental big push (see recommendations).

#### 4.5 FINDINGS—CROSS-CUTTING ISSUES AND CONTRIBUTION TO SDGs

**FINDING 24: The project results have not paid any particular attention to gender issues but did focus indirectly on the most vulnerable parts of the Latin American and Caribbean population for several assessments.**

137. There is little evidence in the project results that particular attention was paid to gender. The project results framework also did not include the need for gender-disaggregated data.
138. Still, several assessments were directly targeting the most vulnerable people or women: sustainable housing in Colombia and Argentina focussed on strategies to introduce sustainable housing so as to generate employment for low-income populations; the Working Group on Land Protection, Recovery and Use under the Fórum Geração Ecológica provided analysis and recommendations on rural poverty, and the analysis of public transport retrofitting in Costa Rica included an assessment on how to make this transition more inclusive (for example targeting women with new opportunities at technical level and for operating these new technologies). Indirectly, some assessments provided detailed information on the need to ensure that the environmental big push is not detrimental to the most vulnerable parts of the Latin American and Caribbean population, e.g., studies on green fiscal policies under which a delicate balance must be found between raising the fiscal burden and avoiding raising poverty, hence integrating the leave no one behind principle in several key project activities.

<sup>17</sup> For example, there is no follow-up yet on the drafting of cities’ climate action plans in Port-au-Prince or Santo Domingo.

139. The project redesign has put a special emphasis on green recovery. This implied the need to ensure that mainstreaming the environmental dimension into the 2030 Agenda in a post-COVID environment is also beneficial to the labour sector, and in particular for low-income populations. The project contributed to this approach with several studies: Estimates of Investments Required in Drinking Water and Sanitation Infrastructure to Close Coverage Gaps and Impacts on Green Jobs and Value Added, and the impact of sustainable housing in Argentina and Colombia on the labour sector for low-income workers.

***FINDING 25: The potential contribution of the project to SDGs is there but remains elusive (unable to assess).***

140. As per the project document, the project focuses on SDGs 11 (inclusive, safe, resilient and sustainable cities and human settlements), 12 (sustainable consumption and production patterns), 13 (combatting climate change and its impacts), 14 (conservation and sustainable use of oceans, seas and marine resources), 15 (sustainable use and conservation of terrestrial ecosystems) and 16 (inclusive societies for sustainable development). It was to contribute to these with the formulation and implementation of regional and subsequently, national strategies that address the environmental dimension of the 2030 Agenda.
141. The project is indeed contributing to enriching the debate and providing information to support decision makers in addressing these issues through the development of policies, strategies and programmes of action as long as products and information were shared with relevant stakeholders. Most if not all thematic areas are related directly to the above-mentioned SDGs.

## 5. CONCLUSIONS

142. The principal conclusions of the evaluation are set out below:

In conclusion, possibly because of the COVID-19 limitations, ECLAC was unable to ensure a comprehensive approach to ensure sustainability of results within its project cycle.

### 5.1 DESIGN

**CONCLUSION 1: The Project Design is too open-end and not well-defined.**

143. The project design is very simple with few achievements, activities and a limited number of indicators; which was supposed to facilitate monitoring and evaluation.

144. The lack of clear pre-determined thematic areas produced a vague result framework under which all-purpose or ill-defined activities are supposed to lead to project achievements. This is a design weakness that the project redesign during COVID-19 addressed through the report *Building a New Future: Transformative Recovery with Equality and Sustainability* which better defined the project with potential thematic areas. This was, however, not clearly translated into a renewed logframe.

### 5.2 RELEVANCE

**CONCLUSION 2: The Project is relevant in relation to the 2030 Agenda and in line with decisions taken by member countries.**

145. The project has been aligned with member countries' decisions for setting up a big push toward environmental sustainability.

146. The project is also aligned and complementary with ECLAC work programmes, requiring inter-divisional cooperation.

147. The project's relevance has not changed following the COVID-19 pandemic but was adapted to ensure a green recovery, meaning balancing the requirement for environmental mainstreaming with economic growth, ensuring positive effects on the labour market and avoiding adverse consequences on poverty.

### 5.3 EFFICIENCY

**CONCLUSION 3: While the ECLAC functioning mode is still highly hierarchical, the redesign of the project in 2020 and the many collaboration opportunities with other institutions resulted in an efficient project implementation providing good value for money.**

148. Despite efforts to improve functioning, ECLAC internal units and divisions mostly operated in a siloed way in this project, which has negatively affected efficiency with a lack of a holistic view of the project's thematic areas.

149. Under the project, ECLAC has been swift in seeking out collaborations with other institutions through the pooling of resources and the financing of direct activities, meaning several aspects of environmental mainstreaming were supported by other sources of funding.

150. Surprisingly, COVID-19 had a beneficial effect on project implementation with an overhaul of the project and redefinition of orientations that would accelerate its delivery.

151. Because most project activities were eventually initiated by the third or fourth year (out of four years), ECLAC had to adapt its modus operandi prioritising support for thematic areas already dealt with by ECLAC divisions, at the same time ensuring continuity of previous engagements. At operational level, ECLAC mostly favoured consultants with previous ECLAC experience and when needed re-contracted those with satisfactory performance, as a strategy to ensure swift delivery.

## 5.4 EFFECTIVENESS

**CONCLUSION 4: ECLAC has provided Governments and other relevant institutions with effective strategic decision-making information on mainstreaming the environmental dimension into the 2030 Agenda through different approaches.**

152. Under this project, thematic areas were reviewed from different viewpoints (legal, technical, financial, economic), providing a comprehensive picture (e.g., electromobility, green fiscality in southern Latin America, advancing on the green-blue economy in the Caribbean region, differentiated capital city climate action plans in Central America and the Caribbean region).
153. Thematic areas were assessed through regional, national and, less often, subnational and local lenses (for example sustainable housing at the regional and subnational levels, regional and national green fiscality in the Southern Cone).
154. These different approaches allowed for a wide review of issues and differentiated in-depth review and advice.

**CONCLUSION 5: ECLAC is more effective in providing strategic thinking on creating an enabling environment than in addressing technical issues.**

155. With exceptions, ECLAC has been more effective<sup>18</sup> in providing information on policies and strategies than for technical issues under this particular project.
156. In addition, the quality of its technical assessments was affected by COVID-19 with remote assessments the only option, preventing experts from gathering invaluable on-site technical information.

## 5.5 SUSTAINABILITY

**CONCLUSION 6: The sustainability of the environmental mainstreaming in many thematic areas is put in jeopardy at project level because the dissemination phase was missing, overlooked or insufficiently funded, resulting in limited ownership and empowerment and the need for additional funding to finalize activities beyond project closure. On the other hand, this project has been instrumental in creating strategic partnerships.**

157. The dissemination phase for many activities (after consultant's delivery) was either missing or not well-conceived or implemented during the project. With the COVID-19 pandemic resulting in delayed ECLAC reviews for publication, this amounted to consultants providing a debriefing to ECLAC and some key insider stakeholders but few cases of widespread dissemination activities of their findings, which, as the provision of strategic key decision-making advice, are the core business of ECLAC. Furthermore, the project did not include budget allocations to support empowerment and institutionalization of thematic area assessments by relevant stakeholders. This is supposed to take place at a later stage after project closure.
158. Indeed, this issue required *de facto* further support after project closure "as a follow-up" phase with residual budget or new sources of funding to ensure finalization of the project's results through workshops and the like. This follow-up phase beyond project closure is not systematic and has not been initiated for several products. Still, it is key for stakeholders' ownership and empowerment.
159. Lastly, ECLAC, which provides support to key Government decision-makers, has insufficient visibility to the wider public and might benefit from more media exposure to enhance its activities.

<sup>18</sup> In terms of effects, not in terms of quality.

160. ECLAC support through this project resulted in the establishment and strengthening of over seven partnerships with other organizations as a strategy to expand and strengthen the reach of green recovery strategies.

## 5.6 CROSS-CUTTING ISSUES AND SDGs

*CONCLUSION 7: Despite the attention paid to gender and vulnerability in some project products, there is no clear gender and “leave no one behind” strategy in the project.*

161. Several assessments made sure that these dimensions were reviewed to cover these cross-sectoral aspects; this was the case for those that put a direct emphasis on green recovery but also for thematic areas that were reviewed from different angles including the social side (e.g., electromobility in Costa Rica).
162. Thanks to the project redesign in 2020, the project focus was reoriented towards its original SDGs: sustainable settlements, sustainable production patterns, combatting climate change, conservation and use of ocean resources and terrestrial ecosystems, and inclusive societies.

## 6. LESSONS LEARNED

### 6.1 LESSONS LEARNED

163. The project follows previous ECLAC support that addressed the environmental aspect of the 2030 Agenda but in a less coordinated fashion. It is the first concerted attempt that encompasses all potential aspects of the environmental dimension within the 2030 Agenda. It has the merit to demonstrate the magnitude of the task, but several key issues must be addressed to improve how the knowledge and information generated can best be internalized by and empower stakeholders.
164. **Lesson Learned 1 – The project formulation process needs an overhaul to increase project design quality.** First, both Expected Achievements are so ill-defined in their statement that any sort of activity can contribute to their achievement in one way or another. The desired final outcome which is expected by project's end is unclear. Second, the project design was so simplified that the first achievement was actually the result of a series of baseline studies and activities that would define what to deliver in the second achievement related to capacity building. These assessments should occur at project formulation stage, before project implementation, through close consultations with partner countries. Alternatively, they should take place at an early stage in implementation to define the initial situation in relation to what is expected (define the gap), meaning the project logframe has already stated the desired final situation by the end of implementation; this was not the case in this project design. Finally, Expected Achievement 2 is about capacity building but that is all we know; there is no mention of capacity gaps or even the potential beneficiaries. In that context, it is easy to tick the boxes with such an open project design. This situation was somewhat rectified during the project redesign in 2020 with a clearer understanding of the gaps, beneficiaries and kinds of assessments that were needed. In conclusion, new interventions addressing the environmental dimension of the 2030 Agenda will need better guidance at formulation stage to better define the project intervention logic.
- This has much to do with its mandate but also the difficulty for ECLAC to conduct in-depth technical studies, given that it has little, if any, capacity for local implementation or piloting.
165. **Lesson Learned 2 – ECLAC is unable to fully fund its comprehensive operational approach and needs external support.** ECLAC has adopted a powerful two-pronged approach in implementation: (i) addressing issues at different scales (regional, national, subnational or local) and (ii) analysing an issue from different viewpoints (fiscal, social, technical, legal, economic, financial). Unfortunately, it is all theoretical; in practice, with limited financial resources, ECLAC most often is unable to target all three geographical levels (often regional and national) and usually approaches an issue with two, three, and sometimes four different perspectives. To fill in the gaps, ECLAC needs to find partners, e.g., other institutions for the regional level, Governments and academics at the national level, and a wider variety for the local level (private sector, local institutions, NGOs, academics) and/or get backup from other complementary funding lines, for instance from other divisions. For this to be successful, coordination mechanisms need to be in place through a wider inclusion of stakeholders. These mechanisms exist at strategic level (ECLAC sessions, Forums of countries on sustainable development) but are lacking at operational (project) level; hence, ECLAC can find itself supporting some areas with no additional backup to fill in the gaps.
166. This needs to be addressed through a better consultative process when projects are being formulated.

167. **Lesson Learned 3 – Internal collaboration within ECLAC remains insufficiently developed.** This project was implemented by the Sustainable Development and Human Settlement Division. However, it appeared, especially after the project redesign, that many thematic areas were to be covered and, therefore, led by other divisions, resulting in handing over the main responsibility to relevant staff, still under the overall supervision of the SDHS Division. This may be the best approach to dispatch project activities by thematic areas —expertise— but on further consideration, this approach risks losing the essential in environmental mainstreaming, which is in its essence multisectoral and needing holistic support. This is an issue because ECLAC has yet to fully move from a strictly hierarchical implementation approach to a more horizontal operating mode through clustering different expertise to solve a common issue. There are few signs that this transformation has taken place.
168. **Lesson Learned 4 – Project financial resource allocation is not in line with the reality of implementation.** Project design requires an optimized distribution of its financial resources. The project experienced a difficult start-up phase because it still had to outline the issues at stake (under Expected Achievement 1); hence the need to make contacts, assess the needs and identify actual stakeholders, which takes time but few financial resources; combined with budget forecasts, highest at the start of the project, this resulted in an inverse budgetary trajectory with most delivery occurring by the end of the project instead.
169. This situation pleads for the review of financial resource allocation when designing the project, to match it better with the operational reality.
170. **Lesson Learned 5 – ECLAC support is skewed towards Latin and Central America with regard to the environmental dimension of the 2030 Agenda, insufficiently focusing on the Caribbean Region.** Environmental vulnerability in the Caribbean region is amongst the highest in the world (together with the Pacific region) with over 15 countries and territories rated as highly or extremely vulnerable.<sup>19</sup> This would require a stronger drive than what ECLAC provided for mainstreaming the environmental dimension in the 2030 Agenda during this project in order to accelerate environment-related SDG achievement in that particular region.
171. **Lesson Learned 6 – Despite adaptive management measures, the COVID-19 pandemic has negatively impacted some of the assessments.** The switch to virtual mode of most project activities during the pandemic brought new perspectives in terms of outreach but limited the capacity of stakeholders for networking, which impeded dialogue and discussion of project results. In addition, key technical assessments were negatively affected because the analysis was conducted remotely without the possibility to physically assess processes and discuss with technical stakeholders *de visu*. This affected the quality of analysis with some aspects either more summarily analysed and conclusions *de facto* not taking into account on-site findings.

## 6.2 GOOD PRACTICES

172. This section presents several good practices in terms of both achieved results and implementation approaches.
173. **Good Practice 1 – The ECLAC mode of operation can produce very comprehensive information for decision-makers as reflected by beneficiary stakeholders.** In order to generate strategic thinking and information for decision-makers, ECLAC has adopted a powerful two-pronged approach in implementation mentioned in **Lesson Learned 2**.
174. If fully implemented —an ideal situation— this mechanism can provide tremendous information to decision-makers.

<sup>19</sup> Source: <https://archive.unescwa.org/environmental-vulnerability-index>.

175. **Good Practice 2 – Responding to other organizations' requests and leveraging support are very efficient implementation approaches.** Key to project success has been the ability of ECLAC to (i) leverage support as much as possible from other institutions resulting in enhanced efficiency and (ii) propose support for existing organizations' initiatives that are in line with the project's objective as a strategy to increase outreach. Combined with a renewed approach reflected in the publication *Building a New Future: Transformative Recovery with Equality and Sustainability*, setting out the pace and space of the intervention, it has been much easier to implement the project. Indeed, the project delivered over 80% in less than 20 months.
176. **Good Practice 3 – The project has avoided a prescriptive top-down approach, favouring a responsive and participative approach.** Despite its weaknesses, this open-end project architecture has had the great merit to directly respond to requests of support from beneficiary member countries, providing specific expertise and advice that has the potential to be directly applied or used, as these data and information gaps were on top of beneficiaries' agendas. It might have been expected, however, that they would be identified prior to project implementation with a more coordinated approach by ECLAC to respond more systematically during project implementation.



## 7. RECOMMENDATIONS

177. This chapter provides the recommendations that aim to address the main challenges identified and outlined in the findings and conclusions in order to strengthen the environmental big push.

### 7.1 RECOMMENDATIONS-SUMMARY

178. The table below sets out a summary of the recommendations.

No.	Recommendations	Eval Criteria
<b>To ECLAC</b>		
R1	Improve the project drafting mechanism focusing on mainstreaming the environmental dimension into the 2030 Agenda through area or stakeholder mapping during the design stage and more comprehensive results.	Design-Relevance
R2	Redesign and update the environmental big push strategy taking into account the findings of its report <i>Building a New Future: Transformative Recovery with Equality and Sustainability</i>	Relevance and Effectiveness
R3	Target priority sectors in future Development Account projects focusing on an environmental big push strategy or a road map	Effectiveness Sustainability
R4	Increase the focus on (sub)regions and populations that are more vulnerable or exposed to environmental degradation	Effectiveness
R5	Mainstream gender and the “leave no one behind” principle in environmental big push-specific projects	Effectiveness (Cross-Sectoral)
R6	Review project budget allocation to better match previsions with realistic implementation	Efficiency
R7	Ensure results ownership and empowerment by beneficiary institutions	Sustainability
R8	Generalize legislative power policy advice and advisory services	Sustainability
R9	Favour thematic areas and issues for which there is a broad consensus to bring in ECLAC expertise whether at the regional or national levels	Effectiveness
R10	Accelerate ECLAC transformational change so that implementation through interdisciplinary collaboration becomes the norm for environmental big push interventions and consider interdivisional Development Account project types for future interventions that will accelerate the environmental big push	Design-Effectiveness
<b>Recommendation to DA New-York</b>		
R11	Cluster terms of reference per thematic area, establishing multidisciplinary teams instead of contracting individual consultants	Effectiveness
R12	Consider project phasing to ensure adequate empowerment and ownership	Design-Sustainability
<b>Recommendation to ECLAC Member Countries</b>		
R13	Member countries coordination to establish strategic priorities on the environmental big push through the Forum of Countries for Sustainable Development and/or with ECLAC Development Account programming cycle	Relevance

## 7.2 RECOMMENDATIONS FOR ECLAC

**RECOMMENDATION 1** – Improve the project drafting mechanism focusing on mainstreaming the environmental dimension into the 2030 Agenda through area or stakeholder mapping during the design stage and more comprehensive results.

179. The ECLAC all-inclusive approach in mainstreaming the environmental dimension as explained under FINDING 6 is very ambitious if not impractical. It requires support at different geographical scales and the need for a wide variety of expertise. ECLAC should focus better on its core business – policy advice and decision aid targeting policies and strategies. That does not mean abandoning the more technical aspects but on the contrary, seeking out complementarities and collaborations to fill in the gaps (see Table below). This requires a careful project preparation phase under which sectoral and thematic area priorities are established in advance according to stakeholders’ needs and existing and future interventions from other institutions. These mapping efforts should constitute the basis for project design defining why ECLAC is intervening in a particular area, and which other institutions are complementary.

