

ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN (ECLAC)

ASSESSMENT OF THE DEVELOPMENT ACCOUNT PROJECT ROA 122 STRENGTHENING THE CAPACITY OF NATIONAL STATISTICAL OFFICES (NSOS) IN THE CARIBBEAN SMALL ISLAND DEVELOPING STATES TO FULFILL THE MILLENNIUM DEVELOPMENT GOALS (MDGS) AND OTHER INTERNATIONALLY AGREED DEVELOPMENT GOALS (IADGS)

CONSULTANCY ANNOUNCEMENT

I. BACKGROUND

The Economic Commission for Latin America and the Caribbean (ECLAC) Programme Planning and Operations Division (PPOD) is seeking an independent consultant to work in the final assessment of the Development Account Project: Strengthening the capacity of National Statistical Offices (NSOs) in the Caribbean Small Island Developing States to fulfill the Millennium Development Goals (MDGs) and other Internationally Agreed Development Goals (IADGs).

The Development Account (DA) is a capacity development programme of the United Nations Secretariat aimed at enhancing capacities of developing countries in the priority areas of the United Nations Development Agenda. The Development Account is funded from the Secretariat's regular budget and ECLAC is one of its 10 implementing entities. The UN Department of Economic and Social Affairs (DESA) provides overall management of the DA portfolio.

II. ASSESSMENT

This is therefore a discretionary internal assessment managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD). This assessment is an end-of-cycle review of a regional project on Strengthening the capacity of National Statistical Offices (NSOs) in the Caribbean Small Island Developing States to fulfill the Millennium Development Goals (MDGs) and other Internationally Agreed Development Goals (IADGs)" that was implemented in the Caribbean region between 2008 and 2011.

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

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 that the various stakeholders in participating countries have had, how their approach towards measuring MDG's was changed and intensified by participating in the activities and how sustainable the project interventions were. The assessment will also assess and review the interaction and coordination modalities used in its implementation within ECLAC and other implementing partners, participating in the implementation of the project.

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 among the different Regional Commissions.
- The extent to which the project was designed and implemented to facilitate the attainment of the goals.
- Relevance of the project's activities and outputs towards the needs of Member States.

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.

III. PROFILE OF THE EVALUATOR

The key competencies required by ECLAC for the present assignment include:

Education

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

Experience

- At least seven years of progressively responsible relevant experience in programme/project evaluation are required.
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews is required.
- At least two years of experience in areas related to the measurement and evaluation of the Millennium Development Goals or other Internationally Agreed Development Goals is required.
- 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.
- Working experience in the Caribbean is desirable.

Language Requirements

- Proficiency in English is required.

IV. CONSULTANCY ARRANGEMENTS

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

V. HOW TO APPLY

Interested candidates should submit their Personal History Form (PHP) to Irene Barquero (irene.barquero@cepal.org), Maria Victoria Labra (maria.labra@cepal.org) and Carolina Tranjan (carolina.tranjan@cepal.org) no later than **Thursday, May 28st, 2015**.

TERMS OF REFERENCE

Assessment of the Development Account Project ROA 122 Strengthening the capacity of National Statistical Offices (NSOs) in the Caribbean Small Island Developing States to fulfill the Millennium Development Goals (MDGs) and other Internationally Agreed Development Goals (IADGs)”

I. Introduction

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

II. Assessment Topic

2. This assessment is an end-of-cycle review of a sub-regional project on Strengthening the capacity of National Statistical Offices (NSOs) in the Caribbean Small Island Developing States to fulfil the Millennium Development Goals (MDGs) and other Internationally Agreed Development Goals (IADGs)” that was implemented in the Caribbean region between 2008 and 2011.

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 and impact of 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 were derived from the implementation of the project, its sustainability and the potential of replicating the approaches within the region and across different regions, i.e. transferability to Latin and Central America. The lessons learned and good practices in actual project implementation will in turn be used as tools for the future planning and implementation of ECLAC projects.

5. The overall objective of the project is included in its title:

Strengthening the technical capacities of the targeted Caribbean governments' statistical offices, through networking of institutions and experts, to improve the social and environmental indicators to measure poverty, social cohesion, and environmental sustainability with a view to advancing the fulfillment of MDGs.

6. The expected accomplishments of the project were:

1. Adoption by Caribbean countries of common data collection protocols, definitions and classifications for the collection and dissemination of an extended set of MDG indicators that are more suitable to their situation, in order to monitor the accomplishment of the MDGs.
2. Strengthened technical capacity of governmental institutions to produce and analyze MDG indicators derived from harmonized household survey data sets and use them in the design and implementation of public policies that lead to the fulfillment of the goals.
3. Improved capacity in the NSOs of participating countries to collect, compile, analyze and disseminate data on social and environmental indicators to measure poverty, social cohesion and environmental sustainability.
4. Establishment of a database which makes it possible to draw up indicators at the sub-regional level in order to measure the economic, social and environmental costs of maintaining current development patterns; evaluate and diagnose the current state of the environment in the region; gauge the environmental consequences of existing macroeconomic policies; and supply orientation for policy decisions, especially in regard to public and private investment.

7. To achieve the objective and accomplishments above, the key project activities included expert group meetings, four regional training workshops, six national training workshops and a publication on the status of MDG achievements in the Caribbean.

8. Annex 1 to these Terms of Reference includes the full project outline.

IV. Background

The Development Account

9. 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.

10. Projects financed from the DA aim at achieving development impact by 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, environmental 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 ongoing policy support on economic, environmental and social issues, particularly in areas where such expertise does not reside in the capacities of the UN country teams.

11. 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.

12. DA projects are being implemented by global and regional entities, cover all regions of the globe and focus on five thematic clusters¹. 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 ten implementing entities. The UN Department of Economic and Social Affairs (DESA) provides overall management of the DA portfolio.

13. 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

14. The project under evaluation is part of the projects approved under the DA for the 2008-2009 tranche, under the coordination of the Economic Commission for Latin America and the Caribbean (ECLAC), Subregional Headquarters in the Caribbean.

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

15. The original duration of this project was of two years (2008-2010). Having started activities in March 2009, it was extended until December 2011. In 2009 and 2010 interim reports for the project were produced and in January 2012 a final report was presented. It is important to understand that both the final report and the interim reports are to be taken into account in the evaluation since they will outline some of the difficulties faced in the project implementation.

16. Substantively, the project outline states that:

“In spite of various initiatives, Caribbean countries continue to have difficulties in addressing additional demands of monitoring and measuring progress created by the MDGs and other global commitments. Therefore, it is imperative to carry out activities to ensure the further building/strengthening of institutional capabilities for generating reliable social and economic statistics among the various Caribbean States. This project seeks to build on past and current initiatives directed towards broadening and improving statistics and other indicators through the better use of experience and accumulated documentation, technical assistance, and through other projects and programmes. The project will be executed by ECLAC, through its Subregional Headquarters for the Caribbean and in close collaboration with its Statistics and Economic Projections Division in Santiago, Chile. Other cooperating agencies in the project are the Statistics Division of the Department of Economic and Social Affairs (DESA/UNSD); the United Nations Development Programme (UNDP) and the Caribbean Community (CARICOM) Secretariat. Over a two-year period, the outputs of the project will benefit the NSOs and agencies from 15 member countries. ECLAC will be the lead agency managing the project with a Steering Committee overseeing overall project implementation. The total budget of the project amounts to US\$528,000 and the project activities will be executed over the biennium 2008-2009.”

17. The project objective, accomplishments and indicators were derived to address the demands of MDG and other global commitments. Hence, one key part of this evaluation will be to assess the degree to which these difficulties were overcome by implementing the project.

18. 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.

Stakeholder Analysis

19. The outputs delivered benefitted the participating countries listed below. The meeting reports name the participants individually; contact details will be provided to the consultant by the ECLAC Subregional Headquarters for the Caribbean:

- Anguilla: Construction of Core Environmental Indicators, Second Expert Group Meeting on MDG Monitoring
- Antigua and Barbuda: National Workshop on Disaggregated Data, Regional Workshop on the Measurement of Poverty, Construction of Core Environmental

Indicators, First Expert Group Meeting on MDG Monitoring, Second Expert Group Meeting on MDG Monitoring