**Table 5**  
Example of mapping exercise to define a new intervention—who will do what?

	Regional analysis	National assessment country X		National assessment country Y	
Thematic area A		Country X	Local X - piloting	Country Y	Local-piloting
Social aspect	ECLAC	Government	Private sector—to be determined	ECLAC	Municipality - committed
Legal aspect		ECLAC			
Financial aspect					
Economic aspect		Donor (a) e.g., existing regional programme			
Thematic area B		Country X	Local X - piloting	Country Z	Local-piloting
Social aspect	ECLAC	Institution (c)	University (e)	ECLAC	NGO and local communities—e.g., enhancing existing programme
Legal aspect		Donor (d) e.g., bilateral cooperation			
Financial aspect					
Economic aspect					
Technical aspect	Donor (b)—future programme				

180. New interventions need to better explain the desired final situation (e.g., create an enabling environment – legal, institutional; draft policy X or draft legislation Y ready for Minister Council/Parliament review, stakeholders aware of technical, legal aspects) as per initial state with baseline studies. The design phase should include an important step on alignment with relevant beneficiary priorities. That means Results should tend towards creating an enabling environment for stakeholders to be able to mainstream the environmental dimension through:
- (i) Greater stakeholder awareness of the issues at stake, including advocacy and advice targeting both the executive and legislative powers;
  - (ii) The development of tools or assessments and the production of information and advice;
  - (iii) The strengthening of stakeholders' technical capacities;
  - (iv) Dissemination combined with ad hoc support to facilitate ownership and empowerment regarding the above products or results; this could also include support for better local level piloting (for example lobbying for funding, involving the private sector).

**RECOMMENDATION 2 – Redesign and update the environmental big push strategy taking into account the findings of its report “Building a New Future: Transformative Recovery with Equality and Sustainability”.**

181. Because of the timeframe necessary to achieve the SDGs, environmental mainstreaming in the 2030 Agenda needs a robust strategic approach that goes beyond the project cycle. There are now quite a few indications on how to achieve this, through the annual reports of the Forum of Countries on Sustainable Development, in particular with regard to what priority sectors should be considered for the environmental big push. However, it is the most recent policy document *Building a New Future: Transformative Recovery with Equality and Sustainability*<sup>20</sup> that sheds light on how to address the mainstreaming of the environmental dimension into the 2030 Agenda. It can be used to steer future actions, but it should be reviewed, updated and feed into an environmental big push strategy with predefined milestones, meaning that strategic choices would need to be made, in close collaboration with member countries (per RECOMMENDATION 1). Such a strategy is necessary because the project cycle is too short to clearly show impact through institutional and individual behaviour change. Currently, ECLAC does not seem to have a tool to measure the impact of its interventions on mainstreaming the environmental dimension into the 2030 Agenda.
182. Such a strategy would define the interventions to come for Development Account project cycles to come and would reduce the risk for stop-gap responses as Governments change over time (or change their priorities).

**RECOMMENDATION 3 – Target priority sectors in future Development Account projects focusing on an environmental big push strategy or road map.**

183. Complementary to Recommendation 1 and Recommendation 2, the next generation of projects based on the environmental big push strategy or a specific road map should better target priority sectors and thematic areas as per mapping exercise to avoid any dispersion effect of resources.
184. This would enhance effectiveness by concentrating resources.

**RECOMMENDATION 4 – Increase the focus on (sub)regions and populations that are more vulnerable or exposed to environmental degradation.**

185. While mainstreaming the environmental dimension into the 2030 Agenda is a global effort, regions and populations are not equal in terms of how to achieve it. ECLAC needs to focus more on the widest environmental mainstreaming gaps and on the most exposed populations. A balance should, however, be found with the financial and economic capacities of beneficiary member States as to how to contribute to achieving this objective.
186. This would require sectoral and geographical prioritization as a strategy to maximize value for money.

**RECOMMENDATION 5 – Mainstream gender and the “leave no one behind” principle in environmental big push-specific projects.**

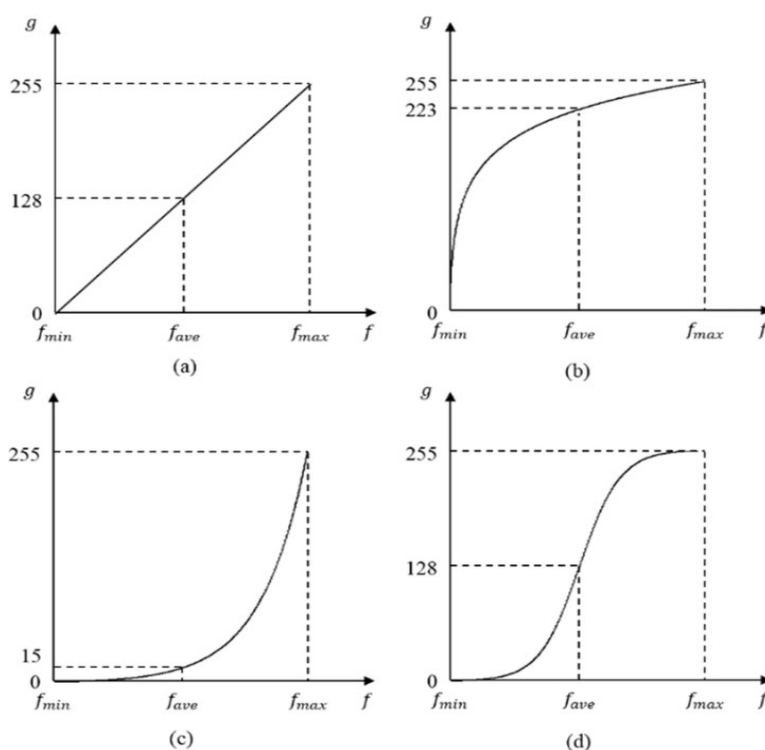
187. The 2017 Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030 sets the pace for effectively mainstreaming gender into the 2030 Agenda. It included recommendations on how to establish mechanisms to ensure gender equity within Governments and how to set up intersectoral protocols, but did not explain how gender should be mainstreamed into the environmental big push.
188. ECLAC should make provisions to allocate resources within project-specific gender strategies or guidance or preferably design a more comprehensive strategy for integrating gender into environmental big push interventions.

<sup>20</sup> LC/SES.38/4.

**RECOMMENDATION 6 – Review project budget allocation to better match previsions with realistic implementation.**

189. The four-year project had planned for a decreasing delivery intensity over time (see table 3) with a planned 50% delivery during the first year). Such a resource allocation and the resulting work plan are not grounded in reality. It results in extreme delivery variations and steering committee justifications requires extensive budget revisions and generates project team stress. In fact, all projects undergo an inception phase with little if any spending; this is most often due to the project setting up (stakeholders' contacts, project explanation, conducting baseline studies, purchasing equipment, contracting staff).
190. Figure 3 shows that the project budget allocation was similar with scenario 'b' evidencing a lot of expenses by early start; the actual project delivery trend is more like 'c' with most of the budget spent by the end of the project.
191. An ideal project delivery would be 'd' with an inception period, a cruising stage with most expenditure and finally a low delivery rate corresponding to the setting up of an exit strategy.

**Figure 3**  
**Project delivery scenarios**  
 (f-axis is time, g-axis is accrued expenditure, '255' is actually 100% or project full completion)

**RECOMMENDATION 7 – Ensure results ownership and empowerment by beneficiary institutions.**

192. The ECLAC dissemination procedure for reports broadly consists of a short presentation and debriefing to ECLAC, report review by ECLAC and formal publication. ECLAC then organizes either an event, workshop and/or a formal presentation of findings to the relevant stakeholders. The COVID-19 pandemic has disrupted this cycle, starting with the contracting of most consultants in the second half of the project. This has delayed the publication review and subsequent dissemination phase by months, after project closure.

193. ECLAC at the very least needs to accompany this phase (most products have not been properly disseminated) ensuring that stakeholders can use the information for decision-making. Streamlining thematic areas is thus required, focusing on those with highest replication/appropriation potential in other countries: regional (with dissemination potential), national (as a key development priority), local (with interest in practical application).
194. Lessons learned should also be taken for thematic areas which are unlikely to result in decision-making (e.g., Sustainable housing in Manabí). Engaging in potential dead-end thematic areas in a particular country should be avoided.

**RECOMMENDATION 8 – Generalize legislative power policy advice and advisory services.**

195. ECLAC provided support in Brazil on sustainable development legislative matters through the CMA with the establishment of a forum of discussion that is leading to new law proposals. This is one example of how ECLAC can ensure that the environmental dimension of sustainable development can be taken into account. Another successful example that is starting to be used in many parts of the world is direct awareness-raising of parliamentarians through on-site formal and informal information sessions, events prior to budget establishment/allocation.
196. ECLAC has all the expertise to generalize legislative power policy advice in future interventions.
197. At Government level, successful policy advice is realistically feasible when project results match a new legislature or when there is continuity between Governments over time (e.g., Costa Rica); in that context, it is best to concentrate efforts on supporting strategic and long-term development options instead of Government-specific initiatives that can be dropped once a Government falls. This is why ECLAC should make every effort to target the mostly senior technical levels within Ministries that are more stable over time than cabinets.

**RECOMMENDATION 9 – Favour thematic areas and issues for which there is a broad consensus to bring in ECLAC expertise whether at the regional or national levels.**

198. It is all too obvious that overly-tailored regional/national studies can respond best to stakeholders' demands but are also less adaptable to other contexts. This is an issue in terms of efficiency. It is paramount to think in advance as to how studies can benefit other countries or contexts and serve as lessons learned, and then imprint that into TORs early on so as to maximize value for money.
199. This also means that the priority should be lowered for particular situations and contexts if there is little expectation of creating value in other circumstances (multiplication effect, upscaling or downscaling).

**RECOMMENDATION 10 – Accelerate ECLAC transformational change so that implementation through interdisciplinary collaboration becomes the norm for environmental big push interventions and considering interdivisional Development Account project types for future interventions that will accelerate the environmental big push.**

200. The project was managed by the SDHS in close collaboration with other sectoral divisions and ECLAC national offices in Latin America (Argentina, Brazil, Colombia). Interviews showed this approach still resulted in siloed operationalization of activities by relevant divisions and units with a top-down approach with local offices. This makes it difficult for ECLAC to develop a holistic view of the project and how activities and results can contribute to the overall objective.
201. There are recent attempts, as early as 2018 with the support of GIZ/BMZ, to suggest changing the ECLAC intervention approach from sectoral implementation to more collaboration between key sectors (interdivisional working groups). This has great advantages in terms of efficiency, but ECLAC should pursue this logic at the programme level—in particular for the environmental big push—through a more integrated implementation approach based on interdisciplinarity. This aspect is key to the successful mainstreaming of the environmental aspect of the 2030 Agenda into relevant institutions.

202. The way the project was implemented by a single division may have shown its limits in terms of effectiveness: the lead division was to constantly coordinate with relevant technical divisions; this may have resulted in fragmenting the assessments (i) by technical area (economics, finance, environment) and (ii) sectors (housing, transport, land use, energy).
203. One should consider interdivisional Development Account projects in the future to ensure a more holistic approach to mainstreaming the environmental dimension into the 2030 Agenda – an issue addressed globally from different perspectives.

### 7.3 RECOMMENDATIONS FOR DEVELOPMENT ACCOUNT-NEW YORK

**RECOMMENDATION 11 – Cluster terms of reference per thematic area, establishing multidisciplinary teams instead of contracting individual consultants.**

204. At operational level, the multiplication of reports assessing an issue (for example electromobility, green legislation) from different perspectives presents two disadvantages: (i) there is no holistic assessment of the issue, meaning reports are individual assessments lacking a collaborative approach, at best coordinated but lacking teaming up for value addition, (ii) disseminating different assessments at different times may become an impediment for stakeholders as it does not provide clear guidance, not to mention the multiplication of events and dissemination phases for a single issue.
205. It would be preferable to cluster assessments per thematic area including combining different expertise/disciplines into a single team so as to present harmonized assessments with findings and recommendations based on a more holistic understanding of the issues reviewed.

**RECOMMENDATION 12 – Consider project phasing to enhance empowerment and ownership.**

206. The dissemination phase was not fully achieved partly due to the COVID-19 pandemic and is most often limited to final presentation workshops. This may be insufficient to ensure result empowerment and often results in the need for further support from other budget lines or new programming cycles. It might be more effective to consider Development Account projects phasing with, for instance., phase 1 on conventional project implementation and planned budgeting, and a phase 2 on results dissemination (if not fully achieved under phase 1), results consolidation and overall additional activities that would enhance impact.

### 7.4 RECOMMENDATION FOR ECLAC MEMBER COUNTRIES

**RECOMMENDATION 13 – Correlate and coordinate member countries' strategic priorities on the environmental big push with the Forum of Countries for Sustainable Development events and/or with the ECLAC Development Account programming cycle.**

207. At downstream level, it is up to national institutions to make the best use of the information generated by the project, turning regulatory assessment into draft legislative proposals, further refining analysis and launching pilot initiatives at the local level or seeking out collaborations with other nations for converging issues. They can request ad hoc support as was done through this project.
208. However, a more harmonized approach, upstream, would benefit the region both in terms of efficiency but also in terms of visibility, ensuring that common country priorities are addressed by ECLAC.
209. Through the Forum of Countries for Sustainable Development, it should be up to countries to set the pace for mainstreaming the environmental dimension into the 2030 Agenda by providing clues to ECLAC as to their strategic priorities by thematic area. In that context, more emphasis should be given to the environmental big push through the establishment of a periodic side committee or subcommittee on the environmental big push (e.g., on a biennial basis) alongside the annual forum meetings or in parallel with the Development Account programming cycle so that countries can harmonize their priorities and better steer ECLAC actions in this area.

## 8. ANNEXES

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# ANNEX 1

## METHODOLOGY OF THE EVALUATION

### 1.1 Introduction

The assignment reviewed the progress and outcomes of the four-year DA account project “Coordination, Coherence and Effectiveness for Implementing the Environmental Dimension of the 2030 Agenda in Latin America and the Caribbean”, financed by the Economic Commission for Latin America and the Caribbean and which received a total budget of US\$ 650.000.

The project objective was to promote an “environmental big push” in Latin America and the Caribbean region as a fundamental driving force for the implementation of the environmental dimensions of the 2030 Agenda. The project design was encompassing Paraguay, Peru, Honduras and Jamaica for implementation but eventually would cover as well Argentina, Brazil, Chile, Colombia, Costa Rica and OECS countries. I was to focus on two expected accomplishments: (i) identifying, defining and achieving stakeholder consensus on the key policies and actions to be recommended as part of the process of achieving environmental sustainability in the region and (ii) strengthening capacities in four target countries (Paraguay, Peru, Honduras and Jamaica) to mainstream and implement policies and instruments to promote the environmental dimension of the 2030 Agenda, into national strategies and plans.

As there was no mid-term review planned, the assignment covered the entire period, from March 2018 to June 2021 and extensions to December 2021.

The objective of this assessment was to review the relevance, efficiency, effectiveness, and sustainability of the project implementation and more particularly the results the project attained in relation to its overall objectives and expected results as defined in the project document. It assessed as well the project strategy and partnership arrangements with co-operating agencies and donors.

The assessment will place an important emphasis in identifying lessons learned and good practices coming out of the implementation of the project, its sustainability and its potential of replicating them to other countries.

#### 1.1.1 Background and Rationale

Implementing the environmental dimension of the 2030 Agenda in Latin America and the Caribbean, has been demanding a flexible approach to achieving strong synergies, collaboration and coherence. ECLAC has had a competitive advantage in understanding the social, institutional and economic development context in the region through numerous interventions and support provided to member countries.

Based on “Horizons 2030: Equity at the centre of sustainable development”, ECLAC proposed a different approach that would foster structural change within the region and accelerate achieving equality and sustainable development.

A contribution to this approach was through this project that aimed to implement a strategy to support to Member States in Latin America and the Caribbean—in particular lack of capacity among stakeholders to implement the environmental dimension of the 2030 Agenda in a coherent, inter-sectoral manner—in their efforts to achieve SDG. By focusing on SDGs 11, 12, 13, 14, 15 and 16, this project was supporting the formulation and implementation of regional and national strategies that addressed the environmental dimension of the 2030 Agenda.

It did so through coordinated reorientation of public policies, investments, regulations, clean technologies, tax regimes, institutional innovation and arrangements.



### 1.1.2 Project Data

This evaluation covered one intervention financed by ECLAC in the environmental area as follows:

<b>Title of the Intervention to be evaluated</b>	Coordination, Coherence and Effectiveness for Implementing the Environmental Dimension of the 2030 Agenda in Latin America and the Caribbean
<b>Budget of the Intervention to be evaluated</b>	US\$ 650.000
<b>Development Account 11<sup>th</sup> Tranche - project Nr</b>	1819AJ
<b>Dates of the Intervention to be assessed</b>	Start: March 2018 Planned end: June 2021 Actual: December 2021

## 1.2 Intervention Logic

The project's logic was to respond to capacity weaknesses of member countries in implementing the environmental dimension of the 2030 Agenda in a coherent and inter-sectoral manner through mainstreaming it into national plans, public policies and national budgets.

The project was focusing on enhancing countries' capacity in inter-sectoral collaboration on environment, building on existing institutional arrangements but with an emphasis on inter-sectoral and inter-institutional coordination and collaboration to develop new tools and mechanisms address this dimension.

The project was built on a two-stage implementation strategy: (i) capacity needs assessment and (ii) capacity building. It was anticipated that by the end of the project recipient countries would be better prepared to address the environmental dimension of the 2030 Agenda with a better understanding of the cross-sectoral of the environmental dimension.