- Aruba: REDATAM Workshop, Second Expert Group Meeting on MDG Monitoring
- Bahamas: Regional Workshop on the Measurement of Poverty, Construction of Core Environmental Indicators, First Expert Group Meeting on MDG Monitoring, Second Expert Group Meeting on MDG Monitoring
- Barbados: Regional Workshop on the Measurement of Poverty, Construction of Core Environmental Indicators, Second Expert Group Meeting on MDG Monitoring
- Belize: Regional Workshop on the Measurement of Poverty, REDATAM Workshop, Construction of Core Environmental Indicators, Second Expert Group Meeting on MDG Monitoring, Technical Meeting on the 2010 Caribbean Millennium Development Goals Report
- British Virgin Islands: REDATAM Workshop, Second Expert Group Meeting on MDG Monitoring
- Cayman Islands: REDATAM Workshop, Construction of Core Environmental Indicators
- Curacao: First Expert Group Meeting on MDG Monitoring, Second Expert Group Meeting on MDG Monitoring
- Dominica: Regional Workshop on the Measurement of Poverty, Construction of Core Environmental Indicators, First Expert Group Meeting on MDG Monitoring
- Grenada: Regional Workshop on the Measurement of Poverty, REDATAM Workshop, Construction of Core Environmental Indicators, First Expert Group Meeting on MDG Monitoring, Second Expert Group Meeting on MDG Monitoring
- Guyana: Regional Workshop on the Measurement of Poverty, REDATAM Workshop, Construction of Core Environmental Indicators, Second Expert Group Meeting on MDG Monitoring, Training Workshop in the use of the Statistical Programme Census Survey Processing System (CSPro)
- Jamaica: Regional Workshop on the Measurement of Poverty, REDATAM Workshop, Construction of Core Environmental Indicators, First meeting of the Steering Committee, First Expert Group Meeting on MDG Monitoring, Second

Expert Group Meeting on MDG Monitoring, Technical Meeting on the 2010 Caribbean Millennium Development Goals Report

- Montserrat: Construction of Core Environmental Indicators
- Saint Kitts and Nevis: Regional Workshop on the Measurement of Poverty, REDATAM Workshop, Construction of Core Environmental Indicators, First Expert Group Meeting on MDG Monitoring, Second Expert Group Meeting on MDG Monitoring
- Saint Lucia: Regional Workshop on the Measurement of Poverty, REDATAM Workshop, Construction of Core Environmental Indicators, First Expert Group Meeting on MDG Monitoring, Second Expert Group Meeting on MDG Monitoring
- Saint Vincent and the Grenadines: REDATAM Workshop, Construction of Core Environmental Indicators, First Expert Group Meeting on MDG Monitoring, Second Expert Group Meeting on MDG Monitoring
- Suriname: Regional Workshop on the Measurement of Poverty, REDATAM Workshop, Construction of Core Environmental Indicators, First Expert Group Meeting on MDG Monitoring, Second Expert Group Meeting on MDG Monitoring, Technical Meeting on the 2010 Caribbean Millennium Development Goals Report
- Trinidad and Tobago: Regional Workshop on the Measurement of Poverty, REDATAM Workshop, Construction of Core Environmental Indicators, First meeting of the Steering Committee, First Expert Group Meeting on MDG Monitoring, Second Expert Group Meeting on MDG Monitoring
- Turks and Caicos Islands: National Workshop on Collection of Data
- United States Virgin Islands: First Expert Group Meeting on MDG Monitoring, Second Expert Group Meeting on MDG Monitoring

V. Guiding Principles

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

² Standards for Evaluation in the UN System, UNEG, April 2005.

21. Although this exercise should not be considered a fully-fledged evaluation (e.g. less extensive data collection and analysis involved, less evaluation criteria considered, etc.), it is expected that the evaluator will apply ECLAC's guiding principles to the evaluation process.³ In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights⁴. 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 assessment will also examine the extent to which gender concerns were incorporated into the project – whether project design and implementation incorporated the needs and priorities of women, whether women were treated as equal players, and whether it served to promote women's empowerment.

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

24. Evaluators are also expected to respect UNEG's ethical principles as per its "Ethical Guidelines for Evaluation"⁵:

- Independence: Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.
- Impartiality: Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.
- Conflict of Interest: Evaluators are required to disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.
- Honesty and Integrity: Evaluators shall show honesty and integrity in their own behavior, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.

<http://www.unevaluation.org/document/detail/22>

Norms for Evaluation in the UN System, UNEG, April 2005.

<http://www.uneval.org/document/detail/21>

UNEG Ethical Guidelines for Evaluation, UNEG, March 2008.

<http://www.unevaluation.org/document/detail/102>

³ See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2009) and ECLAC, "Evaluation Policy and Strategy" (2014) for a full description of its guiding principles.

⁴ For further reference see UNEG "Integrating Human Rights and Gender Equality in Evaluations" (2014)

⁵ UNEG Ethical Guidelines for Evaluation, UNEG, March 2008 (<http://www.unevaluation.org/ethicalguidelines>)

- **Competence**: Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.
- **Accountability**: Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost effective manner.
- **Obligations to Participants**: Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.
- **Confidentiality**: Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.
- **Avoidance of Harm**: Evaluators shall act to minimize risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.
- **Accuracy, Completeness and Reliability**: Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.
- **Transparency**: Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.
- **Omissions and wrongdoing**: Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

VI. Scope of the assessment

25. 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 that the various stakeholders in participating countries have had, how their approach towards measuring MDG's was changed and intensified by participating in the activities and how sustainable the project interventions were. The assessment will also assess and review the interaction and coordination modalities used in its implementation within

ECLAC and other implementing partners, participating in the implementation of the project.

26. 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 among the different Regional Commissions.
- The extent to which the project was designed and implemented to facilitate the attainment of the goals.
- Relevance of the project's activities and outputs towards the needs of Member States.

27. 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

28. The assessments 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 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. The available documents include the Project Document itself, Progress Reports for 2008-2010 and the individual meeting reports as outlined in the table above. Especially, the report of the project evaluation workshop of December 2011 should be taken into account as well. The desk review should also include, to the extent possible, a review of beneficiaries and Member States MDG

reports from various years and analysis of improvements thereof in case of project outputs being implemented.

The following reports on the project meetings and workshops are available:

Title of activity	Date of activity	Link to report
Evaluation Report of the National Training Workshop on Capacity-Building for the Production of Reliable Disaggregated Data (Antigua and Barbuda)	18 – 20 October 2011	http://www.eclac.org/portofspain/publicaciones/xml/6/45076/lcarl361.pdf
Evaluation Report of the Regional Workshop on the Measurement of Poverty in the Caribbean (Port of Spain)	27- 28 October 2011	http://www.eclac.org/portofspain/publicaciones/xml/8/45138/lcarl363.pdf
Evaluation Report of the National Training Workshop on Capacity-building for the Collection of Data (Turks and Caicos Islands)	1 –3 November 2011	http://www.eclac.org/portofspain/publicaciones/xml/1/45151/lcarl364.pdf
Report of National Workshop on the Construction of Environmental Statistics and Indicators	19 – 21 September 2011	http://www.eclac.org/portofspain/publicaciones/xml/8/45048/lcarl335.pdf
Evaluation report of the Training Workshop on the Use of the Statistical Programme Census Survey Processing Systems (CSPRO) Computer editing of Population and Housing Census Data	15 – 25 August 2011	http://www.eclac.org/publicaciones/xml/0/44760/lcarl333.pdf
Report of the regional Workshop on REDATAM+SP XPLAN and Webserver Applications Development for data dissemination	2 – 12 August 2011	http://www.eclac.org/publicaciones/xml/8/44598/LCARL.305.pdf
Evaluation Report of the Training Workshop –	6 - 10 December 2010	http://www.eclac.org/publicaciones/xml/0/42120/LCARL.276.pdf

Construction of Core Environmental Indicators		
Report of the Regional Evaluation on Strengthening the Capacity of National Statistical Offices in Caribbean Small Island Developing States to fulfil the Millennium Development Goals and other Internationally-agreed Development Goals	12 December 2011	Document will be LC/CAR/L.373, to be published on eclacpos.org shortly. Please check http://www.eclac.org/cgi-bin/getProd.asp?xml=/portofspain/agrupadores_xml/aes825.xml&xsl=/portofspain/agrupadores_xml/agrupa_listado.xml&base=/portofspain/tpl/top-bottom.xml
Report of the First meeting of the Steering Committee on Strengthening the capacity of National Statistical Offices in the Caribbean Small Island Developing States to fulfil the MDGs and IADGs	3 February 2009	http://www.eclac.org/publicaciones/xml/2/35612/LCARL.192.pdf
Report of the Expert Group Meeting on development account supported project on MDG/IADG monitoring in the Caribbean	2-3 February 2009	http://www.eclac.org/publicaciones/xml/1/35611/LCARL.191.pdf
Evaluation report on Expert Group Meeting on Development Account-supported project on MDG/IADG monitoring in the Caribbean	2-3 February 2009	http://www.eclac.org/publicaciones/xml/7/36737/LCARL.202.pdf
Evaluation report on Expert Group Meeting on Development Account-supported project on MDG/IADG monitoring in the Caribbean	16-17 June 2009	http://www.eclac.org/publicaciones/xml/1/36741/LCARL.203.pdf
Report of the Second Expert Group Meeting on the Development Account Supported Project on MDG/IADG monitoring in the	16-17 June 2009	http://www.eclac.org/publicaciones/xml/4/37084/LCARL.212.pdf

Caribbean		
Report of the Technical Meeting on the 2010 Caribbean Millennium Development Goals Report	24 – 25 June 2010	http://www.eclac.org/publicaciones/xml/1/40731/LCARL.269.pdf
Evaluation of the Technical Meeting on the 2010 Caribbean Millennium Development Goals Report	24 – 25 June 2010	http://www.eclac.org/publicaciones/xml/2/40732/LCARL.270.pdf
Evaluation report of the Training Workshop in the use of the Statistical Programme Census Survey Processing System (CSPro)	25 October – 2 November 2010	http://www.eclac.org/publicaciones/xml/9/41829/LCARL.273.pdf

The following publication was published under the project:

Caribbean Millennium Development Goals Report 2010
(<http://www.eclac.org/publicaciones/xml/2/45442/LCARL.371.pdf>)

b) **Self-administered surveys:** At least three types of surveys will be used: a) Surveys to beneficiaries and Member States in the five regions; b) Surveys to Regional Commission’s staff involved in the project, and c) Survey to partners and stakeholders within the United Nations and the countries from the five regions participating in the project. PPEU will provide support to manage the online surveys through SurveyMonkey. 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 and project managers.

29. 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

30 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 analysis⁶. The responses to these questions are intended to explain “the extent to which,” “why,” and “how” specific outcomes were attained.

31. 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.

Efficiency

- a) Collaboration and coordination mechanisms between and within ECLAC and the Subregional Headquarters in the Caribbean that ensure efficiencies and coherence of response;
- b) Provision of services and support in a timely and reliable manner, according to the priorities established by the project document;
- c) Presence of protocols and practices to ascertain that good practices and lessons learned are recognized and integrated into work practices.

Effectiveness

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

Relevance:

- a) How in line were the activities and outputs delivered with the priorities of the targeted countries?
- b) How aligned was the proposed programme of work with the subprogramme activities?
- c) Were there any complementarities and synergies with the other work being developed?

⁶ 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.

Sustainability

With beneficiaries:

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

Within the Regional Commissions:

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

IX. Deliverables

32. The assessment will include the following outputs:

- a) **Work Plan.** No later than five days after the signature of the contract, the consultant must deliver to PPOD a detailed Work Plan of all the activities to be carried out related to the assessment of project ROA/122, schedule of activities and outputs detailing the methodology to be used, etc.
- b) **Inception Report.** No later than four weeks after the signature of the contract, the consultant should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as project implementation reports. Additionally, the inception report should include a detailed evaluation methodology including the description of the types of data collection instruments that will be used and a full analysis of the stakeholders and partners that will be contacted to obtain the evaluation information. First drafts of the instruments to be used for the survey, focus groups and interviews should also be included in this first report.
- c) **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 PPOD which should include the main draft results and findings of the evaluation, lessons learned and recommendations derived from it, including its sustainability, and potential improvements in project management and coordination of similar DA projects.
- d) **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 Evaluation Reference Group have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report.

- e) **Presentation of the results of the evaluation.** A final presentation of the main results of the evaluation to ECLAC will be delivered at the same time of the delivery of the final evaluation report.

X. Payment schedule and conditions

33. The duration of the consultancy will be initially for 16 weeks during the months of June-September 2015. The consultant will be reporting to and be managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC. Coordination and support to the evaluation activities will be provided by the Subregional Headquarters in the Caribbean.

33. 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.

34. 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

35. The evaluator will have the following characteristics:

Education

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

Experience

- At least seven years of progressively responsible relevant experience in programme/project evaluation are required.

- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews is required.
- At least two years of experience in areas related to the measurement and evaluation of the Millennium Development Goals or other Internationally Agreed Development Goals is required.
- 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.
- Working experience in the Caribbean is desirable.

Language Requirements

- Proficiency in English is required.

XII. Roles and responsibilities in the evaluation process

36. 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

37. 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

38. 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

39. 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. Assessment use and dissemination

40. This evaluation seeks to identify best practices and lessons learned in the implementation of development account projects and specifically the capacity of the countries to regularly and appropriately measure violence against women. The evaluation findings will be presented and discussed to 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 regional commissions' intranet (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 1
Project Document

Development Account: 6th Tranche

Project Z

**Strengthening the capacity of National Statistical Offices (NSOs) in
the Caribbean Small Island Developing States to fulfil the
Millennium Development Goals (MDGs) and other
Internationally Agreed Development Goals (IADGs)**

PROJECT DOCUMENT



UNITED NATIONS



Economic Commission for Latin America and the Caribbean
Subregional Headquarters for the Caribbean
January 2008

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1. EXECUTIVE SUMMARY

- Project title:** Strengthening the capacity of National Statistical Offices (NSOs) in the Caribbean Small Island Developing States to fulfil the Millennium Development Goals (MDGs) and other Internationally Agreed Development Goals (IADGs)
- Duration:** Two years (2008-2009)
- Location:** Caribbean countries
- Executing agency:** Economic Commission for Latin America and the Caribbean (ECLAC), through its Subregional Headquarters for the Caribbean and the Statistics and Economic Projections Division in Santiago
- Co-operating agencies:** UNDP, DESA/UNSD and CARICOM
- National counterpart Institutions:** NSOs in 15 Selected Caribbean countries: Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago.
- Funding from Development Account:** US\$528.000
- Approved by the General Assembly:** Sixty-second Session, A/62/6 (Sect. 34)

In spite of various initiatives, Caribbean countries continue to have difficulties in addressing additional demands of monitoring and measuring progress created by the MDGs and other global commitments. Therefore, it is imperative to carry out activities to ensure the further building/strengthening of institutional capabilities for generating reliable social and economic statistics among the various Caribbean States. This project seeks to build on past and current initiatives directed towards broadening and improving statistics and other indicators through the better use of experience and accumulated documentation, technical assistance, and through other projects and programmes.

The project will be executed by ECLAC, through its Subregional Headquarters for the Caribbean and in close collaboration with its Statistics and Economic Projections Division in Santiago, Chile. Other cooperating agencies in the project are the Statistics Division of the Department of Economic and Social Affairs (DESA/UNSD); the United Nations Development Programme (UNDP) and the Caribbean Community (CARICOM) Secretariat. Over a two-year period, the outputs of the project will benefit the NSOs and agencies from 15 member countries. ECLAC will be the lead agency managing the project with a Steering Committee overseeing overall

project implementation. The total budget of the project amounts to US\$528,000 and the project activities will be executed over the biennium 2008-2009.

2. BACKGROUND, LINK TO WORK PROGRAMME AND THE MDGs

2.1 Introduction

The need for building/strengthening institutional capabilities for generating and compiling reliable social and economic statistics in the Caribbean subregion has long been recognized, and NSOs have been searching for solutions to address this major gap, particularly in the area of social statistics. In response to these, ECLAC has been providing active support to the countries of the region in the design of systems in the fields of economic and social statistics. This has been mainly through technical support to individual countries in improving the operations of the NSOs and in the conduct of training workshops for statisticians and policy makers. In addition, ECLAC Sub regional Headquarters has established the Caribbean Social Statistics Database that holds the following data sets: Survey of Living Conditions (SLC), 1990 and 2000 Round of Household Censuses – 14 countries, and Labour Force Survey (LFS). It has prepared a draft methodological approach for the construction of the SVI using data from the databases.

Although there are two existing projects, states of the region face additional difficulties resulting from the supplementary demands created by the MDGs and other global commitments. In response, two projects previously started, one aimed at improving Caribbean household survey capabilities and the other to measure the formal and informal sector, seek to address some of the current regional issues. In contrast to these, the present project will address other problems, such as the lack of data or metadata, highlighted by the previous regional efforts aimed at strengthening capacities in the generation of statistical indicators. Other issues include the absence of a standardized format for data collection and comparison as well as the absence of comprehensive harmonized regional indicators for monitoring and measuring each Millennium Development Goal. These problems are the results of the weak institutional capabilities available for generating reliable high-quality data and the absence of linkages among data collectors. Consequently, much work to develop capacities among the various Caribbean States remains to be done and would require increased collaboration among the various agencies in order to maximize the benefits of dwindling resources.

The project will take full advantage of existing programmes while avoiding duplication with ongoing activities relating to MDGs undertaken by other regional bodies. This will require a strengthened regional capacity to ensure better formulation and monitoring to take into account the new development modalities. Consequently, the project will strive to produce a higher level of coordination of statistical work across the region in social, economic, and environmental issues.

This project will reinforce those initiatives of past and ongoing projects directed towards broadening and improving statistics and other indicators by better use of existing knowledge experience and accumulated documentation. It will build on the experiences and lessons learnt through the previous DA projects, such as: (a) *Strengthening capacity in the compilation of statistics and indicators for United Nations conferences, follow-up in the CARICOM region*

(Department of Economic and Social Affairs/DS, 1st Tranche); (b) *Strengthening of networking of institutions and experts to accelerate development of social and environmental statistics in the countries of Latin America and the Caribbean* (Economic Commission for Latin America and the Caribbean, 3rd Tranche); (c) *Strengthening the Capacity of Latin American and Caribbean Countries to Fulfil the Millennium Development Goals* (Economic Commission for Latin America and the Caribbean, 4th Tranche); and (d) *Interregional Cooperation on the Measurement of Informal Sector and Informal Employment*, (Economic and Social Commission For Asia and the Pacific, 5th Tranche).