The logic of the project described how change was expected to happen, all along its results chain. Based on the PRODOC, the project's Toc was reconstructed using outputs and outcomes, and linking outcomes to impact, taking into account the assumptions that should hold for the project to be successful.

The evaluation questions were based on the identified logic together with defined judgement criteria and indicators.

A representation of the Theory of Change is under annex 3.

## 1.3 Stakeholder Map

A stakeholder map was constructed during the Desk and Field Phases based on the methodology described in the inception report.

It helped prioritise stakeholders' interviews and identify the most relevant stakeholders for the on-line surveys.

## 1.4 Evaluation Matrix

The Evaluation Matrix with Evaluation Questions is located in annex 4.

## 1.5 Methodology

The Evaluation covered the four standard OECD evaluation criteria of relevance, efficiency, effectiveness, sustainability, and impact. Any project has its own specificities in these four aspects, and so specific evaluation questions, particularly designed to cover these project aspects, were covered. The evaluation questions were based on the extended TORs that included proposed evaluation questions and were refined during the inception phase. In accordance with the ToR and in addition to the 4 selected OECD criteria, the Evaluation looked at how the project has addressed gender issues, promoted human rights and rights of minorities, and helped to empower civil society.

Criteria:	
Relevance	The extent to which the intervention objectives and design respond to beneficiaries, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change
Effectiveness	The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results (outcomes and outputs), including any differential results per project document
Efficiency	The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. Includes the effectiveness of converting the project's inputs into outputs and assessment of the operational efficiency (how well the Action was managed by implementing partners)
Sustainability	The extent to which the net benefits of the intervention continue or are likely to continue (includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks and potential trade-offs)

**Gender issues** – The ToR requested that the Evaluation assesses whether the gender dimension was mainstreamed and addressed by the intervention or by its partners. The Evaluation was gender-sensitive; it contemplated cross-cutting issues including the use of gender equality – and age-disaggregated data and demonstrated how actions have contributed to progress on gender equality. It assessed the gender approach during Project implementation through staff assignments, lists of participants. We also sought to respect gender equality during dialogue and meetings.

**Rights-based approach** – The mainstreaming of environmental sustainability also needed to ensure that human rights principles and standards were respected within the design, implementation, and monitoring of the intervention. As the fulfilment of human rights is key to integrate and enhance development, a human rights-based approach was necessary and ensured throughout the intervention.

### Evaluation principles:

To ensure the accuracy and validity of study findings, the Evaluator verified that:

- Key findings are indicated and verified by multiple sources —crosschecking data—;
- Key informants speak openly as their answers are anonymised and findings cannot be attributed to any specific source;
- The work is conducted in a neutral and independent manner with an open and non-biased view on all aspects of the evaluation;
- Conclusions are clearly based on findings and recommendations unequivocally linked to conclusions;
- All outputs are practical, easy to read, and of practical relevance and usefulness for the target audience; and
- Focus is on institutional roles rather than individual roles.

**Timing and Logistics:**

This Evaluation was planned as home-based with all activities and meetings expected to be conducted remotely, i.e., by telephone or digital means (videoconferences).

**Data Collection Approach:**

The main approach to collecting data for organising the evaluation were 1) Desk studies of documents provided by ECLAC, 2) Remote discussion, whether with individuals or groups and 3) on-line surveys.

Participatory techniques were preferred whenever possible by organising in-depth interviews with all the key actors at all levels, subject to prevailing COVID-19 conditions. The consultant relied on particular knowledge and practical experience related to analytical studies and research, necessary to conduct this assignment. Given a focus on gender equality, the tools and methodology were gender-sensitive.

Data and information collection primarily focused on documents that facilitated correct understanding of the Project's aims and means, its rationale and planning processes, options and choices made for implementation, and subsequently its outcomes and results. This led to the identification of both limitations met by the Project and opportunities that were taken.

Data quality control and triangulation of findings was used as far as possible to ensure the reliability of findings. The consultant kept track of data sources throughout the process, in order to ensure traceability of information and demonstrate validity of the data collected. Triangulation took place between findings and conclusions, between quantitative and qualitative findings and between various sources of information, including primary and secondary. If a finding remained inconclusive, the consultant made an effort to retrieve additional information; if this appears impossible, the reporting noted any consequent constraints.

**Evaluation Phases:**

The evaluation process consisted of four phases.

**PHASE I – Inception Phase**

This phase was devoted to the detailed preparation and planning of the evaluation.

During this phase, three key activities were performed:

- Initial Document Review and Consultation

For this mission, it meant an initial study of documents provided by ECLAC as well as a study of the institutional, organisational and planning framework in which the Project has operated. This enabled the consultant to plan online interviews and assess the topics for on-line surveys in a focused way, and steer the discussion towards the focal areas and evaluation questions relevant for each interviewed stakeholder.

Constraints foreseen were identified. Stakeholder mapping was completed. Evaluation Questions for the Evaluation and the Formulation were finalised.

- Prepare and submit Inception Report

An Inception Report will be prepared and submitted.

**PHASE II – Active data acquisition**

In preparation for this phase, stakeholder mapping was continued and on-line survey was prepared. It resulted in initiating appointments for interviews as early as possible.

A list of priority interviews was drawn up and appointments were made.

The consultant guided the discussion to cover the evaluation questions that were most appropriate for each (group of) stakeholder (s). Whenever necessary, he requested the interviewees to provide supporting documents to complement those already available. This was in the form of reports, minutes of meetings, list of participants, training curricula, etc.

Overall, this Phase continued the literature and document review together with further key stakeholder discussions using the Evaluation Questions.

It primarily consisted of:

- Individual interviews with selected stakeholders, including ECLAC staff, institutional beneficiaries (ministries) and external stakeholders that collaborated with ECLAC.
- Online surveys (2) of implementing partners and beneficiaries.

### **PHASE III – Synthesis Phase**

This phase was dedicated to the analysis of the collected information.

The raw data collected through the online survey was processed by ECLAC and interpreted by the consultant. The resulting information was used to prepare lessons learned and recommendations.

A Draft Final Report was prepared and submitted. A short slide presentation was prepared if necessary and the consultant awaited consolidated comments, then revised, and finalised the evaluation report.

### **PHASE IV – Dissemination Phase**

A specific dissemination activity was planned where the consultant presented the findings and recommendations of the evaluation to relevant stakeholders while the ERG and the relevant ECLAC divisions reviewed the report.

## **1.6 Assumptions, Risk and Mitigation**

Potential Limitations and Mitigations were the following:

Assumptions	MITIGATING ACTION
1. Consultant can access relevant information, including lessons learnt from past and on-going programmes/info from ECLAC staff	- Guidance from the project manager and the assistance of the ERG/project team.
2. Good cooperation from relevant line ministries, development partners, NGOs at all levels.	- Adopt an inclusive approach engaging multiple stakeholders and plan/maintain regular meetings and communications. - Guidance from the project manager and the assistance of ERG

# ANNEX 2

## TERMS OF REFERENCE OF THE EVALUATION

### TERMS OF REFERENCE

#### Assessment of the Development Account Project 1819AJ COORDINATION, COHERENCE AND EFFECTIVENESS FOR IMPLEMENTING THE ENVIRONMENTAL DIMENSION OF THE 2030 AGENDA IN LATIN AMERICA AND THE CARIBBEAN

#### I. Introduction

1. This assessment is out in accordance with the General Assembly resolutions 54/236 of December 1999, 54/474 of April 2000 and 70/8 of December 2015, which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME) and its subsequent revisions. In this context, the General Assembly requested that programmes be evaluated on a regular, periodic basis, covering all areas of work under their purview. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the UN Secretariat in general and ECLAC in particular and within the normative recommendations made by different oversight bodies endorsed by the General Assembly, ECLAC's Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of ECLAC's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of ECLAC's Programme Planning and Operations division (PPOD).

#### II. Assessment Topic

2. This assessment is an end-of-cycle review of a project aimed at promoting an environmental big push in Latin America and the Caribbean region as a fundamental driving force for the implementation of the environmental dimensions of the 2030.

#### III. Objective of the Assessment

3. The objective of this assessment is to review the efficiency, effectiveness, relevance, and sustainability of the project implementation and more particularly document the results the project attained in relation to its overall objectives and expected results as defined in the project document.
4. The assessment will place an important emphasis in identifying lessons learned and good practices that derive from the implementation of the project, its sustainability and the potential of replicating them to other countries.
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 projects.

#### IV. Background

##### The Development Account

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 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 11th Tranche (2018-2021). It was implemented by the Sustainable Development and Human Settlement Division of ECLAC.
12. The duration of this project was of approximately four years, having started activities on January 2018, and with an estimated date of closure of June 2021.
13. 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.
14. The project's objective as stated above is "promote an environmental big push in Latin America and the Caribbean region as a fundamental driving force for the implementation of the environmental dimensions of the 2030 Agenda." The project was envisaged to focus on Paraguay, Perú, Costa Rica and Jamaica as target countries.

15. The expected accomplishments were defined as follows:

- **EA1** Strengthened understanding and consensus of regional stakeholders on policies and activities that can be adopted by Member States to promote the implementation of the environmental dimension of the 2030 Agenda.
- **EA2** Enhanced capacity of national stakeholders in four target countries to mainstream and implement policies and instruments to promote the environmental dimension of the 2030 Agenda into national strategies and plans using a participatory integrated and inclusive approach.

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

A1.1 Conduct a regional study to systematize and compile information, policies and gaps and to provide recommendations of national and sub-national policies to promote the environmental dimension of the 2030 agenda and the sustainable use of the natural capital. During this process key sectors to be addressed will be identified;

A1.2 Organize and deliver three sub-regional participatory workshops-one in the Caribbean, one in Central America and one in South America (cities to be determined depending on assessment of costs) of key stakeholders to enhance their knowledge and capacity to mobilize, thus promoting better coherence and coordination in the implementation of the environmental dimension of the 2030 Agenda across the region;

A1.3 Draft a roadmap of policies, regulations, investments, technologies, institutional arrangements, tax regimes towards the implementation of the environmental dimension of the 2030 Agenda in the region based on compilation of the outcomes and contributions of all sectors that participated in the three sub-regional meetings (A1.2) (government, private sector, civil society and regional/multilateral organizations) and also the outcomes provided by the gap analysis in A1.1.

A2.1 Organize and deliver one national participatory capacity building workshop in each of the four targeted countries;

A2.2 Organize and deliver 1 national participatory follow-up event in each of the four targeted countries;

A2.3 Conduct advisory missions to support target countries in implementing the work-plans developed and mainstream and implement the recommended policies, instruments and actions defined;

A2.4 Document the experience of the four case-study countries;

A2.5 Organize three round tables, side-events and/or other activities at intergovernmental meetings and other relevant fora.

17. The objective, expected accomplishments and planned activities were modified in July 2020 to address green economic recovery as a response to the COVID-19 crisis.

18. The budget for the project totalled US\$650,000. Progress reports were prepared on a yearly basis.

#### Stakeholder Analysis

19. As stated in the project document, the main project stakeholders were a variety of relevant groups including academia, government, civil society, private sector and international organizations.

#### **V. Guiding Principles**

20. The evaluation will seek to be independent, credible and useful and adhere to the highest possible professional standards. It will be consultative and engage the participation of a broad range of stakeholders. The unit of analysis is the project itself, including its design, implementation and effects. The assessment will be undertaken in accordance with the provisions contained in the Project Document. The evaluation will be conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG).<sup>1</sup>

<sup>1</sup> Norms and Standards for Evaluation, UNEG, June 2016. <http://www.unevaluation.org/document/detail/1914>. UNEG Ethical Guidelines for Evaluation, UNEG, June 2020. <http://www.unevaluation.org/document/detail/2866>.

21. It is expected that ECLAC's guiding principles to the evaluation process are applied.<sup>2</sup> In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights.<sup>3</sup> 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.
22. 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.
23. Moreover, the evaluation process itself, including the design, data collection, and dissemination of the assessment report, will be carried out in alignment with these principles.<sup>4</sup>
24. The evaluation will also include an assessment of the project's contribution to the achievement of the Sustainable Development Goals (SDGs).
25. Evaluators are also expected to respect UNEG's ethical principles as per its "Ethical Guidelines for Evaluation":<sup>5</sup>
  - Integrity
  - Accountability
  - Respect
  - Beneficence

## VI. Scope of the assessment

26. In line with the assessment objective, the scope of the assessment will more specifically cover all the activities implemented by the project. The assessment will review the benefits accrued by the various stakeholders in the region, as well as the sustainability of the project interventions. The assessment will also review the interaction and coordination modalities used in its implementation within ECLAC, and between/among other co-operating agencies participating in the implementation of the project.
27. In summary, the elements to be covered in the assessment include:
  - Actual progress made towards project objectives.
  - 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 within ECLAC, and with other co-operating agencies.
  - 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, the needs of the region and the mandates and programme of works of ECLAC.

<sup>2</sup> See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2017) and ECLAC, "Evaluation Policy and Strategy" (2017) for a full description of its guiding principles.

<sup>3</sup> For further reference see UNEG "Integrating Human Rights and Gender Equality in Evaluations" (2014), <http://www.unevaluation.org/document/detail/1616> and "Guidance on Evaluating Institutional Gender Mainstreaming" (2018) <http://www.unevaluation.org/document/detail/2133>.

<sup>4</sup> Human rights and gender perspective.

<sup>5</sup> UNEG Ethical Guidelines for Evaluation, UNEG, June 2020. <http://www.unevaluation.org/document/detail/2866>.



28. It will also assess various aspects related to the way the project met the following Development Account criteria:

- 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.

## VII. Methodology

29. The assessment will use the following data collection methods to assess the impact of the work of the project:

- (a) **Desk review and secondary data collection analysis:** of the programme of work of ECLAC, 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:** Surveys to beneficiaries in the different participating countries covered by the project should be considered as part of the methodology. Surveys to co-operating agencies and stakeholders within the United Nations and the countries participating in the project should be considered if applicable and relevant. PPEU can provide support to manage the online surveys through SurveyMonkey. In the case, this procedure is agreed upon with the evaluator, PPEU will distribute the surveys among project beneficiaries to the revised lists facilitated by the consultant. PPEU will finally provide the evaluator with the consolidated responses.
- (c) **Semi-structured interviews and focus groups** to validate and triangulate information and findings from the surveys and the document reviews, a limited number of interviews (structured, semi-structured, in-depth, key informant, focus group, etc.) may be carried out via tele- or video-conference with project partners to capture the perspectives of managers, beneficiaries, participating ministries, departments and agencies, etc. PPEU will provide assistance to coordinate the interviews, including initial contact with beneficiaries to present the assessment and the evaluator. Following this presentation, the evaluator will directly arrange the interviews with available beneficiaries, project managers and co-operating agencies.

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

## VIII. Evaluation Issues/Questions

31. This assessment 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.<sup>6</sup> The responses to these questions are intended to explain “the extent to which,” “why,” and “how” specific outcomes were attained.

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

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<sup>6</sup> 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*.

**Relevance:**

- (a) How in line were the activities and outputs delivered with the priorities of the targeted countries?
- (b) How aligned was the proposed project with the activities and programmes of work of ECLAC, specifically those of the subprogramme in charge of the implementation of the project?
- (c) Were there any complementarities and synergies with other work being developed by ECLAC or by beneficiary countries?

**Efficiency**

- (a) Provision of services and support in a timely and reliable manner, according to the priorities established by the project document;
- (b) Flexibility and responsiveness of ECLAC to meet the requirements of the project and the needs of the countries involved, reducing or minimizing the negative effects of externalities (for example, those derived from important changes in the management of UN administrative processes).
- (c) How did the project utilize the technical, human and other resources available in participating countries?
- (d) To what extent has partnering with other organizations enabled or enhanced reaching of results?

**Effectiveness**

- (a) How satisfied are the project's main beneficiaries with the services they received?
- (b) How much more knowledgeable are the participants in workshops and seminars?
- (c) What are the results identified by the beneficiaries?
- (d) Has the project made any difference in the behavior/attitude/skills/performance of the clients?
- (e) Are there any tangible policies that have considered the contributions provided by ECLAC in relation to the project under evaluation?

**Sustainability**

## With beneficiaries:

- (a) 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?
- (b) What mechanisms were set up to ensure the follow-up of networks created under the project?

## Within ECLAC:

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

## Cross-cutting issues

- (a) Have the project managers effectively taken into consideration human rights and gender issues in the design and implementation of the project and its activities?
- (b) Has and how has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?
- (c) What innovative aspects of the project (addressing new topics or using new means of delivery or a combination thereof) proved successful?
- (d) What adjustments, if any, were made to the project activities and modality, as a direct consequence of the COVID-19 situation or in response to the new priorities of Member States?

**IX. Deliverables**

33. The assessment will include the following outputs:

- (a) **Work Plan and Inception Report.** No later than 4 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. It should provide a detailed Work Plan of all the activities to be carried out related to the assessment of project 1819AJ. 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.
- (b) **Draft final evaluation Report.** No later than 12 weeks after the signature of the contract, the consultant should deliver the preliminary report for revision and comments by the Programme Planning and Operations Division (PPOD) of ECLAC and the Evaluation Reference Group (ERG), which includes representatives of the implementing substantive Division/Office. The draft final evaluation report should include the main draft results and findings, conclusions 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.
- (c) **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 ERG have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report.
- (d) **Presentation of the results of the evaluation.** A final presentation of the main results of the evaluation to ECLAC staff involved in the project will be delivered at the same time of the delivery of the final evaluation report.

#### X. Payment schedule and conditions

- 34. The duration of the consultancy will be initially for 16 weeks during the months of October 2021–January 2022 (TBC). 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. Support to the evaluation activities will be provided by the Sustainable Development and Human Settlements Division of ECLAC.
- 35. The contract will include the payment for the services of the consultant as well as all the related expenses of the evaluation. Payments will be done according to the following schedule and conditions:
  - (a) 30% 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) 30% 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.
  - (c) 40% 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.
- 36. All payments will be done only after the approval of each progress report and the final report from the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC.