In essence, this project builds upon the other statistical Development Account projects in several ways. One such way is that in all three projects standard data collection and analysis techniques will be promoted. However, in the previous two, data collection through household surveys are emphasized whereas in the current project data collection through administrative sources are also emphasized since this method of collection can be less costly than through household surveys. In this project also, training of staff using on-the-job techniques will also be promoted. Hence, rather than having only regional workshops and training in groups, trainers will visit the countries to provide the requisite training. It should also be noted that whereas the prior two projects emphasize a few narrow areas of statistics such as the Informal Sector and Informal Employment or general household survey procedures, the current project involves more generic issues and can be applied to a broader gamut of statistics.

Furthermore, the project will complement and have synergies with the ongoing multi-donor project “*Support to Poverty Assessment and Reduction in the Caribbean (SPARC)*”¹. SPARC is “*designed to facilitate delivery of a comprehensive package of assistance to Caribbean countries to strengthen national and regional capacities to systematically collect, analyze and disseminate social data for poverty assessment as well as critically inform social policy formulation at national levels meant to enhance the collection of social data for poverty assessment, monitoring, and the achievement of the Millennium Development Goals in the Caribbean*”.

2.2 Link to the programme budget

The project is directly linked to the work plans of key implementing agencies: in ECLAC to Subprogramme 12: Subregional activities in the Caribbean (LC/CAR/L.83), especially in its subject area 12.4 Statistics and Social Development; ECLAC; Subprogramme 6 (Population and Development); Subprogramme 7 (Planning of Public Administration); and, Subprogramme 10 (Statistics and Economic Projections). (LC/G.2297 (SES.31/6); and in DESA/UNSD, to Subprogramme 7 (Statistics).

The project will be carried out bearing in mind the expected accomplishments of the aforementioned subprogrammes for the biennium the 2008-2009. These accomplishments are: (a) increased knowledge of policy makers, researchers and the public of the subregion regarding

¹ SPARC has two programme streams, one of which is the Regional Programme to be managed by UNDP and funded from a pool of donor contributions. SPARC is governed by a Programme Steering Committee with high representation from CDB, IDB, UNDP, EU, WB, and representatives of UN agencies including ECLAC as well as regional organizations CARICOM, OECS, and UWI.

issues of sustainable development and integration in the context of the Caribbean Basin; and (b) improved human resource capacity and technical expertise for economic and social policy-making in the Caribbean Project outputs are expected to contribute to the attainment of these accomplishments.

2.3 Link to the Internationally Agreed Development Goals (IADGs), including the Millennium Development Goals (MDGs) and Development Agenda

The project, through the improvement of national capacity in producing and disseminating statistical information, will assist countries in monitoring all of the MDGs and other IADGs. On completion of the Project it is anticipated that Governments will be better able to measure progress towards these goals, report on them and apply evidence-based approaches to national policy-making and planning.

The ability to monitor and measure progress sub-regionally, through the ongoing analytical work of ECLAC, CARICOM and other partners will also be enhanced with the availability of reliable data.

2.4 Lessons learned

Given the geographic scope of the Caribbean and the differing approaches to data collection and dissemination, data harmonization has become an integral component of the Project. As such, it is necessary to compile harmonized data sets for comparable analyses at the regional and international levels, with new variables for micro data. The information gathered so far suggests that it is also important to improve electronic accessibility of systematized micro level data via the Internet as a means of sharing information quickly. It is expected that information gathered during the implementation of the ongoing projects on (a) *Interregional Cooperation on the Measurement of Informal Sector and Informal Employment*; and (b) *Improving Caribbean Household Surveys*, will aid the successful implementation of this project in addressing these challenges.

While work will continue on promoting standard data collection and analysis techniques, such as through household surveys, the current project involves more generic issues and can be applied to a broader gamut of statistics. Emphasis will be on using the less costly data collection process through administrative sources. To strengthen the process of data harmonization, in addition to training in groups, on-the-job training techniques will be encouraged and trainers will visit the countries to provide the requisite training.

3. ANALYSIS

3.1 User analysis

The main aims of the project are raising awareness among policy makers of the importance of evidence-based policy-making and increasing the technical capacity of statisticians in selected Caribbean countries to adopt common data collection protocols to monitor the MDGs and IADGs. The primary beneficiaries of the project are therefore Caribbean Government policy-makers and National Statistical Offices (NSOs) staff involved in measuring and monitoring economic, social, and environmental indicators and their contribution to the accomplishment of the MDGs and other IADGs. These stakeholders will be both beneficiaries and partners of the project and their active involvement is critical to the successful implementation of the project activities.

The project will also benefit a wider range of national and international users of data, both within the project countries and partner agencies and beyond. This broader influence will result from the wide applicability of the standards, methodologies, and best practices promoted by the project, and from the usefulness of the resulting data for both national and international data dissemination, policy analyses and evaluations.

3.1.1 User groups connected to or influenced by the project

User groups of the project include:

- i. National statisticians, including household survey experts and national accountants, of the participating countries, who are responsible for collecting, collating, analyzing and disseminating data on the MDGs and IADGs indicators. The project will help them to develop common data collection protocols and integrate data collection and dissemination into regular national statistical programmes. They are the direct beneficiaries of all project activities;
- ii. Public sector policy makers who need to rely on the data to formulate appropriate policies, assess impact and monitor change; they are the direct and indirect beneficiaries, involved in some of the project activities (for example, national and regional advocacy workshops) and in the use of the resulting data and analyses. The commitment and support of policy makers is a necessary condition for securing resources for sustained development in this area;
- iii. Researchers, academics and NGOs – national, regional and international – who are mainly indirect beneficiaries using the resulting data for analyses and advocacy to promote proper policies and programmes. Some representatives of this group will also be project partners with their role in helping develop better measurement standards, through adequate feedback on the quality and reliability of the data;

- iv. International agencies that produce documents containing internationally comparable data based on national information and which promote the development and adoption of international data standards and methodologies. They are indirect beneficiaries;
- v. Private sector business groups who may use data on the MDGs to help formulate business strategies and organize interest group activities to influence policy-making. They are indirect beneficiaries of the project.
- vi. The public, particularly in the Caribbean subregion, with an interest in gauging progress in development. This group will be indirect beneficiaries, mainly through the use of national reports and other analytic documents.

3.1.2 Needs of users

Each group of users has distinct needs, which require that the project adopt an integrated approach.

- i National statistical experts require technical assistance in defining the indicators needed to measure and monitor the MDGs and IADGs; in designing and implementing various data collection activities, and in compiling, analyzing and disseminating the resulting statistical data. In this regard, the project aims at improving national technical capacity in these areas, assisting in country data collection, providing technical guidelines, documenting best practices, and offering training courses and advisory services. It will also promote data analysis through country reports;
- ii Public sector policy makers and the general public need to better understand the importance of information on the MDGs and IADGs and related socio-economic and environmental policies. To raise their awareness, the project will include advocacy activities through national and regional workshops. The project will promote data sharing according to a standard format and will encourage data transfer from beneficiary countries to the ECLAC common database, with proper arrangements to ensure data confidentiality;
- iii Researchers, academics, NGOs, international agencies and other public users are in need of timely and comparable statistics on the MDGs and IADGs and should have proper understanding of the data and its potential use. The project will develop a knowledge management tool, i.e., a web-based resource facility that will include technical documents, training materials and collection of best practices. This knowledge management tool will also benefit national technical capacity building and help raise public awareness.

3.1.3 What will change as a result of the project

- i National statistical experts will be better equipped to design and implement various data collection activities to measure and monitor indicators related to the MDGs and IADGs, using standard formats for improved comparability.

- ii Public sector policy makers will understand the importance of information on the MDGs and IADGs, as well as of evidence-based policies, and, will participate in advocacy activities through national and regional workshops. They will benefit from access to ECLAC's common database;
- iii Researchers, academics, civil society, NGOs, international agencies and other public users will be provided with timely and comparable statistics on the MDGs and IADGs and how the information is used. This group will also benefit from the common database at a specified level of access to the knowledge management tool.

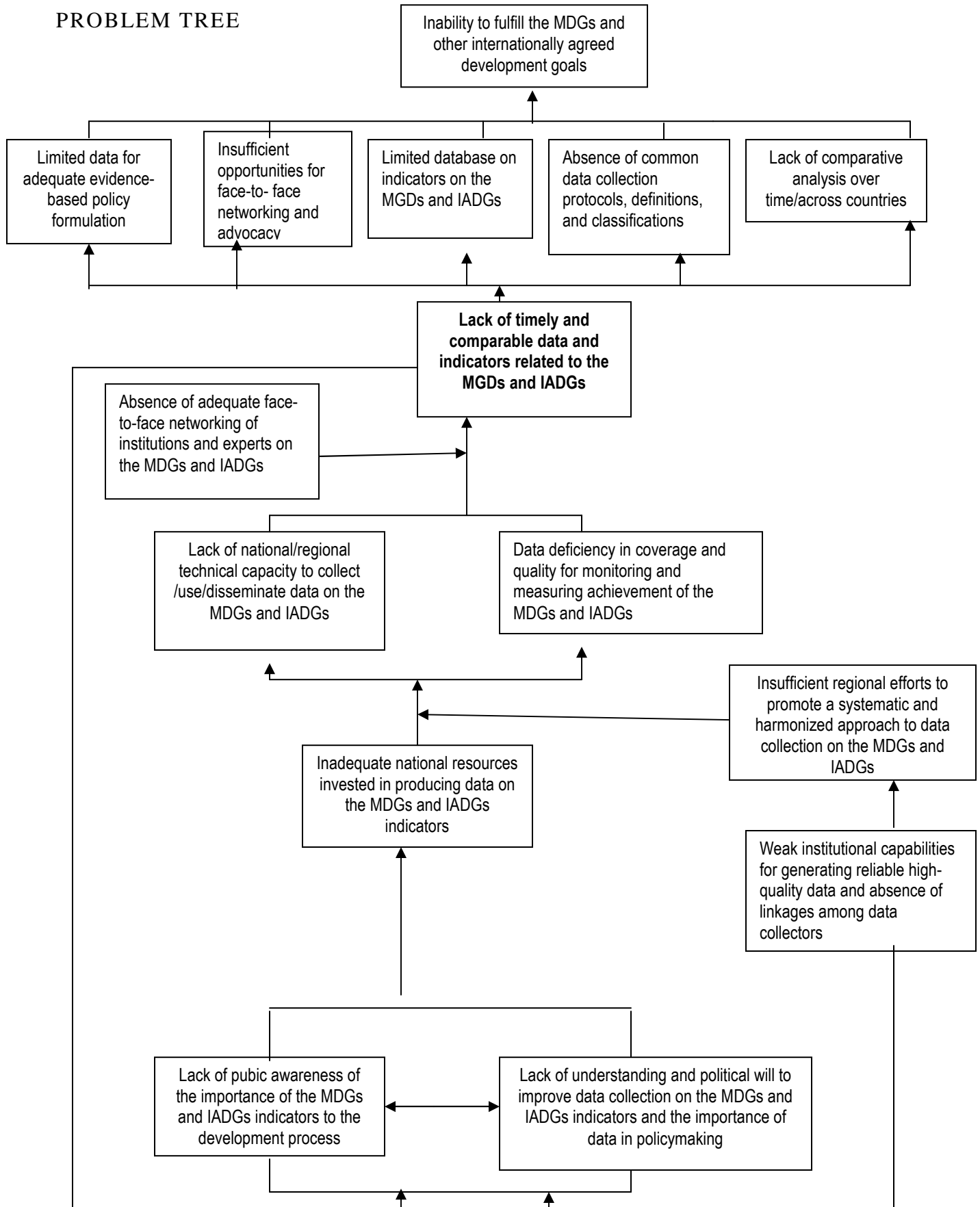
3.1.4 Sustainability as a result of the project implementation

The collection and dissemination of data on the MDGs and IADGs is part of the regular national statistical programmes and is expected to be maintained by Governments as a long-term process. At this stage, the project will primarily focus on beneficiary countries that already have at least the basic statistical capacity to monitor the MDGs indicators and that are committed to provide this information to international bodies. Consequently, the project aims to increase the number of countries that collect and disseminate data on the MDGs on a regular basis after its completion.

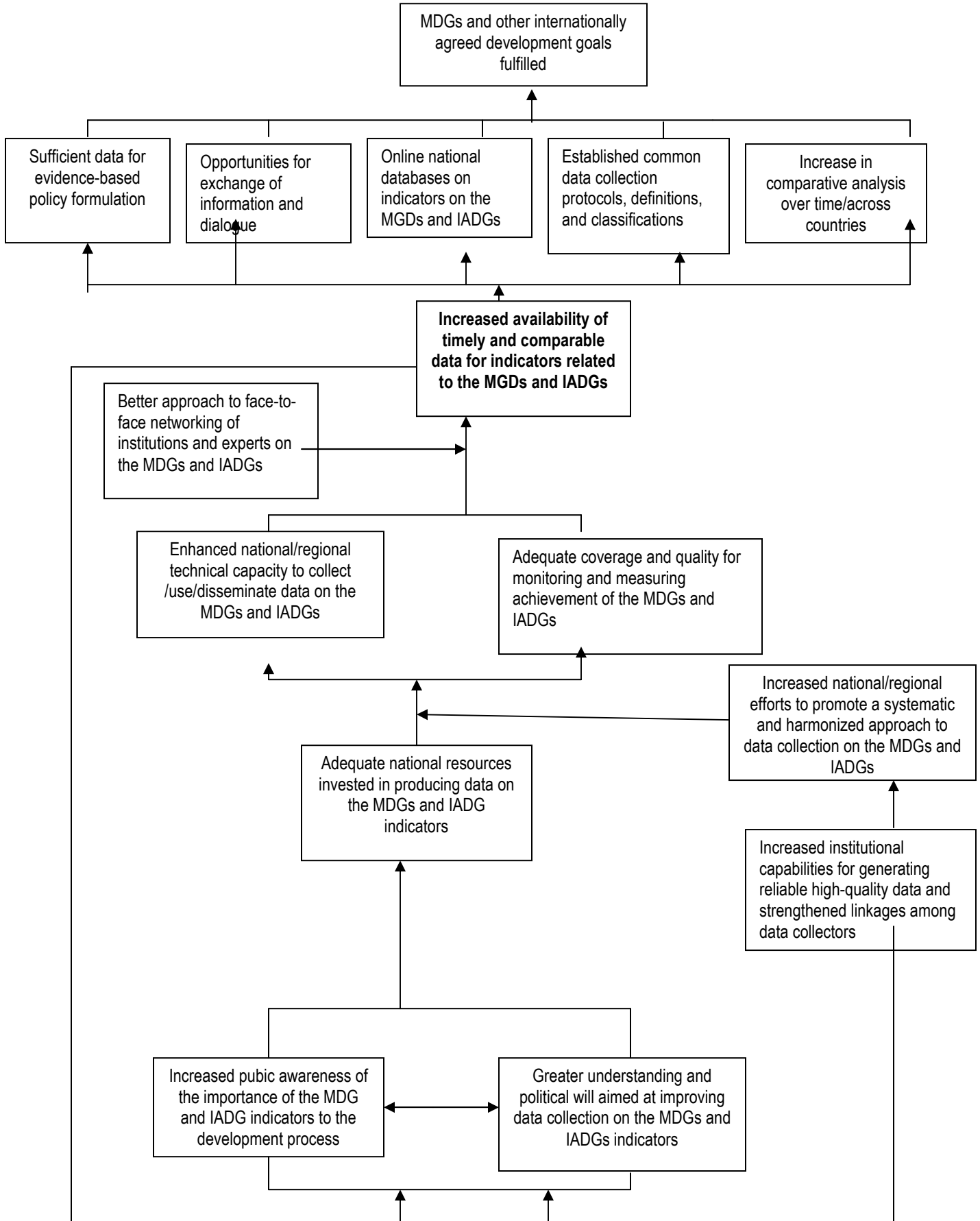
The project will rely heavily on regional cooperation and partnerships with other agencies, including UNDP, CARICOM Secretariat and the United Nations Statistics Division. While these partners will provide critical technical guidance and advice to country project activities, the project outputs will, in turn, provide feedback into international data compilation and continuing methodological development, thereby promoting further refinements of indicators that are being collected.

3.2 PROBLEM ANALYSIS

PROBLEM TREE



3.3 ANALYSIS OF OBJECTIVES



4. OBJECTIVES, EXPECTED ACCOMPLISHMENTS AND STRATEGY

4.1 Overall objective

Strengthening the technical capacities of the targeted Caribbean governments' statistical offices, through networking of institutions and experts, to improve the social and environmental indicators to measure poverty, social cohesion, and environmental sustainability with a view to advancing the fulfillment of MDGs.

4.2 Expected accomplishments

The implementation of the project will result in:

- i Adoption by Caribbean countries of common data collection protocols, definitions and classifications for the collection and dissemination of an extended set of MDGs indicators that are more suitable to their situation, in order to monitor the accomplishment of the MDGs.
- ii Strengthened technical capacity of governmental institutions to produce and analyze MDGs indicators derived from harmonized household survey data sets and use them in the design and implementation of public policies that lead to the fulfillment of the goals.
- iii Improved capacity in the NSOs of participating countries to collect, compile, analyze, and disseminate data on social and environmental indicators to measure poverty, social cohesion and environmental sustainability.
- iv Establishment of a database which makes it possible to draw up indicators at the subregional level in order to measure the economic, social and environmental costs of maintaining current development patterns; evaluate and diagnose the current state of the environment in the region; gauge the environmental consequences of existing macroeconomic policies; and, supply orientation for policy decisions, especially in regard to public and private investment.