## XI. Profile of the Evaluator

37. The evaluator will have the following characteristics:

### Education

- Advanced university degree (Master's degree or equivalent) political science, public policy, development studies, economics, business administration, or a related social or economic science.

### Experience

- At least seven years of progressively responsible relevant experience in programme/project evaluation are required.
- At least two years of experience in areas related to the sustainable development, in particular concerning policies related to the environmental dimension of the 2030 Agenda.
- Experience in at least three evaluations with international (development) organizations is 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 are required.
- Working experience in Latin America and the Caribbean is desirable.

### Language Requirements

- Proficiency in English and Spanish is required.

## XII. Roles and responsibilities in the evaluation process

### 38. 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

### 39. 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

40. 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

41. 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

**XIII. 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.

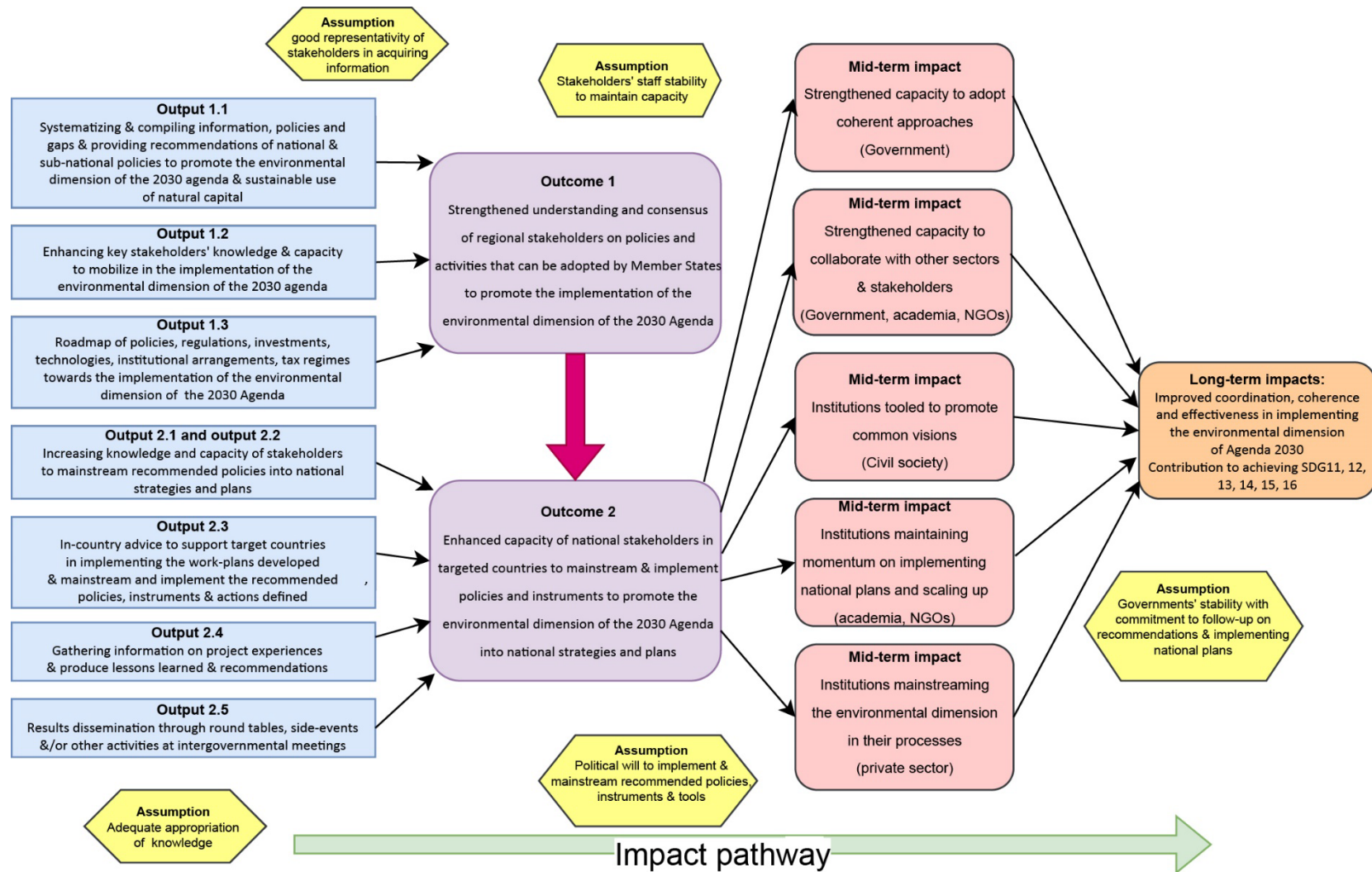
43. Coordination arrangements. The team in charge of the evaluation comprised of the staff of the Programme Planning and Evaluation Unit of ECLAC and the consultant will confer and coordinate activities on an on-going basis, ensuring at least a monthly coordination meeting/teleconference to ensure the 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.

**XIV. Assessment use and dissemination**

44. This assessment seeks to identify best practices and lessons learned in the implementation of development account projects and specifically the capacities of the beneficiary countries to promote digital economy policies. The evaluation findings will be presented to and discussed with ECLAC. An Action Plan will be developed to implement recommendations when appropriate in future development account projects. The evaluation report will also be circulated through ECLAC's internet and intranet webpages (and other knowledge management tools), including circulating a final copy to DESA, as the programme manager for the Development Account, so as to constitute a learning tool in the organization.

# ANNEX 3

## THEORY OF CHANGE



# ANNEX 4

## EVALUATION MATRIX

Criteria	Evaluation question	Judgement	Indicator	Source of information
<ul style="list-style-type: none"> <li>Intervention relevance</li> </ul>	<ul style="list-style-type: none"> <li>How relevant is the intervention in relation to ECLAC's objectives and policies, and beneficiary countries' Agenda 2030 policies and strategies?</li> <li>How aligned is the proposed project with the activities and programmes of work of ECLAC, specifically those of the subprogramme in charge of the implementation of the project?</li> <li>Were there any complementarities and synergies with other work being developed by ECLAC or by beneficiary countries?</li> </ul>	<ul style="list-style-type: none"> <li>Adequacy of the project design in relation to the identified issues and actual objective</li> <li>Level of integration (complementarity) of project activities within ECLAC's regular programmes</li> <li>Project design in relation to interventions financed by other donors</li> <li>Design changes during implementation in real conditions</li> <li>Adequacy of topics and sectors in relation to national issues/priorities (policies &amp; strategies)</li> <li>Relevance to final beneficiaries</li> <li>Degree of consultation/participation of other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Actual needs addressed with the needs identified and prioritized by Governments during the initial consultations</li> <li>Degree of proposals/needs of the beneficiary institutions/countries taken into account in determining the objectives and activities to be undertaken</li> <li>Criteria for choosing beneficiaries and compare with any vulnerability criteria</li> <li>Refer to beneficiary Government national policies in terms of management strategy for mainstreaming environment in order to compare the strategy promoted by the project.</li> <li>Nr of examples of complementary activities with other ECLAC/countries' interventions</li> </ul>	<ul style="list-style-type: none"> <li>PRODOC and national policies</li> <li>ECLAC meetings, project team</li> <li>Meeting project team and beneficiary institutions</li> <li>Meeting project team and assess national policies</li> </ul>
<ul style="list-style-type: none"> <li>Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>To what extent was the project effective enough to deliver on anticipated results</li> <li>How satisfied are the project's main beneficiaries with the services they received? (impact)</li> <li>How much more knowledgeable are the participants in workshops and seminars? (impact)</li> </ul>	<ul style="list-style-type: none"> <li>Rate of completion of project activities</li> <li>Level of alignment with ECLAC overall objectives/countries program priorities</li> <li>How risks and assumptions are taken into account during the implementation?</li> </ul>	<ul style="list-style-type: none"> <li>Measuring the indicators of achievement of objectives/results against the indicators set in the Logical Framework</li> <li>Analysis of the difficulties encountered and the facilitations offered to the implementation of the project</li> </ul>	<ul style="list-style-type: none"> <li>Reports—annual plans, meeting project team</li> <li>Meeting project team/periodic reports</li> <li>Meeting project team</li> <li>Meeting beneficiary institution</li> <li>Survey results</li> </ul>

Criteria	Evaluation question	Judgement	Indicator	Source of information
	<ul style="list-style-type: none"> <li>•What are the results identified by the beneficiaries?</li> <li>•Has the project made any difference in the behaviour/attitude/skills/performance of the clients? (impact)</li> </ul>	<ul style="list-style-type: none"> <li>• Communication and visibility including external stakeholders/donors</li> <li>• Lessons learned regarding the implementation mechanism/ approach</li> <li>• Partnerships/synergies that facilitated achievement of results</li> <li>• Project's value addition in relation to other donor's support</li> <li>• Level of satisfaction of beneficiaries/ beneficiary institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Level of satisfaction with the activities of the project and the facilities offered to the beneficiary institutions</li> <li>• Degree of satisfaction of capacity building training sessions as per feedback system</li> <li>• Review of post-capacity building behavior changes of beneficiaries</li> <li>• N° of initiatives following-up capacity training</li> </ul>	
<ul style="list-style-type: none"> <li>• Efficiency</li> </ul>	<ul style="list-style-type: none"> <li>•To what extent were institutional/operational project arrangements effective for delivery as planned? (Provision of services and support in a timely and reliable manner, according to the priorities established by the project document)</li> <li>•Adaptive management capability of ECLAC to meet changing needs/conditions</li> <li>•How did the project utilize the technical, human and other resources available in participating countries?</li> <li>•To what extent has partnering with other organizations enabled or enhanced reaching of results?</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate project team (planning, implementation, M&amp;E)</li> <li>• Project governance mechanism operational</li> <li>• Contribution of partner countries in implementation</li> <li>• Effectiveness of adaptive management measures</li> <li>• Effective coordination mechanisms with other interventions &amp; partner countries/institutions</li> <li>• Assessment of the adequacy of the budget in relation to the actual costs of project activities within the allotted timeframe</li> </ul>	<ul style="list-style-type: none"> <li>• SMART indicators/operational M&amp;E system</li> <li>• Degree of satisfaction/success in resolving implementation issues</li> <li>• Compare the time to complete the activities compared to the actual project timeframe</li> <li>• Operability of project governance structures (participation, representativity...)</li> <li>• Level of stakeholders' support in project delivery</li> <li>• Nr of (in)formal agreements with complementary interventions/ activities/stakeholders</li> <li>• Analysis of the project cost-effectiveness (planned/actual): training costs/project costs planning vs actual</li> </ul>	<ul style="list-style-type: none"> <li>•Financial review doc</li> <li>•Project team meeting (+ECLAC Finances)</li> </ul>



Criteria	Evaluation question	Judgement	Indicator	Source of information
<ul style="list-style-type: none"> <li>Sustainability</li> </ul>	<p>Beneficiaries:</p> <ul style="list-style-type: none"> <li>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?</li> <li>What mechanisms were set up to ensure the follow-up of networks created under the project?</li> <li>To what extent did the project result in any stakeholders (institutional) behavior changes? ECLAC</li> <li>How has the project contributed to shaping/enhancing ECLAC's programme of work/priorities and activities? The work modalities and the type of activities carried out? How has ECLAC built on the findings of the project?</li> </ul>	<ul style="list-style-type: none"> <li>Level of participation of national stakeholders</li> <li>Likelihood of sustaining results after project closure</li> <li>Institutional, environmental, financial and socio-economic sustainability</li> <li>Likelihood of ownership of results and empowerment/accountability</li> <li>Programming cycle improvement based on project's results</li> <li>Anticipated operational improvements/modifications based on project implementation</li> </ul>	<ul style="list-style-type: none"> <li>Assess the level of implication and participation of national institutions in the project</li> <li>Assess the level of commitment and capacity of national stakeholders to capitalise a key project result</li> <li>Assess the potential institutional, environmental and socioeconomic change/sustainability that could come out of the project</li> <li>Evidence of project value addition from beneficiaries' side</li> <li>Number of initiatives based on project 's results</li> <li>Number and quality of organisational/operational changes made, based on initial lessons learned from adaptive management measures</li> </ul>	<ul style="list-style-type: none"> <li>Meeting project team and beneficiary institutions, beneficiaries, ECLAC</li> <li>Periodic reports</li> <li>Survey results &amp; individual beneficiary meetings</li> </ul>
<ul style="list-style-type: none"> <li>Cross-cutting gender and rights</li> </ul>	<ul style="list-style-type: none"> <li>To what extent has gender equity and the Leave No One behind policy, been addressed?</li> <li>Has and how has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?</li> <li>What innovative aspects of the project (addressing new topics or using new means of delivery or a combination thereof) proved successful?</li> </ul>	<ul style="list-style-type: none"> <li>Level of participation of women in implementation/as beneficiaries</li> <li>Integration of gender equity within project activities/capacity building topics</li> <li>Project results addressing marginalised population needs</li> <li>Level of project innovation in addressing the 2030 Agenda environmental dimension</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of actions and potential effects on marginalised populations</li> <li>No of topics that address marginalised populations</li> <li>Degree of support of women groups/gender-specific thematic through capacity building activities</li> <li>Nr and effectiveness of innovative implementation/delivery mechanisms and topics considered</li> </ul>	<ul style="list-style-type: none"> <li>Meeting ECLAC, gender unit, project team, beneficiaries and relevant sectoral representatives</li> <li>Meeting consultants for capacity building activities</li> </ul>

Criteria	Evaluation question	Judgement	Indicator	Source of information
	<ul style="list-style-type: none"> <li>• What adjustments, if any, were made to the project activities and modality, as a direct consequence of the COVID-19 situation or in response to the new priorities of Member States?</li> </ul>	<ul style="list-style-type: none"> <li>• Quality assessment of COVID-19 adaptations</li> <li>• Assessing capacity building quality before/after 03/2020</li> </ul>	<ul style="list-style-type: none"> <li>• Level of implementation (planned/actual)</li> <li>• Assessing stakeholders' satisfaction rate before/after 03/2020</li> <li>• Compare behavior change following up capacity building training before/after 03/2002</li> </ul>	

# ANNEX 5

## INTERVIEW GUIDES

### *Check-list interviews – Key informants*

#### Name – function – training

- (Sub)-sector
- Type of relationship with ECLAC/project
- List exposure to project's products (reports/seminars...)
- Cluster 1 2 3 4...?

#### Relevance:

- Issues/needs in relation to your function/institution?
- What did you expect the project could contribute to in the above?
- What is the level of priority of these needs in relation to the above?
- Reasons for appealing to ECLAC/expected value addition of project to solve what issue/provide what kind of information (informational, technical, aid to decision making...)?
- Explain interest in report/seminar attendance...
- What is the problem in relation to the project's solution (report/seminar)?/what's at stake that the project can contribute to?

#### Effectiveness:

- Level of satisfaction in relation to the actual product/seminar
- Actual degree of contribution of seminar/report in responding to your need (information, technical, aid in decision making)
- What was missing in the report/seminar? Explain
- Did you get additional support after report/seminar completion? (From whom?)
- What have you done with the seminar's information/report's knowledge/information? Give an example
- Did you disseminate the information in your institution?
- Has sufficient consideration been given to the gender dimension (if relevant) in your opinion?
- Have you received financial/technical resources (or time) to make efficient use of the information?
- What limitations/problems did you encounter while implementing any information from these reports/seminars?
- Does the use of the product (seminar's information/report) effectively (i) save HR resources/time/money-budget or to achieve a given result (ii) provide relevant technical information to implement better policies/strategies/interventions (iii) provide better information in policy making/strategic decision making?

#### Potential impact – sustainability

- What are the major significant (and/or visible) changes recorded following the use/implementation of the product/following up the seminar?
- Beneficiary behaviour change (e.g., daily routine work, differentiated decision-making, amended policy and strategies, etc.)
- Has the project contributed to the empowerment/capacity building of relevant institutions/final beneficiaries through one or more results (partially/totally compared to the situation prior to the project's exposure)
- Did you expect any positive effects on the population (short, medium, long term)?
- Would the product/seminar's information improve the quality of the services provided by the institution for an increased impact
- Are there any intended or unintended, positive or negative (long term) effects of the product?

- What degree of appropriation of the product by the stakeholders? e.g. leverage effect with new activities/mechanisms/expertise... thanks to the product (e.g. products validated but subsequently improved internally or giving rise to new activities)
- What is the probability that the product or its effects will actually be used on a long-term basis? in particular, are there the human and technical resources to own the product?
- Is there interest and support to implement similar initiatives in the future or complement what has been done by the project? How to implement?
- Has the product resulted in the development of new products by stakeholders?

## INTERVIEWS ECLAC PROJECT TEAM

### Project design

- Adequacy of project design in relation to identified critical issues & resulting objectives
- Project design re. other donor funded-interventions
- Design changes over time according to changing conditions (COVID)

### Relevance

- Adequacy of thematic & sectors in relation to issues/national priorities
- Relevance re. final beneficiaries
- Level of consulting/participation of other stakeholders

### Effectiveness

- Degree of progress towards achieving project's results
- Level of streamlining with ECLAC's Programme/priorities
- How were risks and assumptions taken into account during implementation
- Communication and visibility including towards beneficiaries
- Lessons learned on implementation modalities/mechanisms
- Gender/vulnerable people mainstreaming

### Efficiency

#### Project's results delivery:

- Effective operational & financial management of the project
- M&E system and mechanisms to discuss progress
- Quality of communication between stakeholders
- Promotion of joint activities for improved efficiency/partnerships

#### Adaptive management:

- Log frame changes and analysis of indicators
- Review of procurement plan
- Responsiveness according to changing conditions/Ability to adjust to change

### Impact - sustainability

- Visible change re. final beneficiaries
- Partnerships/synergies to enhance the impact
- Added value of project for beneficiaries
- Communicating on project's results
- Level of participation of national stakeholders
- ECLAC exit strategy options and appropriation of results by beneficiaries
- Level of ownership & empowerment of beneficiaries to follow-up/upscale/replicate

**CHECK-LIST INTERVIEWS CONSULTANT/SERVICE PROVIDER**

## Name – function – training

- History of collaboration with the project/ECLAC (since when – how long, as a replacement or not...)
- Which product(s)/seminars...

## Relevance:

- Expertise in relation to the problem of the project/contract
- Opinion on the contract and its contribution to the objective of the project

## Effectiveness:

- Work approach: explain and review all the stages of the contract (consultation, drafting, validation, etc.)
- What were the main constraints in making the product?
- Examine each step, in detail: difficulties encountered (degree of participation, follow-up and validation, etc.)
- Interactions with other products of the project/interventions/other stakeholders?
- Assessment (i) degree of achievement of the ToR and (ii) contribution of the finalized product in relation to the project objective
- What should be improved/amended? why and by whom?
- Have there been changes in work approach following the appearance of difficulties (lack of participation, unforeseen events, etc.)?
- How was the gender dimension taken into account in the development of products/(differentiated?) implementation of activities?

## Efficiency:

- Compliance with the calendar of activities-COVID? difficulties encountered leading to delays
- Were there any changes to the contract to better reflect reality?
- Payments: relations with the project (payment deadlines, etc.)
- Have the roles and responsibilities of each stakeholder been clearly defined to produce the product? What could be improved for future interventions?
- Added value of ECLAC, Government (facilitation, resolution of technical/administrative/financial problems, etc.)

## Potential impact-sustainability

- In your opinion, what are (could be) the major significant (and/or visible) changes expected following the validation of the product aimed at institutional and final beneficiaries?
- Did you provide post-contract support to the stakeholders?
- Do you have any echoes of behavior changes (“way of doing things”) of the beneficiaries (e.g., daily routine work, differentiated decision-making, amended policy and strategies, etc.) following the availability of the product?
- Are there necessary activities to be carried out for the product to have more impact/to be more and better used/useful? explain what might be missing.
- Are there any intended or unintended, positive or negative (long-term) effects of the product on stakeholders?
- Do you know if the project has created a leverage effect aimed at amplifying the effects of the product? (e.g., products validated and subsequently improved internally)
- Is the product likely to be used in the long term (both in its current form and in an improved version) by the stakeholders?
- What would be missing to ensure this? (ex.: means, human and technical means, legal framework, etc.)
- Would the product require updates/upgrades... and who could do this?
- Degree of appropriation by the beneficiaries (which ones?) of the product? are there variations?
- Is there interest and support to implement similar initiatives in the future/how they should be implemented?

# ANNEX 6

## SURVEY QUESTIONNAIRES

### Monkey survey

#### SECCIÓN A. PERFIL DE PARTICIPANTES/BENEFICIARIO

El propósito de las siguientes preguntas es determinar el perfil de los encuestados que responden el cuestionario.

##### P.1. ¿Genero?

<input type="checkbox"/>	1	Masculino
<input type="checkbox"/>	2	Feminino

##### P.1. ¿Cuál es la institución o las instituciones que representa?

<input type="checkbox"/>	1	Institucione gubernamental / ministerio
<input type="checkbox"/>	2	Parlamento o Congreso
<input type="checkbox"/>	3	Organización de la sociedad civil
<input type="checkbox"/>	4	Agencia regional intergubernamental
<input type="checkbox"/>	5	Agencia del Sistema de las Naciones Unidas
<input type="checkbox"/>	6	Embajada
<input type="checkbox"/>	7	Consultor Independiente
<input type="checkbox"/>	8	Organización gremial o sindicato
<input type="checkbox"/>	9	Empresa privada o grêmio de empresas privadas
<input type="checkbox"/>	10	Otro (favor especificar)

##### P.2. ¿Cuál es su cargo actual?

<input type="checkbox"/>	1	Gerente-Director
<input type="checkbox"/>	2	Oficial técnico
<input type="checkbox"/>	3	Oficial administrativo
<input type="checkbox"/>	4	Investigador
<input type="checkbox"/>	5	Profesor
<input type="checkbox"/>	6	Otro (favor especificar)

P.3. Por favor, seleccione la opción que mejor describa la naturaleza de su trabajo:  
(Seleccione una respuesta solamente – lo más importante)

<input type="checkbox"/>	1	Formulación/seguimiento de políticas-estrategias
<input type="checkbox"/>	2	Consultoría
<input type="checkbox"/>	3	Investigación
<input type="checkbox"/>	4	Enseñanza
<input type="checkbox"/>	5	Capacitación-apoyo técnico
<input type="checkbox"/>	6	Administración
<input type="checkbox"/>	7	Otro (favor especificar)

P.4. Por favor, Indica el país en que trabaja

_____
-------

P5: ¿Participó o conoce usted y/o su organización en alguna(s) de las siguientes actividades/productos/informes?

#### I. Reuniones, seminarios, foros y talleres

Cluster 1: ECOSYSTEMS	Sí	No
Taller Regional: Instrumentos para la implementación efectiva y coherente e la dimensión ambiental de la agenda de desarrollo – COSTA RICA		
Fórum Geração Ecológica 14 JUN 21		
Fórum CMA: Grupo de Trabalho Proteção, Recuperação e Uso da Terra – BRASIL		
<b>CLUSTER 2: CLIMATE CHANGE</b>		
CMA Brasil – Argentina: Financiamento necessário para a Ação Climática: O desafio de incorporar mecanismos de precificação de carbono na legislação climática 27 AUG 21		
ESCAP Climate Week side event 6 JUL 21		
“El papel de la acción climática en la recuperación de la crisis del COVID 19” – 20 MAY 20 // 22 MAY 20		
<b>CLUSTER 3: ENERGY &amp; TRANSPORT</b>		
Fórum CMA: Grupo de Trabalho Energia – BRASIL		
Fórum CMA - Opportunities for a more sustainable and low-carbon post-pandemic recovery in Latin America and the Caribbean: Energy transition		
<b>CLUSTER 4: (CIRCULAR) ECONOMY</b>		
8th meeting CMA - Recuperação sustentável – transição justa + Observatório Parlamentário 30 JUN 21		
Foro ALC Desarrollo Sostenible 15-18 MAR 21		
Política Fiscal Verde 24 SEP 20		
El Modelo de la Tres Brechas: El Gran Impulso para la Sustentabilidad – 4 NOV 2021		
Fórum CMA: Grupo de Trabalho Economía Circular e Indústria – BRASIL		
Fórum CMA: Grupo de Trabalho Cidades Sustentáveis – BRASIL		
Fórum CMA: Grupo de Trabalho sobre Bioeconomia – BRASIL		

## II. Publicaciones–Informes–Reports

<b>Cluster 1: ECOSYSTEMS</b>	<b>Sí</b>	<b>No</b>
Alternativas para o desenvolvimento de uma pecuária sustentável de baixo carbono no Brasil: - Recuperação Verde Alternativas e trade-offs no desenvolvimento rural da América Latina e Caribe (ALC)		
OECS products: - 8th Council of Ministers – Environmental Sustainability Topic 1 – Proven Practices for a Robust Recovery and Resilient Transition Topic 2 – Green-Blue Innovation and Financing for Sustainability - Advancing Implementation of a Regional Green-Blue Economy Strategy & Action Plan in the OECS Implementation Financing Plan - Green Blue Economy Communications and Engagement Strategy		
Fórum CMA: Grupo de Trabalho Proteção, Recuperação e Uso da Terra		
<b>CLUSTER 2: CLIMATE CHANGE</b>		
Interactive tool on the impact of carbon dioxide removal approaches on the SDGs in Latin America and Caribbean countries		
'Oportunidades para una recuperación post pandemia más sostenible y de bajo carbono en ALC: PACs para ciudades de ALC - Asistencia Técnica para la realización de Planes de Acción Climático para ciudades de América Latina y el Caribe - Santo Domingo y Belmopán - Plan de Acción Climática Puerto Príncipe 2021-2030 - Guía orientativa para la realización de Planes de Acción Climática Asistencia Técnica para la Ciudad de Guatemala para la realización del Plan de Acción Climática		
<b>CLUSTER 3: ENERGY &amp; TRANSPORT</b>		
Papel del hidrógeno verde en el transporte de cargas en Chile		
Oportunidades para una recuperación post pandemia más sostenible y de bajo carbono: Instrumentos de Financiamiento para la Reconversión de Buses - Eje de Renovación de la Flota de Transporte Público del Plan Nacional de Descarbonización de Costa Rica a 2050		
Oportunidades para una recuperación post pandemia más sostenible y de bajo carbono: - Estudio de casos internacionales de inversiones para la conversión de buses diésel - Estudio de condiciones y requerimientos técnicos y de infraestructura para inversiones en pro de la reconversión de buses diésel a eléctricos - Estudio de requerimientos normativos para inversiones en la reconversión de buses diésel a eléctricos - Estimar los costos financieros aproximados para la implementación de la reconversión de buses diésel a eléctricos en Costa Rica		
Fórum CMA: Grupo de Trabalho Energia - BRASIL		
Oportunidades para una recuperación post pandemia más sostenible y de bajo carbono en ALC: Oferta de ómnibus eléctrico en Brasil en un escenario de recuperación económica verde		
Fórum CMA - Opportunities for a more sustainable and low-carbon post-pandemic recovery in Latin America and the Caribbean: Energy transition		
<b>CLUSTER 4: (CIRCULAR) ECONOMY</b>		
Propuesta Metodológica de Medición de la Circularidad en la Gestión de los Residuos Sólidos en Municipios de Colombia que permita Hacer un Diagnóstico del Status Quo y Realizar Proyecciones en Cambios en la Gestión (conexión & usuario manual)		
Estudio Oportunidades para una recuperación Post Pandemia Sostenible y de Bajo Carbono en Ecuador: Análisis de la Cadena de Valor de la Vivienda Rural en Manabí		



Estudio Oportunidades para una recuperación post pandemia sostenible y de bajo carbono: Soluciones Habitacionales sostenibles + buenas prácticas		
Estudio Oportunidades para una recuperación post pandemia sostenible y de bajo carbono: Construcción de Vivienda		
Oportunidades para una recuperación post pandemia más sostenible y de bajo carbono en ALC: las tres brechas del desarrollo sostenible y el cierre de la brecha ambiental en Chile		
Oportunidades para una recuperación post pandemia más sostenible y de bajo carbono: Fomento a la Economía Circular		
Oportunidades para una recuperación post pandemia más sostenible y de bajo carbono: Política fiscal ambiental		
Opciones para una Política Fiscal Ambiental en Brasil, Chile y Uruguay		
Resultados de la consultoría Agua potable y saneamiento, requerimientos de inversión e impactos socioeconómicos y ambientales para la reactivación post pandemia y el cumplimiento de las metas del objetivo de desarrollo sostenible 6 bajo la supervisión de la Unidad de Agua y Energía de la División de Recursos Naturales – CEPAL - Análisis de las relaciones entre variables macroeconómicas y sociales y la cobertura de agua potable y saneamiento gestionado de forma segura en países selectos de América Latina y el Caribe - Estimaciones de las Inversiones Requeridas en Infraestructura de Agua Potable y Saneamiento para Cerrar Brechas de Cobertura e Impactos en Empleo Verde y Valor Agregado.		
Fórum CMA: Grupo de Trabalho Economia Circular e Indústria - BRASIL		
Fórum CMA: Grupo de Trabalho Cidades Sustentáveis – BRASIL		
Fórum CMA: Grupo de Trabalho sobre Bioeconomia - BRASIL		

## Sección B - RELEVANCIA

If you have participated in more than one meeting and/or have knowledge of more than one report, pls. fill in for up to 5

Relevancia de las actividades del Proyecto

P.6. En las secciones a continuación, por favor manifieste su grado de acuerdo (indica “1” – strong visible effect) o desacuerdo (indica “10” – unlikely, little contribution) con las siguientes afirmaciones

### I. Reuniones, seminarios y talleres

	The meetings were relevant and contributing to (longer-term) environmental sustainability for Agenda 2030	The meetings were relevant and contributing to (short/medium term) post-COVID green recovery	The meetings were relevant in relation to my institution/sector/ thematic needs and/or priorities?	The products were actually responding to identified needs/data gaps from my institution/sector
<b>Cluster 1 Ecosystems:</b>				
<b>Cluster 2 climate change:</b>				
<b>Cluster 3 energy &amp; transport:</b>				
<b>Cluster 4 (circular) economy:</b>				
<b>Additional info:</b>				

## II. Informes

	The products are relevant in contributing to (longer-term) environmental sustainability for Agenda 2030	The products are relevant in contributing to (short/medium term) post-COVID recovery	The products are relevant in relation to my institution/sector/ thematic needs and/or priorities?	The products are actually responding to identified needs/ requests/data gaps from my institution
Cluster 1 Ecosystems:				
Cluster 2 climate change:				
Cluster 3 energy & transport:				
Cluster 4 (circular) economy:				
Additional info:				

P.7 ¿Existe algún tema/ punto técnico que usted considera relevante respecto a (i) Post-COVID green recovery y (ii) la implementación de la dimensión ambiental del Agenda 2030 y que no fue tratado en el seminario y/o informe? ¿Cuáles fueron los temas/aspectos técnicos que usted siente que se deberían incluir?

Cluster 3 energy & transport:

Cluster 4 (circular) economy:

### Sección C - EFICACIA

Eficacia del proyecto

P.8. En las secciones a continuación, por favor manifieste su grado de acuerdo (indica “1” – very valuable) o desacuerdo (indica “10” – little value) con las preguntas

#### I. Reuniones, seminarios, foro y talleres

	How did you value the meeting?		
	As informative	As enhancing my capacity to carry out my duties	As a tool for political/ strategic decision making
<b>Cluster 1 Ecosystems:</b>			
Explain what was missing in this meeting/what would have been needed to make full use of it:			
<b>Cluster 2 climate change:</b>			
Explain what was missing in this meeting/what would have been needed to make full use of it:			
<b>Cluster 3 energy &amp; transport:</b>			
Explain what was missing in this meeting/what would have been needed to make full use of it:			
<b>Cluster 4 (circular) economy:</b>			
Explain what was missing in this meeting/what would have been needed to make full use of it:			

## II. Informes

<b>How do you value the reports in relation to actual use?</b>		
As informative	As a technical tool	As a tool for political/ strategic decision making
<b>Cluster 1 Ecosystems:</b> Explain in terms of decision making, additional studies or information, what is still missing/needed to make full use of this product:		
<b>Cluster 2 climate change:</b> Explain in terms of decision making, additional studies, or information what is still missing/needed to make full use of this product:		
<b>Cluster 3 energy &amp; transport:</b> Explain in terms of decision making, additional studies, or information what is still missing/needed to make full use of this product:		
<b>Cluster 4 (circular) economy:</b> Explain in terms of decision making, additional studies, or information what is still missing/needed to make full use of this product:		

## III. Informes and meetings

<b>The meetings/reports were/are effective in providing tools and knowledge for planning, designing, financing policies, strategies, interventions that contribute to</b>		
More sustainable development options	Post-COVID green recovery	Implementing the environmental dimension of Agenda 2030
<b>Cluster 1 Ecosystems:</b>		
<b>Cluster 2 climate change:</b>		
<b>Cluster 3 energy &amp; transport:</b>		
<b>Cluster 4 (circular) economy:</b>		

## IV. Informes and meetings

<b>How likely can the meeting's information, reports knowledge, contribute to reorienting public policies and private investments towards a low carbon economy</b>
<b>Cluster 1 Ecosystems:</b>
<b>Cluster 2 climate change:</b>
<b>Cluster 3 energy &amp; transport:</b>
<b>Cluster 4 (circular) economy:</b>

## Sección D – IMPACTO Y SOSTENTABILIDAD

Impacto y sostenibilidad del proyecto

P.9. En las secciones a continuación, por favor manifieste su grado de acuerdo (indica "1" – very likely) o desacuerdo (indica "10" – unlikely) con las preguntas

## I. Informes y seminarios

How likely is the product going to contribute to better understanding/to enhance knowledge in the way you view / approach the thematic?
<b>Cluster 1 Ecosystems:</b> Additional info:
<b>Cluster 2 climate change:</b> Additional info:
<b>Cluster 3 energy &amp; transport:</b> Additional info:
<b>Cluster 4 (circular) economy:</b> Additional info:

## II. Informes y seminarios

Did the reports, meetings contribute to increasing inter-institutional/inter-(sub) sectoral dialogue for formulating policies, designing/implementing better interventions that contribute to more sustainable development options, post-COVID recovery and ultimately contribute to the implementation of the environmental dimension of the Agenda 2030?
<b>Cluster 1 Ecosystems:</b> Can you give a practical example?
<b>Cluster 2 climate change:</b> Can you give a practical example?
<b>Cluster 3 energy &amp; transport:</b> Can you give a practical example?
<b>Cluster 4 (circular) economy:</b> Can you give a practical example?

P.10. En las secciones a continuación, indica sí (S), no (N) o no pertinente (NR)

## I. Informes y seminarios

Since publication/attendance, did you make actual use of the product/knowledge? Y/N/not relevant (only information)
<b>Cluster 1 Ecosystems:</b> Can you give examples of effects of the product/seminar on your institution/sector/your routine work?
<b>Cluster 2 climate change:</b> Can you give examples of effects of the product/seminar on your institution/sector/your routine work?
<b>Cluster 3 energy &amp; transport:</b> Can you give examples of effects of the product/seminar on your institution/sector/your routine work?
<b>Cluster 4 (circular) economy:</b> Can you give examples of effects of the product/seminar on your institution/sector/your routine work?

## I. Informes y seminarios

<b>The publications/reports/seminars took into consideration/integrated adequately the following dimensions</b>	
Gender	Inclusion (of most vulnerable)
<b>Cluster 1 Ecosystems:</b>	
<b>What was missing?</b>	
<b>Cluster 2 climate change:</b>	
<b>What was missing?</b>	
<b>Cluster 3 energy &amp; transport:</b>	
<b>What was missing?</b>	
<b>Cluster 4 (circular) economy:</b>	
<b>What was missing?</b>	

### P.12. Comentarios–temas no tratados por la encuesta

cluster 4:	▲
	▼
◀	▶

# ANNEX 7

## SELECTED LIST OF PROJECT OUTPUTS

(Reports, assessments, training sessions, workshop...)