4.3 Indicators of achievement

The following indicators would measure the accomplishments:

- i At least 6 NSOs in the Caribbean that have included regular collection of statistics on the MDGs and IADGS indicators in their statistical work programme by the end of the project period;
- ii
 - a) At least 6 target countries carried out designed data collection activities by the end of the project period;
 - b) At least 4 target countries established estimates of GDP incorporating MDG indicators by the end of the project period;

- c) At least 1 target country in each subregion produced a national report on the achievement of the MDGs or IADG indicator based on analysis of data collected under the project;
 - d) Increased access to technical information and data analyses on informal sector.
- iii
- a) At least 25% more of NSO professional staff trained in the production and use of MDGs and IADGs indicators and in household survey methodologies by the end of the project
 - b) At least 1 country would have completed comparable National Country Reports by the end of the project
 - c) At least 50% of workshop participants who indicate that their knowledge and understanding have increased (by at least 3 points on a 1-10 scale).
- iv
- At least 3 target countries produced or started to produce an online database on the MDGs and IADGs indicators according to the recommended standards by the end of the project period.

4.4 Activities

The project will adopt an integrated approach with distinct components: data collection, data analysis and harmonization, statistical capacity building, publication, and knowledge management. Specific project activities include:

i. Data collection, analysis and harmonization

This component includes country visits to assist NSOs in collecting existing data from household surveys, as well as in-house analysis and harmonization/systematization of the household data sets. This activity would provide the inputs needed for increasing the number of countries that regularly collect statistics on the MDGs and IADGs. It would improve the national technical capacity in the use and dissemination of statistics on these goals.

ii. Statistical capacity-building

The meetings and workshops would help to raise awareness and facilitate the conduct of statistical activities related to the MDGs, as well as contribute to an improved national statistical system. The national advocacy workshops for project countries will provide an opportunity to involve the full range of stakeholders within a country and to promote the design and implementation of subsequent project activities. In this connection, staff or a project consultant from ECLAC, CARICOM, and DESA/UNSD will travel to project countries on advisory missions to support the meetings and workshop and help design project activities.

- (a) Expert group meetings: The project will facilitate the convening of three two-day meetings of experts to be tentatively held at the ECLAC Sub-regional Office for the Caribbean. The objective of these meetings will be to discuss and foster a

consensus on the harmonization/systematization of data sets and on the implementation of the MDGs in the Caribbean. The experts will be drawn from the following agencies and organizations: CARICOM Secretariat, the Caribbean Development Bank, the World Bank/International Household Survey Network, NSOs, Ministries of Social Development and the University of the West Indies.

- (b) Training workshops: The workshops will assist in improving technical capacity of the NSOs to collect data on the MDGs and IADGs.
- i. Organizing four regional training workshops on the collection, processing and analysis of information. Training will be provided to representatives from NSOs and development ministries with responsibility for the management and collection of statistical data for policy-making purposes;
 - ii. Organizing six national training workshops. The project will facilitate the convening of six (6) national workshops in six (6) countries to be determined during discussion at the first EGM. This component will assist NSOs with meta data dissemination techniques through inclusion in the on-line Caribbean statistical databanks containing systematized/harmonized data sets from the Caribbean Social Statistics Database (CSSD) and the CaribTrade Database housed in ECLAC Port of Spain office and Bادهog (ECLAC/Santiago's Household Survey Databank). Access to micro level data sets will be improved via the Internet.

iii. Publication

Publication and dissemination of a subregional report on the status of the achievement of the MDGs in the Caribbean. This report will include analyses of the comparable data in selected countries of the Caribbean presented in country reports. A Meta data dictionary will also be prepared for use by NSOs and agencies in development and maintenance of the statistical databases.

iv. Knowledge Management

Use will be made of an existing tool, Knowledge Portal, available at the Caribbean Knowledge Management Centre of the Subregional Headquarters for the Caribbean. This application has facilities that allows for the addition of new components that could be customized to accommodate specific needs. In this case, the knowledge management tool for this specific project will be set up in such a way that it acts as a single repository (or portal) of all information related to the project and the processes (administrative, substantive) that it entails. However, this process does not replace existing tools used for financial management (IMIS) or Project Tracking (Protrack), but it will enhance and complement each other. Besides linking both applications, this process will help in filling the gaps in order to address the unique needs of this specific project. As an example, interactions between stakeholders need to be documented. Usually this piece of information, which is kept in e-mails, is lost and spread among individual e-

mail accounts. A community of Practice (one of the tools available at the knowledge portal) can address the need of registering and centralizing this information.

5. MONITORING AND EVALUATION

5.1 Monitoring

While ECLAC will be the lead agency in managing the project implementation, a Steering Committee – with representatives from key partner agencies – will be put in place to lead and monitor the project implementation. In addition to occasional face-to-face meetings, the Committee will primarily communicate through email or teleconference for periodic project updates, and discussions and decisions on issues related to project operation and possible adjustments.

ECLAC, through its Subregional Headquarters for the Caribbean, will maintain regular follow-up contact with DESA/UNSD, CARICOM and the ECLAC Statistics and Economic Projections Division to monitor ongoing project activities according to the established project timeline. A quarterly update will be prepared and submitted to the Steering Committee for review and discussion. The update will draw the attention of the Steering Committee to any emerging issues to be addressed and/or the need for project adjustments, and will request decisions from the Committee for subsequent action.

5.2 Evaluation

The expected accomplishments of the project will be verified with the indicators of achievement shown in 4.3 above and in the Simplified Logical Framework (Annex I). According to the type of project activity, specific information will be collected for project evaluation. For example:

- i. Workshop/EGM evaluation questionnaires will be used for assessing the impact of the advocacy/training workshops and expert group meetings (EGM);
- ii. Survey of national statistical activities and publications (through questionnaires or review of national statistical reports) will be carried out to determine the impact of the activities in data collection, dissemination and use;
- iii. Website access log will be used to evaluate the usefulness and extent of outreach of the knowledge management tool;
- iv. An overall substantive project evaluation is set to take place at the end of the project period. An amount of US\$10,000 of international consultant fee is allocated for this purpose.

6. EXTERNAL FACTORS

It is assumed that the targeted beneficiaries have sustained interests in issues related to the MDGs and the IADGs, and that NSOs receive the necessary resources to pursue the desired statistical activities.

It is also assumed that: (a) statistical activities of NSOs and other relevant government line ministries and national stakeholders are coordinated; (b) appropriately selected national statistical staff are trained and retained to implement planned project activities and to provide sustainable technical capacity in NSOs; (c) there is no political intervention in manipulating the data or value to be collected; and (d) NSOs are willing to share information on the harmonization of the statistical information with other countries and with regional and international partners.

Finally, it is assumed that the proposed project activities will be in line with national statistical activities and do not constitute added burdens on the limited national statistical capacity, and that regional and international technical support for country project activities will remain adequate.

7. IMPLEMENTATION ARRANGEMENTS

The project will be executed by the ECLAC Subregional Headquarters for the Caribbean and the Statistics and Economic Projections Division in Santiago, with the Caribbean office having the lead. The project will be implemented in close partnership with the CARICOM secretariat, UNDP and the United Nations Statistical Office

Specific project activities in participating countries will be jointly determined by the ECLAC Subregional Headquarters for the Caribbean and the relevant NSOs in each country. These project activities would be in line with the level of development of the national statistical system and coordinated with country statistical programmes.

A Steering Committee will be set up to lead and monitor project implementation. The Committee will be comprised of representatives from ECLAC, CARICOM, UNDP and UNSD. Other United Nations agencies will be invited accordingly. In addition to occasional face-to-face meetings, the Committee will primarily communicate through email or teleconference for periodic project updates, as well as discussions and decisions on issues related to project operation and possible adjustments.

To ensure effective implementation, the project will include a preparatory phase during the first three months of the project period. During this preparatory phase, the Steering Committee, in collaboration with project consultants and other experts, will set the protocols for common classifications and definitions for the measurement of the MDGs and IADGs and reach agreement on the data collection methodologies (questionnaire design, sampling procedures, etc.) to guide the design of specific project activities for each country.

The application of the project can be extensive and may touch upon other subprogrammes of ECLAC, especially in the area of data analyses. Coordination of work – especially through

internal consultations, with and between the Statistics and Economic Projections Division and other substantive divisions in Santiago, is therefore required.