Name	Target Country
<b>CLUSTER 1: Ecosystems</b>	
Alternativas para o desenvolvimento de uma pecuária sustentável de baixo carbono no Brasil: Recuperación Verde	Brazil
Alternativas e trade-offs no desenvolvimento rural da América Latina e Caribe (ALC)	
OECS products: - 8th Council of Ministers – Environmental Sustainability Topic 1 – Proven Practices for a Robust Recovery and Resilient Transition Topic 2 – Green-Blue Innovation and Financing for Sustainability - Advancing Implementation of a Regional Green-Blue Economy Strategy & Action Plan in the OECS Implementation Financing Plan Green Blue Economy Communications and Engagement Strategy	Eastern Caribbean countries
Fórum CMA: Grupo de Trabalho Proteção, Recuperação e Uso da Terra	Brazil
Taller Regional Instrumentos para la implementación efectiva y coherente e la dimensión ambiental de la agenda de desarrollo 5-7 FEB 2019	Costa Rica
Fórum Geração Ecológica 14 JUN 21	Brazil
<b>CLUSTER 2: Climate Change</b>	
Interactive tool on the impact of carbon dioxide removal approaches on the SDGs in Latin America and Caribbean countries	All ALC
'Oportunidades para una recuperación post pandemia más sostenible y de bajo carbono en ALC: PACs para ciudades de ALC - Asistencia Técnica para la realización de Planes de Acción Climático para ciudades de América Latina y el Caribe - Santo Domingo y Belmopán - Plan de Acción Climática Puerto Príncipe 2021-2030 - Guía orientativa para la realización de Planes de Acción Climática - Asistencia Técnica para la Ciudad de Guatemala para la realización del Plan de Acción Climática	All ALC Dominican Republic, Belize Haití Guatemala Guatemala
CMA Brazil – Argentina: Financiamento necessário para a Ação Climática: O desafio de incorporar mecanismos de precificação de carbono na legislação climática 27 AGO 21	Brazil
ESCAP Climate Week side event 6 JUL 21	All LAC
Foro ALC Desarrollo Sostenible 15-18 MAR 21	
"El papel de la acción climática en la recuperación de la crisis del COVID 19" – 20 MAY 20 // 22 MAY 20	All LAC
<b>CLUSTER 3: Energy and Transport</b>	
Papel del hidrógeno verde en el transporte de cargas en Chile	Chile
Oportunidades para una recuperación post pandemia más sostenible y de bajo carbono: Instrumentos de Financiamento para la Reversión de Buses - Eje de Renovación de la Flota de Transporte Público del Plan Nacional de Descarbonización de Costa Rica a 2050	Costa Rica
Oportunidades para una recuperación post pandemia más sostenible y de bajo carbono: - Estudio de casos internacionales de inversiones para la conversión de buses diésel	Costa Rica Chile

- Estudio de condiciones y requerimientos técnicos y de infraestructura para inversiones en pro de la reconversión de buses diésel a eléctricos - Estudio de requerimientos normativos para inversiones en la reconversión de buses diésel a eléctricos - Estimar los costos financieros aproximados para la implementación de la reconversión de buses diésel a eléctricos en Costa Rica	
Fórum CMA: Grupo de Trabalho Energia	Brazil
Oportunidades para una recuperación post pandemia más sostenible y de bajo carbono en ALC: Oferta de ómnibus eléctrico en Brasil en un escenario de recuperación económica verde	Brazil
Forum CMA - Opportunities for a more sustainable and low-carbon post-pandemic recovery in Latin America and the Caribbean: Energy transition	Brazil
Fórum CMA: Grupo de Trabalho Energia – BRASIL	Brazil
Forum CMA - Opportunities for a more sustainable and low-carbon post-pandemic recovery in Latin America and the Caribbean: Energy transition	Brazil
<b>CLUSTER 4: (Circular) Economy</b>	
Propuesta Metodológica de Medición de la Circularidad en la Gestión de los Residuos Sólidos en Municipios de Colombia que permita Hacer un Diagnóstico del Status Quo y Realizar Proyecciones en Cambios en la Gestión (conexión & usuario manual)	Colombia
Estudio Oportunidades para una recuperación Post Pandemia Sostenible y de Bajo Carbono en Ecuador: Análisis de la Cadena de Valor de la Vivienda Rural en Manabí	Ecuador
Estudio Oportunidades para una recuperación Post Pandemia Sostenible y de Bajo Carbono: Soluciones Habitacionales sostenibles + buenas prácticas	Colombia Costa Rica México
Estudio Oportunidades para una recuperación Post Pandemia Sostenible y de Bajo Carbono: Construcción de Vivienda	Argentina Colombia
Oportunidades para una recuperación post pandemia más sostenible y de bajo carbono en ALC: las tres brechas del desarrollo sostenible y el cierre de la brecha ambiental en Chile	Chile y países de la región.
Oportunidades para una recuperación post pandemia más sostenible y de bajo carbono: Fomento a la Economía Circular	México
Oportunidades para una recuperación post pandemia más sostenible y de bajo carbono: Política fiscal ambiental	Argentina
Opciones para una Política Fiscal Ambiental en Brasil, Chile y Uruguay	Brazil, Chile, Uruguay
Resultados de la consultoría Agua potable y saneamiento, requerimientos de inversión e impactos socioeconómicos y ambientales para la reactivación post pandemia y el cumplimiento de las metas del objetivo de desarrollo sostenible 6 bajo la supervisión de la Unidad de Agua y Energía de la División de Recursos Naturales – CEPAL - Análisis de las relaciones entre variables macroeconómicas y sociales y la cobertura de agua potable y saneamiento gestionado de forma segura en países selectos de América Latina y el Caribe Estimaciones de las Inversiones Requeridas en Infraestructura de Agua Potable y Saneamiento para Cerrar Brechas de Cobertura e Impactos en Empleo Verde y Valor Agregado.	All ALC
Fórum CMA: - Grupo de Trabalho Economia Circular e Indústria - Grupo de Trabalho Cidades Sustentáveis - Grupo de Trabalho sobre Bioeconomia	Brazil
El Modelo de la Tres Brechas: El Gran Impulso para la Sustentabilidad – 4 NOV 2021	All LAC
Política Fiscal Verde 24 SEP 20	All LAC
8th meeting CMA - Recuperação sustentável – transição justa (30/06/21) + Observatório Parlamentário	Brazil

# ANNEX 8

## LIST OF PEOPLE INTERVIEWED

(Phone, skype or WhatsApp interviews)

1	Time (CLT)	Country	Name	Function	Institution
15/02/22	09h00	Chile	Jose Luis SAMANIEGO Leyva Luiz Fernando KRIEGER Merico	Head Project Manager	Sustainable Development and Human Settlements Division, ECLAC Sustainable Development and Human Settlements Division, ECLAC
17/02/22	14h00	Chile	Karina MARTINEZ	Project Manager	Sustainable Development Policy Unit, ECLAC
02/03/22	15h00	Chile	Luiz Fernando KRIEGER Merico	Project Manager	Sustainable Development and Human Settlements Division, ECLAC
16/03/22	17h00	(USA)	Paola Gabriela SICLARI BRAVO	Independent Consultant on Climate Change Plans in Port-au Prince, San Salvador	
17/03/21	10h00	Brazil	Edgar BARASSA	Independent Consultant on electric public bus	
17/03/22	14h00		Indhira de JESUS	Independent Consultant on Climate Change Plans in Belmopan and Santo Domingo	
18/03/22	08h00	Brazil	Camila GRAMKOW	Programme Officer	ECLAC Brasilia Bureau
18/03/22	14h00	Caribbean region	Tahira BANKS	Independent Consultant for Green-Blue Economy	
23/03/22	11h00	Chile	Georgina CIPOLETTA TOMASSIAN	Official for Economic Affairs	Finance Unit for Development, ECLAC
25/03/22	11h00	Costa Rica	Marcos ADAMSON	Independent Consultant on public bus reconversion	
25/03/21	15h00	Argentina	Anahí AMAR	Programme Officer	ECLAC Buenos Aires Bureau
25/03/22	18h00	Chile	Pablo MARQUET	Professor of Ecology	Pontificia Universidad Catolica de Chile and The Santa Fe Institute
29/03/22	09h00	Brazil	Alberto Barreto	Independent Consultant on Alternatives on Sustainable Livestock in Low Carbon Economy	
29/03/22	09h45	Uruguay	Fernando LORENZO	Independent Consultant on green fiscal policy in Argentina, Chile and Uruguay	
30/03/22	09h00	Brazil	Yamila GOLDFARB	Independent Consultant Technical Group for Land Use	



1	Time (CLT)	Country	Name	Function	Institution
30/03/22	10h00	Argentina	Oscar CETRANGULO	Independent Consultant on green fiscal policy in Argentina	
30/03/22	11h00	Brazil	Bianca MACEDO	Independent Consultant Technical Group for Sustainable Cities	
30/03/22	15h00	Saint Lucia	Chamberlain EMMANUEL Joan JOHN-NORVILLE	Head of Environmental Sustainability Division Programme Director	Environmental Sustainability Division, OECS Biodiversity & Ecosystems Management Biodiversity and Ecosystems Management, OECS
01/04/22	07h00	Brazil	Eduarda Oliveira ZOGHBI	Independent Consultant Technical Group for Energy	Women In Energy Program
01/04/22	09h00	Costa Rica	Javier Bonilla HERERA	President	Costa Rica Hydrogen Association (ACH2) - Instituto Nacional de Aprendizaje
06/04/22	15h00	Chile	Luiz Fernando KRIEGER MERICO	Project Manager	Sustainable Development and Human Settlements Division, ECLAC
07/04/22	13h30	Brazil	Elbia GANNOUM	Member	Grupo de Trabalho Fórum Geração Ecológica
11/04/22	15h00	Brazil	Heloisa SCHNEIDER	Independent Consultant on green hydrogen for freight transport	
12/04/22	16h00	Chile	José Javier GOMEZ Garcia	Environmental Affairs Official	Climate Change Unit, Sustainable Development Division, ECLAC
12/04/22	17h00	Chile	Julia DAVIDSON NIETO	ECLAC Coordinator	GIZ
13/04/21	09h00	Brazil	Esther Bemerguy de ALBUQUERQUE	Member Economist and Brazilian Senate Parliamentary Advisor	Grupo de Trabalho Fórum Geração Ecológica
03/05/22	13h00	Chile	Luiz Fernando KRIEGER Merico	Project Manager	Sustainable Development and Human Settlements Division, ECLAC
04/05/22	13h00	Ecuador	Tarek ABDO	Independent consultant for establishing the Financing Instruments for Bus Retrofitting - Public Transport Fleet Renewal Axis of Costa Rica's National Decarbonisation Plan 2050	
06/05/22	09h00	Argentina	Hernán CARLINO	Independent consultant on the Interactive tool on the impact of carbon dioxide removal approaches on the SDGs in LAC countries	
11/05/22	09h15	Argentina	Alejandro SPARACINO	Independent consultant on sustainable housing construction for low income populations in Argentina and Colombia	

# ANNEX 9

## BRIEF EXPERTISE OF CONSULTANT

Mr Vincent Lefebvre:

[lefebrevinc@gmail.com](mailto:lefebrevinc@gmail.com)

- Programme management & coordination/project formulation & implementation, M&E - knowledge of PCM, logical framework & ZOPP methodologies/equipment specifications.
- MA in tropical agriculture and post-graduation in business administration
- Programme & project evaluation/technical audit/institutional appraisal: analysis of relevance/effectiveness/efficiency/social, institutional & economic impact/political, social & cultural, technological, institutional & financial sustainability/cross cutting issues (gender, AIDS, environment & institutional capacity building); questionnaires design & interviews of beneficiaries.
- Data acquisition methods for evaluations: questionnaires drafting & interviews of beneficiaries; SWOT analysis; (semi-) structured interviews, focus groups.
- Knowledge of monitoring & evaluation methodologies (incl. Management Effectiveness Tracking Tool).
- Food security/agronomy/agro-forestry/agro-industry/agro-climate and climate mitigation-adaptation/horticulture.
- Cartography/remote sensing/mapping/GIS (Arcinfo, Mapinfo, Ilwis)/Database management systems (MECOSIG, COONGO).
- Land & water resources evaluation/crop potential analysis/participatory rural appraisals/natural resources management/mountain agro-ecosystems.
- Soil survey/soil conservation/soil fertility.
- Statistics including programming in SAS & Delphi.
- Renewable energies (wind, bio-diesel, rape seed oil).

# ANNEX 10

## EVALUATION REPORT FEEDBACK

**DEVELOPMENT ACCOUNT PROJECT 18/19 AJ**  
**Coordination, Coherence and Effectiveness for Implementing the Environmental Dimension of the 2030 Agenda**  
**in Latin America and the Caribbean**

**Evaluation Report Feedback Form: Evaluation Reference Group**

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENT	EVALUATOR'S RESPONSE
<b>4. EVALUATION FINDINGS</b>	The comments below are related basically to this section (section 4) of the report, considering that the core evaluation of the project is in this section, where the aspects of design, relevance, efficiency, effectiveness, sustainability, cross-cutting issues and contributions to SDGs were reviewed.	Ok.
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENT	EVALUATOR'S RESPONSE
49-52	The project activities were focused on identifying, defining and achieving stakeholder consensus on the key policies and actions to be recommended as part of the process of achieving environmental sustainability in the region. National level activities were then designed to strengthen capacities in a number of countries with the most favourable response to mainstream and implement policies and instruments to promote the environmental dimension of the 2030 Agenda, into national strategies and plans. The 2030 Agenda is a very wide agenda of work and each country has its own priorities and specific conditions to implement it. Implementation of pre-defined activities, without a comprehensive assessment of every specific reality, and without the participation of the target countries, would not be a good/effective approach for the project.	<b>Yes, you're right, Agenda 2030 covers basically all development sectors but it would have been more appropriate to delineate broad thematic areas (I meant not activities – that was amended -) at project formulation stage based on (i) pre-existing ECLAC activities and (ii) discussions with most interested countries (e.g., the 4 initial selected countries). Yes, it's not about defining activities but about defining thematic areas.</b>
71-75	To reach its goals, the project focused on the needs and demands of the targeted countries, using the ECLAC's expertise in specific areas to contribute to the development of the thematic areas. In the case of this project, the interaction among ECLAC's divisions/offices turned up to be very positive and one of the main internal outcomes.	<b>Yes, beneficiary country participation was mentioned as one of the main assets of this project. There may have been good if not excellent interactions between divisions but this approach - one division to another or one technical division reporting to the lead division in charge on implementation - may not have been the most effective one.</b>

97-98	In the case of the Caribbean region, a strategic partnership was developed with the OECS, representing 11 countries of the region. The blue-green economy strategy developed for that region was approved by the ministers of the environment/sustainability at their annual meeting and was appropriated by these Caribbean countries in the format of a communication/dissemination plan which is being implemented with the support of OECS.	<b>Yes, you're right but the actual support under the project in this particular example has been quite limited (a communication/dissemination plan). Hopefully, new generations of projects focusing on Agenda 2030 will pay more attention to the Caribbean region.</b>
104	The implementation of a project at the international level must be seen as part of a wider set of actions that are continuously undertaken by ECLAC. Most of the times, a project is part of a strategy of collaboration/technical assistance within the region, which often needs the inputs from different sources over the years. If we are dealing with the 2030 Agenda goals, actions/activities will need more production of policies, mainstreaming, dissemination and monitoring than the available span of life of a specific project.	<b>Yes, this came up with more in-depth interviews later during the evaluation. It has been difficult to grasp this dimension at project evaluation level but it should be emphasized that if this is the case, it would be more valuable to evaluate not just projects but whole sets of actions that deal with one issue. By the way, this would have the merit of allowing for impact assessment over a longer timeframe...</b>
110-111	The change in the project produced by the COVID pandemic, put some pressure on the project managers in the sense that the documentation of the experiences was only ready for submission for publishing in the second half of 2021. The internal unit in charge of the publications was overloaded, also due the pandemic, and some publications were released in the first months of 2022. Despite this fact, the process of country appropriation/dissemination of outcomes were not affected, considering that most of the activities had a good level of sustainability after the end of the project.	<b>Understood. Another recommendation was added on project phasing (e.g., phase 1 on implementation, phase 2 on consolidation/dissemination/ensuring impact).</b>
113	At least two activities were implemented at sub-national/local levels: the experience of measuring the circularity level of domestic waste in Colombia, applied in 10 municipalities of this country, and the local action plans on climate change applied in 5 capitals of the region. Considering that the original proposal of the project was to work only at national level, this mix of activities were highly beneficial for the region and the project implementation.	<b>Yes, this as well understood in the case of Colombia (with extensive interviews... on this matter); much less so on CC in capital cities (e.g., report for Port-au-Prince drafter without any contact with municipal authorities, written in Spanish while nobody speaks it and with no dissemination phase (yet?).</b>
123-126	Dissemination of relevant information and capacity building were achieved through at least 15 national, regional and global events that have been convened to disseminate the outcomes of the project and (until now) 11 publications that were produced to promote capacity building, to consolidate and to replicate experiences. The implementation of the 2030 Agenda in the region was strengthened through the organization of 7 partnerships which were developed to expand and strengthen the reach of green recovery strategies.	<b>OK, added &amp; reformulated. Added under 5.4.</b>