ANNEX 1: LOGICAL FRAMEWORK

Intervention Logic	Indicators	Source of verification	Risks/Assumptions
<p>Objective: Strengthening the technical capacities of the targeted Caribbean governments' statistical offices, through networking of institutions and experts, to improve the social and environmental indicators to measure poverty, social cohesion, and environmental sustainability with a view to advancing the fulfillment of MDGs.</p>			
<p>Expected Accomplishment (EA)1 Adoption by Caribbean countries of common data collection protocols, definitions and classifications for the collection and dissemination of an extended set of MDGs indicators that are more suitable to their situation, in order to monitor the accomplishment of the MDGs.</p>	<p>1) At least 6 NSOs in the Caribbean that have included regular collection of statistics on the MDGs and IADGS indicators in their statistical work programme by the end of the project period.</p>	<p>1) Meeting reports of the Expert Group Meetings 2) Advisory mission reports 3) Country reports 4) Project documents 5) Informal and official records</p>	<p>1) Sustained interest of targeted beneficiaries in issues related to the MDGs and IADGs 2) NSOs are provided with adequate resources to pursue the desired statistical activities. 3) Regional and international technical support for country project activities remains adequate. 4) Sufficient coordination between NSOs and relevant government line ministries. 5).Willingness of NSOs to share information with other countries and regional and international partners</p>
<p>Main Activities contributing to EA1 <i>Data Collection, Analysis and Harmonization</i></p> <ul style="list-style-type: none"> ▪ Advisory missions to assist country data collection activities ▪ Protocol for data harmonization and analysis ▪ List of key indicators <p><i>Statistical Capacity-building</i></p> <ul style="list-style-type: none"> ▪ 3 Expert Group meetings <p><i>Publication</i></p> <ul style="list-style-type: none"> ▪ Country reports ▪ Publication of guidelines and a meta data dictionary will also be prepared for use by NSOs <p><i>Knowledge Management</i></p> <ul style="list-style-type: none"> ▪ National databases on the MDG and IADG indicators 			
<p>Expected Accomplishment (EA) 2 Strengthened technical capacity of governmental institutions to produce and analyze MDGs</p>	<p>1) At least 6 target countries carried out designed data collection activities by the end of the project period. 2) At least 4 target countries established estimates of</p>	<p>1) Project documents 2) Advisory mission reports 3) Meeting reports of the regional training workshops 4) Evaluation reports of the</p>	<p>1) Sustained interest of targeted beneficiaries in issues related to the MDGs and IADGs 2) Appropriate national statistical staff are nominated</p>

Intervention Logic	Indicators	Source of verification	Risks/Assumptions
<p>indicators derived from harmonized household survey data sets and use them in the design and implementation of public policies that lead to the fulfillment of the goals.</p>	<p>GDP incorporating MDG indicators by the end of the project period.</p> <p>4) At least 1 target country in each subregion produced a national report on the achievement of the MDGs or IADG indicator based on analysis of data collected under the project.</p> <p>5) Increased access to technical information and data analyses on informal sector.</p>	<p>workshops</p> <p>5) Users surveys.</p> <p>6) Informal and official records</p> <p>7) Records of pre and post training</p>	<p>for training and retained in the system</p> <p>3). NSOs are provided with adequate resources to pursue the desired statistical activities</p> <p>4) Sufficient coordination between NSOs and relevant government line ministries.</p> <p>5) Regional and international technical support for country project activities remains adequate.</p> <p>6) Project activities are in line with level of statistical development and national statistical priorities.</p> <p>7) Willingness of NSOs to share information with other countries and regional and international partners.</p>
<p>Main Activities contributing to EA2 <i>Data Collection, Analysis, and Harmonization</i></p> <ul style="list-style-type: none"> ▪ Advisory missions to assist country data collection activities ▪ Protocol established for data harmonization and analysis ▪ List of key indicators <p><i>Statistical Capacity-Building</i></p> <ul style="list-style-type: none"> ▪ 4 Regional Training Workshops ▪ A final interregional workshop to share lessons learned and evaluate results of the project <p><i>Publication</i></p> <ul style="list-style-type: none"> ▪ Country reports ▪ Publication of guidelines and a meta data dictionary will also be prepared for use by NSOs <p><i>Knowledge Management</i> National databases on the MDG and IADG indicators</p>			
<p>Expected Accomplishment (EA) 3 Improved capacity in the NSOs of participating countries to collect, compile, analyze, and disseminate data on social and environmental indicators to measure poverty, social cohesion and environmental sustainability.</p>	<p>a) At least 25% more of NSO professional staff trained in the production and use of MDGs and IADGs indicators and in household survey methodologies by the end of the project</p> <p>b) At least 1 country would have completed comparable National Country Reports by the end of the project</p> <p>c) At least 50% of workshop participants who indicate</p>	<p>1) Project documents</p> <p>2) Advisory mission reports</p> <p>3) Records of pre and post training evaluation reports of the workshops</p> <p>4) Country reports</p> <p>5) Users surveys.</p> <p>6) Informal and official records</p> <p>7) Statistical databases</p>	<p>1) Sustained interest of targeted beneficiaries in issues related to the MDGs and IADGs</p> <p>2) Appropriate national statistical staff are nominated for training and retained in the system</p> <p>3). NSOs are provided with adequate resources to pursue the desired statistical activities</p> <p>4) Sufficient coordination between NSOs and relevant</p>

Intervention Logic	Indicators	Source of verification	Risks/Assumptions
	that their knowledge and understanding have increased (by at least 3 points on a 1-10 scale).		government line ministries. 5) Project activities are in line with level of statistical development and national statistical priorities.
<p>Main Activities contributing to EA3</p> <p><i>Data Collection, Analysis, and Harmonization</i></p> <ul style="list-style-type: none"> ▪ Advisory missions to assist country data collection activities ▪ Protocol established for data harmonization and analysis ▪ List of key indicators <p><i>Statistical Capacity-Building</i></p> <ul style="list-style-type: none"> ▪ 6 National Training Workshops <p><i>Publication</i></p> <ul style="list-style-type: none"> ▪ Country reports ▪ Publication of guidelines and a meta data dictionary will also be prepared for use by NSOs <p><i>Knowledge Management</i></p> <ul style="list-style-type: none"> ▪ National databases on the MDG and IADG indicators 			
<p>Expected Accomplishment (EA) 4</p> <p>Establishment of a database which makes it possible to draw up indicators at the subregional level in order to measure the economic, social and environmental costs of maintaining current development patterns; evaluate and diagnose the current state of the environment in the region; gauge the environmental consequences of existing macroeconomic policies; and, supply orientation for policy decisions, especially in regard to public and private investment.</p>	<p>At least 3 target countries produced or started to produce an online database on the MDGs and IADGs indicators according to the recommended standards by the end of the project period.</p>	<p>1) Website access to database</p> <p>2) Country reports</p> <p>3) Statistical databases</p>	<p>1) Sustained interest of targeted beneficiaries in issues related to the MDGs and IADGs</p> <p>2) NSOs are provided with adequate resources to pursue the desired statistical activities</p> <p>3) Sufficient coordination between NSOs and relevant government line ministries.</p> <p>4) Project activities are in line with level of statistical development and national statistical priorities.</p>
<p>Main Activities contributing to EA4</p> <p><i>Knowledge Management</i></p> <ul style="list-style-type: none"> ● National databases on the MDG and IADG indicators <p><i>Publication</i></p> <ul style="list-style-type: none"> ● Country reports ● Publication of guidelines and a meta data dictionary will also be prepared for use by NSOs ● Publication and dissemination of a subregional report on the status of the achievement of the MDGs and IADGs in the Caribbean 			

ANNEX 2: RESULTS-BASED WORK PLAN

Expected Accomplishment	Aspect of Project	Main Activities	2008	2009
Expected Accomplishment (EA) 1 Adoption by Caribbean countries of common data collection protocols, definitions and classifications for the collection and dissemination of an extended set of MDGs indicators that are more suitable to their situation, in order to monitor the accomplishment of the MDGs.	Main Activities contributing to EA1 <i>Statistical Capacity-Building</i>	3 Expert Group meetings to be held at the sub-regional headquarters in Port of Spain. on harmonization and systematization of data sets and common data collection protocols. It is expected that 20 persons per meeting will participate in these EGMs.	X	X
	<i>Data Collection, Analysis, and Harmonization</i>	<ul style="list-style-type: none"> ▪ Advisory missions to assist country data collection activities ▪ Protocol for data harmonization and analysis ▪ Data collection, analysis and harmonization ▪ Guidelines for data dissemination with tabulation plan and list of key Indicators 	X X X X	X X X
	<i>Publication</i>	Country reports		X
	<i>Knowledge Management</i>	National databases on the MDG and IADG indicators		X
Expected Accomplishment (EA) 2 Strengthened technical capacity of governmental institutions to produce and analyze MDGs indicators derived from harmonized household survey data sets and use them in the design and implementation of public policies that lead to the fulfillment of the goals.	Main Activities contributing to EA2 <i>Data Collection, Analysis, and Harmonization</i>	<ul style="list-style-type: none"> ▪ Advisory missions to assist country data collection activities ▪ Protocol for data harmonization and analysis ▪ Data collection, analysis and harmonization ▪ Guidelines for data dissemination with tabulation plan and list of key Indicators 	X X X X	X X X
	<i>Statistical Capacity-Building</i>	Regional Training Workshops A final interregional workshop to share lessons learned and evaluate results of the project	X	X X
	<i>Publication</i>	Country reports		X
	<i>Knowledge Management</i>	National databases on the MDG and IADG indicators		X