	Examples: the initiatives that were undertaken in the OECS countries and in Brazil will have enduring outcomes, once the appropriation by the countries is already done. Initiatives in Argentina, Chile and Colombia, found their way inside governments and are being processed forward. In Costa Rica, the proposal for retrofitting diesel buses to electric ones is part of the National Decarbonization Plan with a defined public budget and a set of coordinated actions.	
133-134	The project design attended/followed the rules and orientations provided by the pipeline of the 11 <sup>th</sup> Tranch of the Development Account.	<b>That may be so but this methodology has limitations, given the time needed to start project implementation with not much happening before COVID.</b>
Items 6 and 7	Most of the comments are related to the management of the projects by ECLAC in general.	<b>Yes, for a final evaluation, it's all about moving forward</b>

### Evaluation Report Feedback Form: Programme Planning and Operations Division

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENT	EVALUATOR'S RESPONSE
all	This is an assessment of a DA project, and the TORs are supposed to assess the relevance, efficiency, effectiveness and sustainability of that project. The writing however seems to make broad statements about ECLAC as an institution, which is both outside of the scope, and not possibly supported by the information gathering that took place during this evaluation. We would suggest reviewing the sections where that occur (some, but not all of them have been pointed out in the specific comments below). Once that is done we will be able to give more specific feedback to the report.	<b>Indeed, the review focused on the 4 evaluation criteria; however, the results of the project, how effective and efficient the project (as for any project) has been influenced by the institutional set-up the project team was working in as well as external factors (e.g. COVID, beneficiary participation...)</b> <b>So it's very important (fundamental?) to point out suggestions for improvement how ECLAC works as an institution to better implement its DA account projects</b> <b>All findings were crosschecked, including through interviews (as an unusual high number of interviews were conducted in this evaluation).</b> <b>Agreed, but if recommendations are not within the purview of ECLAC we can pass them along (to the DA in New York for instance). Recommendations extrapolated from this project evaluation to ECLAC should still be restricted to DA projects, as functioning under other funding sources is vastly different, and rules are not the same.</b>
all	Please review the report to make sure that the English acronym ECLAC is used instead of CEPAL (see paragraph 48, 110, finding 18, etc.).	<b>Done</b>

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENT	EVALUATOR'S RESPONSE
<b>Executive summary</b>		
12	<p><i>"ECLAC's operational mode remains characterized by a siloed approach":</i></p> <p>The implementation of the projects are normally entrusted to the Division that devised the project. This project however, despite not being designed as an interdivisional project, counted on the collaboration of other divisions that participated in the delivery of some outputs. Also, the conclusion is a generalization, how a single project would extrapolate to make an assumption on the whole organization operational mode?</p>	<p><b>It appears that there has been improvements as to how ECLAC implements DA account projects with more inter-divisional collaboration; this would have been fundamental in this project since, albeit managed by 1 division, other divisions were to be closely involved due to the multisectoral nature of this project. Interviews, however, showed that there is still room for improvement when dealing with these new projects which nature is fundamentally multisectoral</b></p> <p><b>That's fine. Then the wording in the report would need to be rephrased to express the idea above.</b></p>
20	<p><i>"ECLAC is unable to fund all aspects as per its operational multisectoral and multi-scale approach":</i></p> <p>Not clear to understand the comment, all aspects of what? Also, is it a statement about this specific project or the organization?</p>	<p><b>Yes, not clear... reformulated</b></p>
21	<p>the project was not conceived as an interdivisional project. Project management responsibilities were under the Sustainable Development Division.</p>	<p><b>Amended</b></p>
23	<p>The project document needs to follow an established template sent by HQ, with a specific format for the logframe. The current template only foresees outcome level indicators.</p>	<p><b>Yes, calling for external experts is all about providing an out-of-the box view on how to improve project implementation</b></p> <p><b>Not clear how this relates to our comment.</b></p> <p><b>This is about the limitations of not assessing impact; external evaluators are contracted to provide out-of-the box opinions. Not assessing impact in this project shows limitations despite not being requested in Evaluation's TOR</b></p>
24	<p>Comment refers to ECLAC not the project. ECLAC considers the Caribbean one of its biggest priorities, and launched the "Caribbean First" strategy in 2018 in order to ensure timely and urgent attention for the needs of this subregion. One example of this prioritization is that this project - which initially considered only Jamaica as one of the four beneficiary countries (Development Account projects are generally requested during their design to narrow the number of target countries to 4-5 beneficiaries) was able to benefit a larger number of Caribbean countries and sought collaboration with a Caribbean Subregional partner as the OECS.</p>	<p><b>Amended; added also "about the project itself"</b></p>

<b>Report</b>		
<b>20</b>	The methodology in the annex is in future tense. Please include in the body of the report details on what actually happened i.e. how many people were interviewed, what survey was conducted, how many responses, etc.	<b>You're right; amended.</b>
<b>22</b>	In addition to gender and SDGs, please state explicitly that the evaluation looked at the integration of human rights (as stated in TORs)	<b>Amended and added in finding 24.</b>
<b>48</b>	Please indicate the source for the ECLAC-specific project logic referred to here	<b>Amended to approach; typical in the sense that the design approach is very similar between DA account projects.</b>
<b>52</b>	Even if clearly defined activities in a project document, the type of activities can always be adjusted during project implementation, especially for a project implemented during the COVID pandemic. The fact that different types of activities can contribute to the result does not seem to be a project weakness	<b>Well, that is clearly THE asset of ECLAC. Reformulated.</b>
<b>Finding 8 - 71</b>	There are interdivisional development account projects, but it is not the case here. This project was entrusted to one division, the Sustainable Development and Human Settlements Division. They have reached out to other divisions to implement specific activities indicates cross-divisional cooperation beyond what was envisaged in the prodoc. It is unclear why this cooperation is considered evidence of a siloed approach by ECLAC when it should be the opposite.	<b>Yes, for such a project covering different sectors, this may have been a weakness actually. An inter-divisional DA account project could be considered in the future when dealing with Agenda 2030; added recommendation for ECLAC. OK</b>
<b>72</b>	It is not clear what offices are being referred to here, or what is meant by HQ heads of divisions. This seems to go beyond the evaluation of one project implemented by one division.	<b>HQ division heads, meaning Santiago as opposed to country offices. There seems to be a discrepancy between how Santiago Divisions and Country offices see project implementation - in particular what level of autonomy country offices might have in relation to Santiago. There is some factual error. Staff in country offices report to the head of that office. There is no staff from divisions in national offices, and no divisions within national offices. Reformulated</b>
<b>74</b>	Generalization of findings of one project to all of ECLAC, please rephrase or add supporting information	<b>You're right; amended to this single project.</b>
<b>Finding 10</b>	The phrasing "may have" is unclear, it sounds like there was no collaboration. The paragraphs below however seem to point out that there was collaboration. Suggest rephrasing the finding to: Collaboration with other international/regional institutions <u>seems to have</u> significantly increased the efficiency of the project	<b>Yes, let's be more assertive; there was a broad agreement on this during interviews; amended.</b>
<b>Table 2</b>	Information on actual expenditure for 2021 was sent in an email on 30 May 2022, in the table it is mentioned as missing	<b>Well, data from TABLE 2 comes from periodic annual reports and PRODOC; however, indeed, some data was missing; when integrating the remaining data that I received, it did not add up correctly (the expenditure total as higher than the budget); so, I decided not to change anything.</b>

		<b>Understood. Annual progress reports contain information on obligations that are still open as of 31 dec, some of which might have been closed later, which explained the discrepancy. Annual spending numbers will be sent tomorrow. Amended</b>
<b>87</b>	Not sure what is meant by <i>there is no evidence of any monitoring and evaluation tool before the project redefinition in 2020</i> . A progress report documenting the monitoring of activities was produced for 2018 and 2019.	<b>Yes, unsubstantiated; inferred from the lack of info in the reports; deleted.</b>
<b>90</b>	Contracts under the DA are for individual consultants, teams of consultants cannot be contracted, therefore this remark seems to be out of place.	<b>If this is true, then, this may be a key issue how DA projects are being implemented; it is all the more important because numerous technical reports addressing partially an issue have much less value than a comprehensive assessment; recommendation 5 is on this topic. This recommendation would then be outside the purview of ECLAC.</b>
<b>111</b>	Projects follow the rules of the DA. Very few project extensions were given for this tranche, and for very short amounts of times, therefore it is outside of the purview of ECLAC to ask for an extension for activities not considered in the ProDoc.	<b>OK, deleted.</b>
<b>125</b>	Impact is not to be assessed under this evaluation per the TOR	<b>OK, reformulated.</b>
<b>126</b>	The fact that there is no specific funding of dissemination under the project does not mean that sustainability of results will not be provided, especially given that the documents in question were published towards the end of the project, which is in great part due to COVID. The last sentence regarding conclusion does not seem fair or appropriate to the findings.	<b>That may be so but for sure, then, it is not possible to assess it. Reformulated.</b>
<b>Finding 25</b>	This finding seems completely out of place. ECLAC as a regional commission has a wide reach and name recognition and is quoted in mainstream press throughout the region. Support from member countries of the region is constant and publicly stated on multiple occasions. This is not a finding on a project evaluation but an extrapolation that is not supported. Please review.	<b>Deleted; only substantiated by some consultants</b>
<b>4.5</b>	Please add a finding on human rights.	<b>Done; added under FINDING 24.</b>
<b>131</b>	The comment on dissemination is redundant.	<b>Agreed; totally redundant.</b>
<b>Conclusion 3, 4 and 4</b>	Comments on ECLAC's functioning mode are beyond the scope of this assessment and not supported by findings. Conclusions 3, 4 and 5 should be on the project efficiency, effectiveness, not all of ECLAC.	<b>They were based on a wide variety of interviews including from Santiago and from national offices. Interviews should be focused on what is relevant to the evaluation. Please see new comment to annex 7 on what interviews should be listed Conclusions 3, 4 and 5 were made more project-specific.</b>



<b>Conclusion 7</b>	The conclusion is negative when the supporting text highlights some positive.	<b>Indeed, the PRODOC was inconclusive on these aspects but eventually, these dimensions were taken into account on an ad-hoc basis for a number of project results (which is not the ideal situation).</b>
<b>Lessons learned</b>	By and large, all lessons learned seem to be at the level of ECLAC, and disconnected from the scope of this assessment.	<b>They are based on project's findings but do relate to ECLAC's way of working</b> <b>Extrapolating can only be done from this project to other DA projects, not ECLAC in general (see comment above)</b> <b>Do not agree; lessons learned are about project findings that can be generalized from project specific circumstances to broader situations, whether about how ECLAC is efficient or how projects are being managed. If extrapolation is done from one project to a potential future project, there is no way to improve.</b>
<b>157</b>	DA evaluations guidelines provided by DESA state that impact is not to be evaluated. Other, programmatic evaluations can better capture the impact.	<b>Technically, you're right; item deleted...</b> <b>However, if this issue is not highlighted at project evaluation level, ECLAC is losing valuable information that could contribute to improving project efficiency – in particular – when dealing on what could be most appropriate to ensure results ownership and empowerment; too bad...</b>
<b>Recommendation 2 and 3</b>	They seem very related and could be combined.	<b>They are related but entirely different:</b> <b>RECOM 2 is about drafting new project proposals</b> <b>RECOM 3 is about redrafting/reviewing the Big Push strategy (defining key issues, milestones...) that would feed the formulation of new project interventions.</b> <b>They are not the same!</b> <b>Comment was on recommendation 2 and 3, not 1 and 2.</b> <b>The revision note that they are related so it is fine.</b> <b>Typo error</b>
<b>Recommendation 5</b>	Is not possible given the structure of budgets under DA project that provide for individual consultant contracts.	<b>Well, this is a recommendation that would greatly improve DA project effectiveness for the Environmental Big Push; meaning, the way these assessments are made are not very effective (from beneficiary's view point).</b> <b>This recommendation would then be outside the purview of ECLAC.</b> <b>Agreed; recommendation for DA New York</b>
<b>189</b>	There is confusion in the wording. The offices in Argentina, Brazil and Colombia are no regional offices, but national offices.	<b>Indeed, amended.</b>
<b>Recommendation 11 and 12</b>	<i>They seem very related and could be combined.</i>	<b>Agreed</b>
<b>Annex 9</b>	Please limit the list of people interviewed following a structured interview format. Communication with staff of the PPOD in the course of managing this evaluation are not interviewed, those staff should not appear in this table.	<b>Amended</b>

# ANNEX 11

## SURVEY REPORT

### ENVIRONMENTAL BIG PUSH PROJECT DATA SURVEY REPORT

#### 1. ABOUT THE SURVEY

Complementary to face-to-face interviews, the survey was intended to capture the viewpoints and satisfaction rates of stakeholders in relation to the support provided by ECLAC.

Number of emails sent out with the survey link: 283

Number of surveys completed: 39

The survey was developed and carried under the frame of the Survey Monkey platform allowing all emailed participants to access easily the English and Spanish versions.

The survey was launched on the **31<sup>st</sup> of March 2022**. By the end of the survey on the **19<sup>th</sup> of April 2022**, 39 recipients had responded, slightly above 10%, which can be considered as very low.

#### 2. ABOUT THE SURVEY REPORT

The report of this survey follows the sequence of the survey questions which are focusing on Relevance, Effectiveness, Impact and Sustainability, Cross-Cutting issues.

Given the high number of project activities, these were clustered around 4 themes:

- i. Cluster 1: Ecosystems
- ii. Cluster 2: Climate Change
- iii. Cluster 3: Energy and Transport
- iv. Cluster 4: (Circular) Economy

With barely a 10% response rate and the fact that most of the respondents were coming from just three countries, Chile, Colombia and Costa Rica, it was deemed not enough representative to give a faithful image of the project. Hence, few if any quantitative comments were included in the report.

The evaluation framework and Evaluation Questions (EQs) are set out with a view to:

- Covering the three different DA project stages (i.e., design, implementation and results)
- Be centered around the four Evaluation parameters specified in the TOR (relevance, efficiency, effectiveness and sustainability)

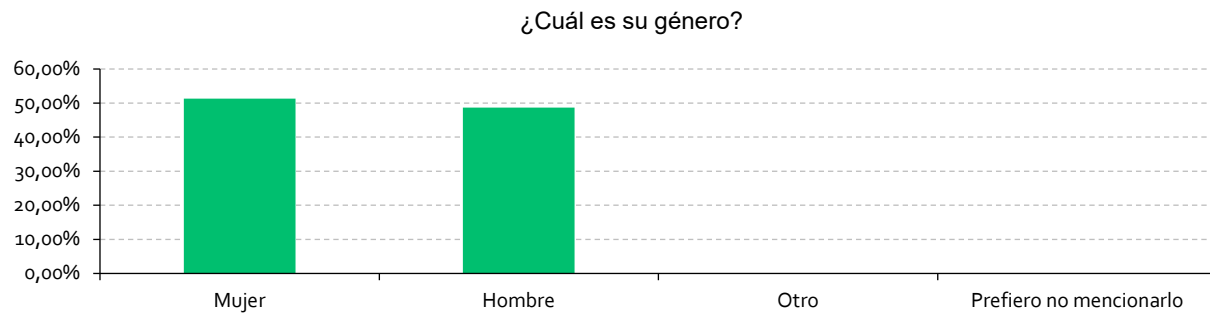
The survey is constituted of open questions (free text boxes) and multiple-choice questions with one answer and/or multiple answers per column and row (Multiple choice answers).

The following report provides the analysis carried on each question according to the above-mentioned structure and does not necessarily match the number of the questions as they were presented in the Survey.

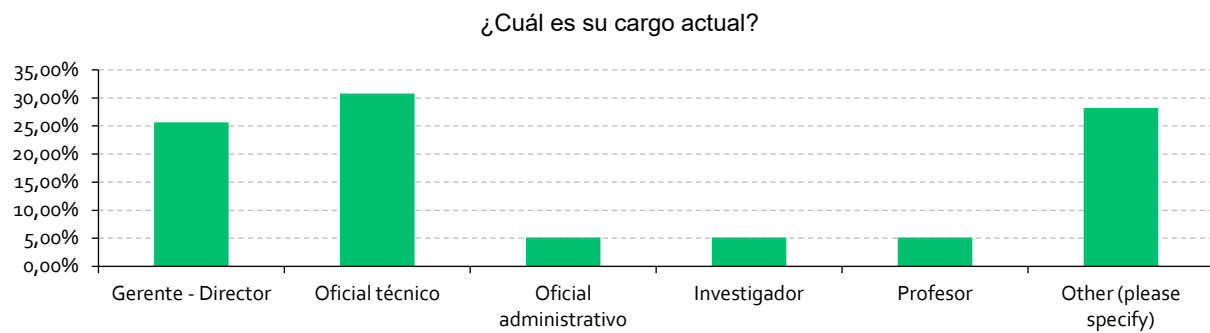
### 3. THE ENVIRONMENTAL BIG PUSH SURVEY ANALYSIS

#### 3.1. Section A: General Data

Question 1:

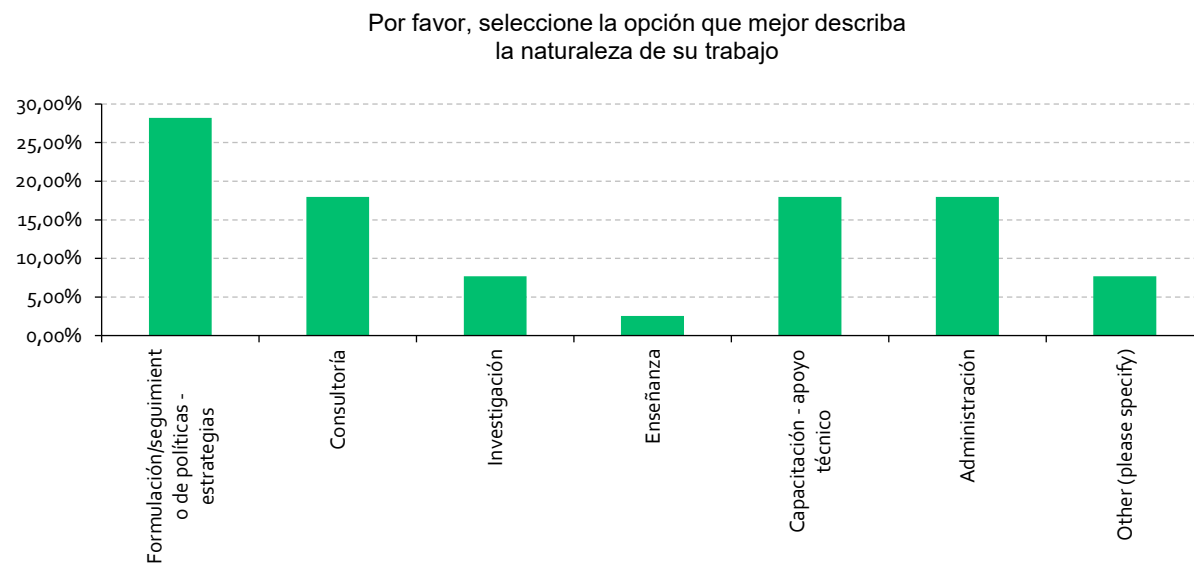


Question 2:



“Other” refers mainly as consultants

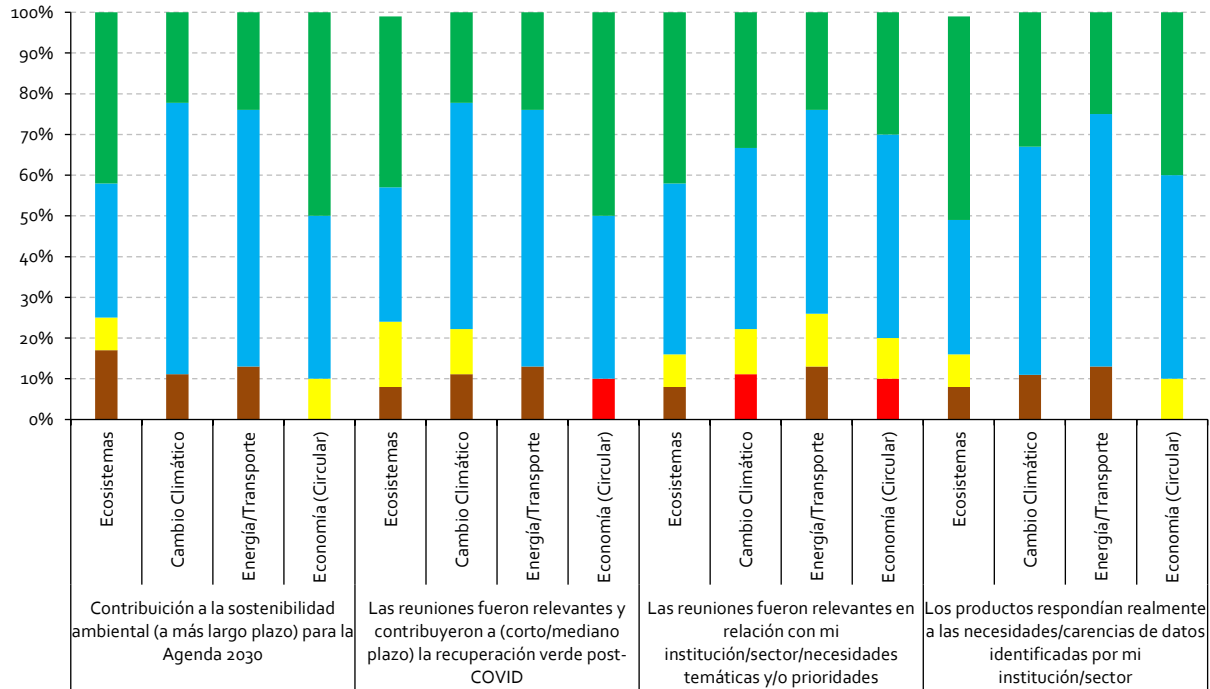
Question 3:



3.2. Section B: Relevance

Question 4:  
Meetings and workshops

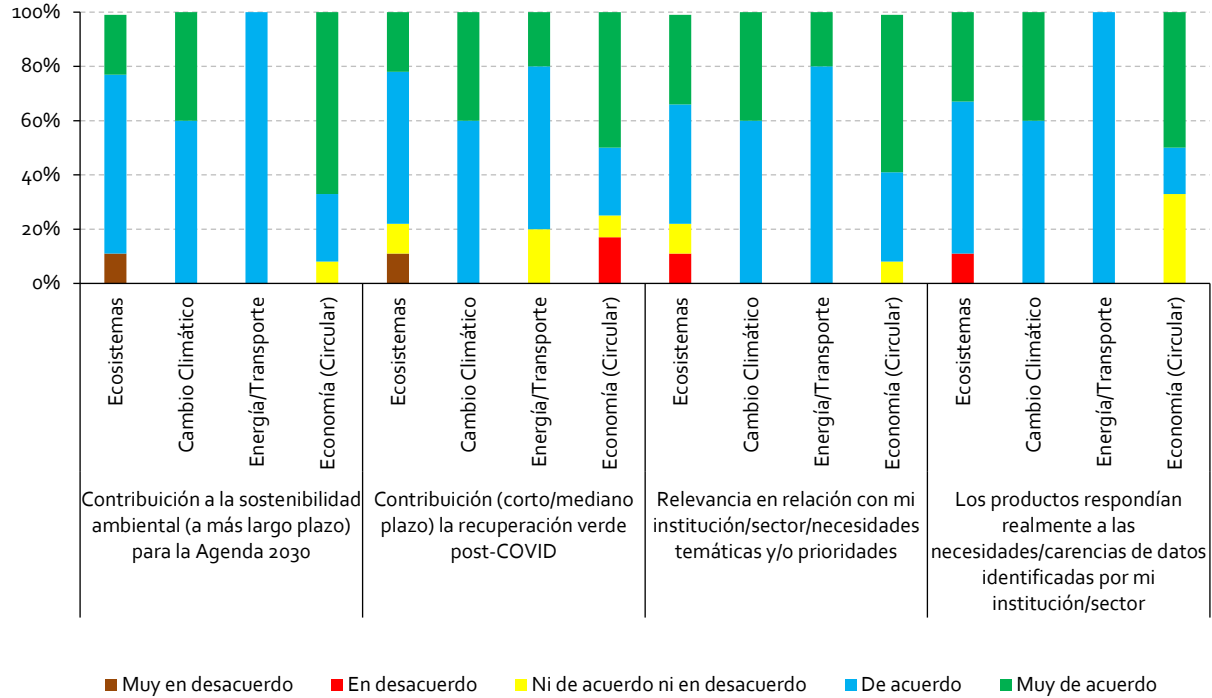
Evalúe la relevancia de la(s) reunión(es) en la(s) que participó y/o de las que tiene conocimiento



■ Muy en desacuerdo    
 ■ En desacuerdo    
 ■ Ni de acuerdo ni en desacuerdo    
 ■ De acuerdo    
 ■ Muy de acuerdo

**Question 5 :**  
Assessments and reports

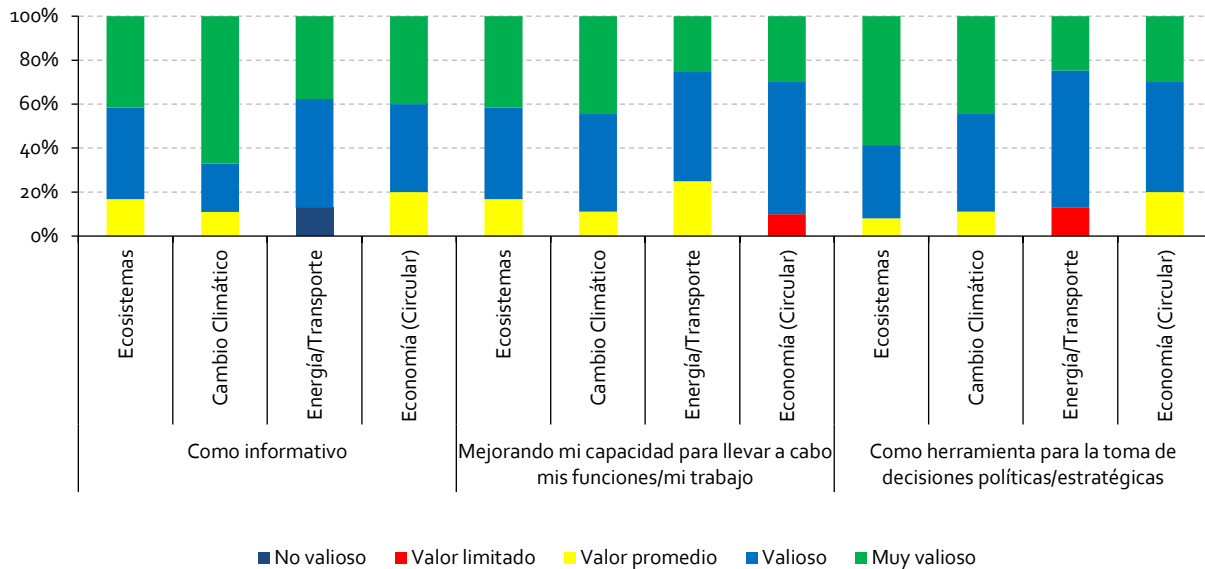
Evalúe la relevancia de las actividades/productos/informes del proyecto en los que participó, en la preparación y/o de los que tenga conocimiento



**3.3. Section C: Efficiency and effectiveness**

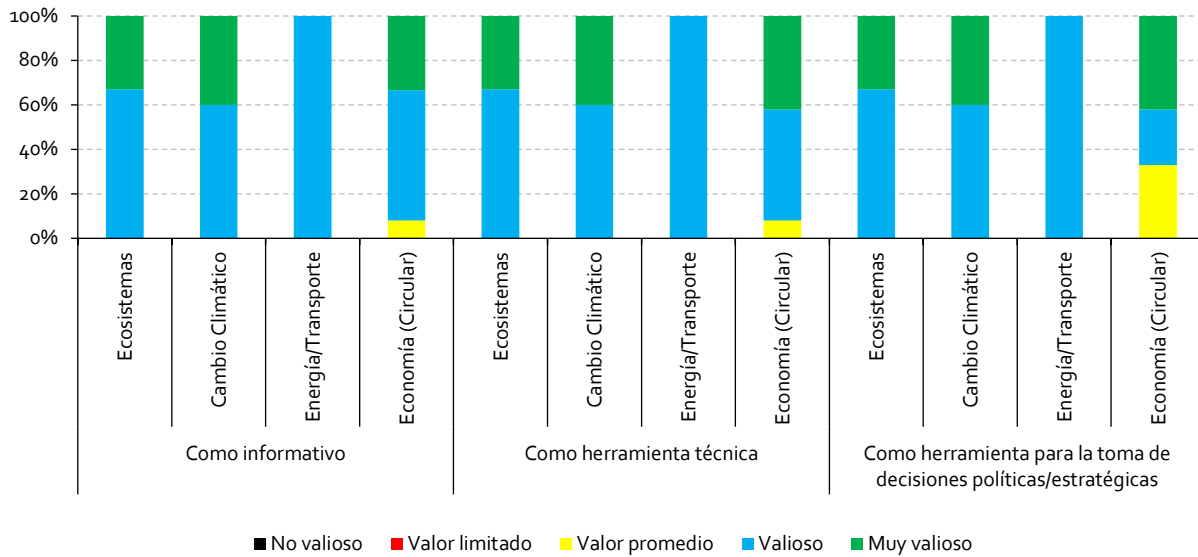
**Question 6:**  
Meetings and workshops

¿Cómo valoró la(s) reunión(es) (en respuesta a las siguientes afirmaciones)?



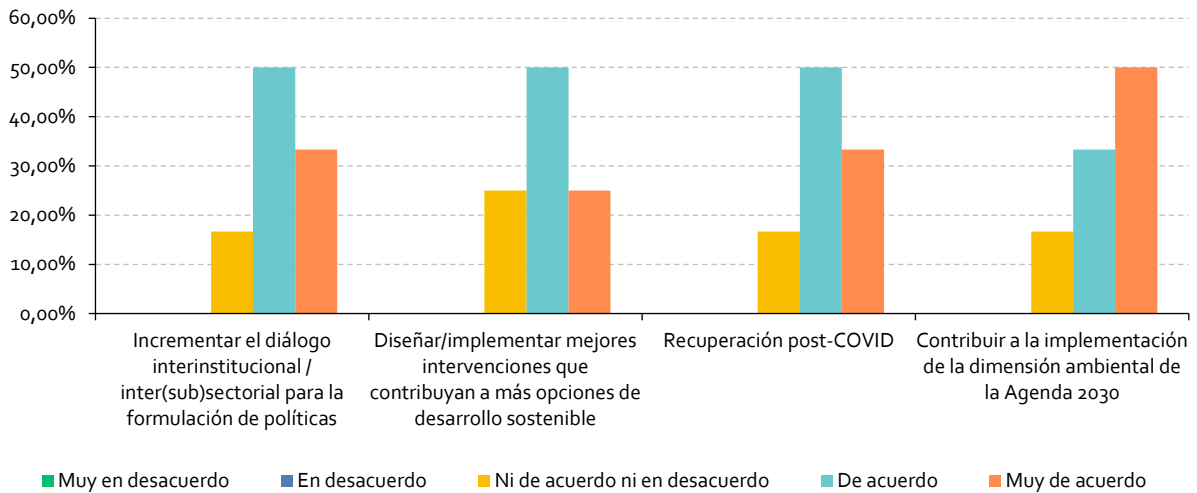
**Question 7:**  
Assessments and reports

¿Cómo valoró las actividades/productos/informes en relación con su uso real?



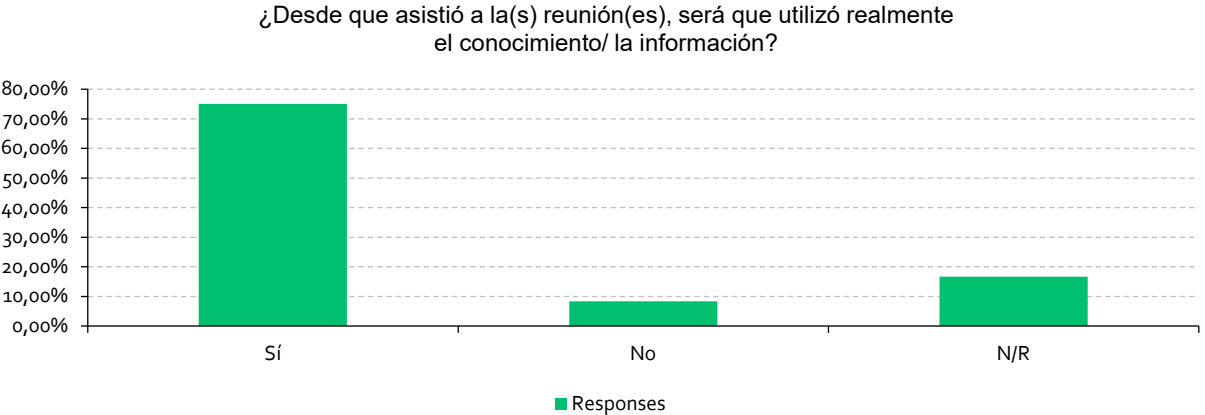
**Question 8:**  
Cluster 1 - Ecosystems

¿La(s) reunión(es) contribuyeron a los siguientes objetivos/dimensiones del proyecto?

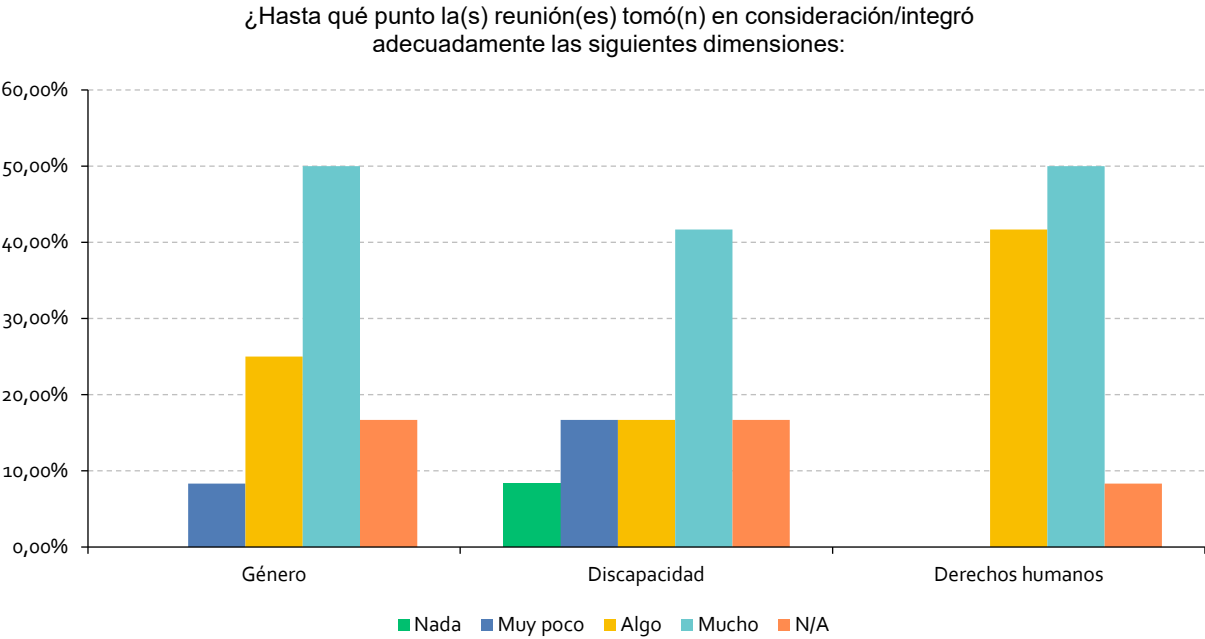


3.4. Section D: Impact and Sustainability

Question 9:  
Cluster 1 - Ecosystems



Question 10:





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