Expected Accomplishment	Aspect of Project	Main Activities	2008	2009
Expected Accomplishment (EA) 3 Improved capacity in the NSOs of participating countries to collect, compile, analyze, and disseminate data on social and environmental indicators to measure poverty, social cohesion and environmental sustainability.	Main Activities contributing to EA3 <i>Data Collection, Analysis, and Harmonization</i>	<ul style="list-style-type: none"> ▪ Advisory missions to assist country data collection activities ▪ Protocol for data harmonization and analysis ▪ Data collection, analysis and harmonization ▪ Guidelines for data dissemination with tabulation plan and list of key Indicators 	X	X
	<i>Statistical Capacity-Building</i>	6 National Training Workshops	X	X
	<i>Publication</i>	Country reports		X
	<i>Knowledge Management</i>	National databases on the MDG and IADG indicators		X
Expected Accomplishment (EA)4 Establishment of a database which makes it possible to draw up indicators at the subregional level in order to measure the economic, social and environmental costs of maintaining current development patterns; evaluate and diagnose the current state of the environment in the region; gauge the environmental consequences of existing macroeconomic policies; and, supply orientation for policy decisions, especially in regard to public and private investment.	Main Activity contributing to EA4 <i>Publication</i> <i>Knowledge Management</i>	<ul style="list-style-type: none"> • Publication of guidelines and a meta data dictionary will also be prepared for use by NSOs • Publication and dissemination of a subregional report on the status of the achievement of the MDGs in the Caribbean • National databases on the MDGs and IADGs indicators 	X	X

ANNEX 3: RESULTS-BASED BUDGET

Expected Accomplishment	Aspect of Activity	Main Activity	Budget	Amount allocated	
<p>Expected Accomplishment (EA) 1: Adoption by Caribbean countries of common data collection protocols, definitions and classifications for the collection and dissemination of an extended set of MDGs indicators that are more suitable to their situation, in order to monitor the accomplishment of the MDGs.</p>	<i>Statistical Capacity-Building</i>	1-2-1 3 Expert Group meetings to be held at the sub-regional headquarters in Port of Spain. on harmonization and systematization of data sets and common data collection protocols. It is expected that 20 persons per meeting will participate in these EGMs.	EGM related costs	3,500	
			Travel of staff in support of activities	12,000	
			Travel of experts and members of the Steering Committee	59,000	
			General operating expenses	1,500	
			Subtotal	76,000	
	<i>Data Collection, Analysis, and Harmonization</i>	1-1-1 Advisory missions to assist country data collection activities	Travel of consultants (international) in support of activities	5,000	
			Travel to 4 countries		
		1-1-2 Data collection missions	Travel of staff (international) in support of activities	12,000	
			General temporary assistance	8,000	
			General operating expenses	1,500	
	1-1-3 Guidelines for data dissemination with tabulation plan and list of key indicators	Consultant fee x 2	24,000		
	<i>Publication</i>		Handbooks, etc	5,000	
			Subtotal	55,500	
	EA 1 Subtotal				131,500
	<p>Expected Accomplishment (EA) 2 Strengthened technical capacity of governmental institutions to produce and analyze MDGs indicators derived from harmonized household survey data sets and use them in the design and implementation of public policies that lead to the fulfillment of the</p>	<i>Data Collection, Analysis, and Harmonization</i>	2-1-1 Advisory missions to assist country data collection activities	Travel of consultants (international) in support of activities	6,000
Travel to 6 countries					
		2-1-2 Data collection	Travel of staff in support of activities	12,000	

Expected Accomplishment	Aspect of Activity	Main Activity	Budget	Amount allocated
goals.			General temporary assistance	9,000
			General operating expenses	1,500
			Subtotal	40,500
	<i>Statistical Capacity Building</i> -	2-2-1 4 Regional Training Workshops	Workshop related costs	5,000
			Consultant (international) fees	15,000
			Travel of participants	134,000
			Travel of staff in support of activities	13,000
			General operating expenses	1,500
			Travel of consultants (international) in support of activities	5,000
			Four (4) trips	
Subtotal			173,500	
	EA 2 Subtotal			214,000
Expected Accomplishment (EA) 3	<i>Statistical Capacity Building</i> -	3-2-1 6 National Training Workshops	Workshop related costs	10,000
Improved capacity in the NSOs of participating countries to collect, compile, analyze, and disseminate data on social and environmental indicators to measure poverty, social cohesion and environmental sustainability.			Consultants (international) fee	12,000
			Travel of (international) consultants	4,000
			Travel to 2 countries	
			Travel of staff in support of activities	14,000
	EA 3 Subtotal			40,000
Expected Accomplishment (EA) 4	<i>Knowledge Management</i>	4-4-1 Training materials and collection of best practice: 1 Handbook	Consultant (international) fee	24,000
Establishment of a database which makes it possible to draw up indicators at the subregional level in order to measure the economic, social and environmental costs of maintaining current development patterns; evaluate and diagnose the			Contractual service (editorial, etc.)	52,500
			Printing and web-based dissemination	5,000
			General temporary assistance	5,000

Expected Accomplishment	Aspect of Activity	Main Activity	Budget	Amount allocated
current state of the environment in the region; gauge the environmental consequences of existing macroeconomic policies; and, supply orientation for policy decisions, especially in regard to public and private investment.			Travel of staff in support of activities	5,000
		Subtotal	91,500	
		4-4-2 A web-based knowledge management tool	General temporary assistance	2,000
		4-4-3 Collection of best practice and establishment of a regional data sharing framework (1 report)	Printing and dissemination	5,000
		4-4-4 Acquisition of equipment	Software/hardware	15,000
		4-4-5 A final interregional workshop to share lessons learned and evaluate results of the project	Workshop related costs	2,000
			General operating expenses	1,000
			Travel of experts in support of workshop	10,000
			Subtotal	13,000
		4-4-6 Final project evaluation	Consultant (international) fee	10,000
			Travel of (international) consultant	3,000
			One (1) Final trip	
		Subtotal	13,000	
	<i>Publication</i>	4-3-1 One Subregional Report on the on the status of the achievement of the MDGs in the Caribbean	Printing and web-based dissemination	3,000
		EA 4 Subtotal		142,500
TOTAL BUDGET				528,000

Travel of Staff

A provision of \$68,000 is required for missions by international and regional staff for travel:

- in support of national workshops (in support of activity 3-2-1); (\$7,000 per person) x (2 persons) to attend 6 workshops \$14,000
- as resource persons to the regional and interregional workshops (in support of activities 1-1-2 and 2-2-1; and (\$6,250 per person) x (4 persons) to attend 7 workshops \$25,000
- on advisory missions in support of country data collection activities (in support of activities 1-1-2, 2-1-2 and 4-4-1: (\$5800 per person) x (5 persons) approx 5 missions \$29,000

Operating expenses

A provision of \$22,000 is required to cover general operating expenses, including the acquisition of computer hardware and software supplies (in support of activities 1-1-2, 1-2-1, 2-1-2, 2-2-4, 4-4-4 and 4-4-5).

Other Institutional Contractual Services

A provision of \$52,500 is to be used to prepare training materials and collection of best practice (in support of activity 4-4-1): 2 Handbooks; \$18,000 for preparation of national reports on the informal sector and cost of contractual services such as translation (in support of activities 1-3-1, 4-3-1, 4-4-1 and 4-4-3);

Expert Group Meetings

A provision of \$62,500 is required to cover meeting and travel costs (airfares, daily subsistence allowance and other miscellaneous expenses) of experts and members of the Steering Committee. At least 20 persons will attend each meeting.

3 Expert group meetings (in support of activities 1-2-1) \$62,500

Workshops

A provision of \$161,000 is required to cover travel costs (airfares, daily subsistence allowance and other miscellaneous expenses) of workshop and course participants. This was for the:

6 national training workshops (in support of activity 3-2-1) \$10,000
(countries will be decided at the first EGM and will comprise approximately 20 participants)

4 regional workshops (in support of activities 2-2-1) \$139,000
(the host countries will be Jamaica, Trinidad and Tobago, Dominica and Guyana)

The interregional workshop (in support of activity 4-4-5) \$12,000
(to facilitate the meeting of experts in Port of Spain to review the project evaluation report)

General Temporary Assistance – Salaries

A provision of \$24,000 is required to cover salaries and overtime of support staff.

(fee: 1 person x \$1500 x 12 months) = \$18,000 and (fee: 1 person x 6 months x \$1000) = \$6,000 = \$24,000

This will support:

Data collection, analysis and harmonization (in support of activity 1-1-2)	\$17,000
Establishment of databases (in support of activity 2-1-2)	\$2,000
Development of training materials (in support of activity 4-4-1)	\$5,000

LIST OF ACRONYMS

CARICOM	Caribbean Community Secretariat
DESA	Statistics Division of the Department of Economic and Social Affairs
UNSD	United Nations Statistics Division
ECLAC	Economic Commission for Latin America and the Caribbean
IADGs	Internationally Agreed Development Goals
LFS	Labour Force Survey
MDGs	Millennium Development Goals
NSOs	National Statistical Offices
OECS	Organization of Eastern Caribbean States
SIDS	Small Island Developing States
SLC	Survey of Living Conditions
UNDP	United Nations Development Programme
SPARC	Support to Poverty Assessment and Reduction in the Caribbean
Badehog	ECLAC/Santiago's Household Survey Databank