

ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN (ECLAC)

ASSESSMENT OF THE DEVELOPMENT ACCOUNT PROJECT ROA 121 Strengthening capacity of local governments in Latin America to address critical issues arising from Internationally Agreed Development Goals

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 capacity of local governments in Latin America to address critical issues arising from Internationally Agreed Development Goals.

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 capacity of local governments in Latin America to address critical issues arising from Internationally Agreed Development Goals that was implemented in the region between 2009 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 addressing critical issues arising from Internationally Agreed Development Goals at local level 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.
- At least two years of experience in areas related to local development, and monitoring and reporting on MDGs, 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.
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.
- Working experience in Latin America and the Caribbean is desirable.

Language Requirements

- Proficiency in English and Spanish is required.

IV. CONSULTANCY ARRANGEMENTS

The duration of the consultancy will be initially for 16 weeks during the months of July – November 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 ILPES in Santiago.

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 28th, 2015**.

TERMS OF REFERENCE

Assessment of the Development Account Project ROA 121

Strengthening capacity of local governments in Latin America to address critical issues arising from Internationally Agreed Development Goals

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 development account project focusing on strengthening capacity of local governments in Latin America to address critical issues arising from Internationally Agreed Development Goals.

III. Objective of the Assessment

3. The objective of this assessment is to evaluate 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 project objective was to strengthen the local governments' capacity to identify, quantify, evaluate and achieve the internationally agreed development goals including Millennium Development Goals at the local and subnational levels. The evaluation 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 them to other countries.

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

IV. Background

The Development Account

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

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

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.

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 10 implementing entities. The UN Department of Economic and Social Affairs (DESA) provides overall management of the DA portfolio.

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>

7. 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

8. The project under assessment is part of the projects approved under this account for the 6th tranche, under the coordination of the Economic Commission for Latin America and The Caribbean (ECLAC), specifically its Planning of Public Administration Division (ILPES).

9. The original duration of this project was of 2 years (2009-2011), having started activities in February 2009 and was extended until December 2011.

10. 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.

11. The project's objective as stated above is "to strengthen the local governments' capacity to identify, quantify, evaluate and achieve the internationally agreed development goals including Millennium Development Goals at the local and subnational levels."²

12. The expected accomplishments were defined as follows:

- (a) Greater awareness and exchange of experience regarding the Millennium Development Goals at the local and subnational levels
- (b) Strengthened technical capacity of staff of subnational governments to incorporate the Millennium Development Goals in local and subnational development plans.
- (c) Strengthened capacity of governments at the local and subnational levels to measure, value and budget and assess the Millennium Development Goals

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

- Generation of a computational platform through ECLAC Web Page for the diffusion of local and sub-national experiences of MDG's measurement.
- Organization of an e-network of successful experiences, incorporating MDG's in their development plans at local and sub-national levels by using ILPES e-learning MOODLE platform (<http://moodle.eclac.cl>) for training, discussion and diffusion, and for the building of virtual learning communities.
- Organization of horizontal cooperation missions for the knowledge of good practices.

² See Annex 1: Project Document

- Preparation, organization and lecture of 4 e-learning courses (2 per year) on the handling and application of the methodological guide for measuring, valuating and budgeting millennium development goals at local and sub-national levels (400 professionals trained).
- Incorporating within four ILPES international local development courses the subject on the application of the methodological guide for measuring, valuating and budgeting Millennium Development Goals at local and sub-national levels (120 professionals trained).
- Development of methodological guide for the measurement, valuation and budgeting of millennium development goals at local and sub-national levels.
- Organization of a workshop in 10 countries of the region for the diffusion and discussion of the guide.
- Application of the methodological guide to the study of selected countries in close collaboration with ECLAC sub-regional and national offices.

14. The budget for the project totalled US\$ 655,000. Progress reports were prepared on a yearly basis.

Stakeholder Analysis:

15. The workshops delivered, both in-classroom as well as on-line courses, benefitted the participating countries listed below.

- Argentina
- Bolivia
- Brazil
- Chile
- Colombia
- Costa Rica
- Cuba
- Ecuador
- El Salvador
- Guatemala
- Haiti
- Honduras
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Dominican Republic
- Uruguay
- Venezuela

16. The Project further benefitted Brazil, Chile, Colombia, Mexico Peru, and Uruguay through specific studies and horizontal cooperation. Specific groups targeted by the project were mainly the following:

- National government entities/institutions in charge of territorial matters in Latin American and Caribbean countries;
- Municipal associations;
- Intermediate government associations;
- Local governments working directly with the project.

V. Guiding Principles

17. 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 results. 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)³.

18. Although this exercise should not be considered a fully-fledged evaluation (e.g. less extensive data collection and analysis involved, etc.), it is expected that ECLAC's guiding principles to the evaluation process are applied.⁴ In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights⁵. 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.

19. 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.

20. Moreover, the assessment process itself, including the design, data collection, and dissemination of the final report, will be carried out in alignment with these principles⁶.

21. Evaluators are also expected to respect UNEG's ethical principles as per its "Ethical Guidelines for Evaluation"⁷:

³ Standards for Evaluation in the UN System, UNEG, April 2005.

<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>

⁴ See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2009) and ECLAC, "Evaluation Policy and Strategy" (2014) for a full description of its guiding principles.

⁵ For further reference see UNEG "Integrating Human Rights and Gender Equality in Evaluations" (2014)

⁶ *Human rights and gender perspective.*

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

⁷ *UNEG Ethical Guidelines for Evaluation, UNEG, March 2008* (<http://www.unevaluation.org/ethicalguidelines>)

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

22. In line with the assessment objective, the scope of the assessment will more specifically cover all the activities implemented by the project. The assessment will review the benefits accrued by the various stakeholders, as well as the sustainability of the project interventions. 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 project.

23. 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.
- 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.

24. 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

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

a) **Desk review and secondary data collection analysis:** of the ECLAC programme of work, specifically that of ILPES, DA project criteria, the project document, annual reports of advance, workshops and meetings reports and evaluation surveys, other project documentation such as project methodology, country reports, consolidated report, webpage, etc.

b) **Self-administered surveys:** The following surveys should be considered as part of the methodology: a) Surveys to beneficiaries and Member States; b) Surveys to staff involved in the project, and c) Survey to implementing partners within the United Nations and the countries 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.

26. 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. Assessment Issues/ Questions

27. This assessment encompasses the different stages of the given project, including its design, process, and results 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 analysis⁸. The responses to these questions are intended to explain “the extent to which,” “why,” and “how” specific outcomes were attained.

⁸ 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.

28. 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 within ECLAC and with other implementing partners, 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;

Effectiveness

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

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 subprogrammes activities?
- c) Were there any complementarities and synergies with the other work being developed?

Sustainability

With beneficiaries:

- a) How did the project utilize the technical, human and other resources available in developing countries?
- b) How have the project'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 project?
- c) What mechanisms were set up to ensure the follow-up of networks created under the project?

Within ECLAC:

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

IX. Deliverables

29. 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 evaluation of project ROA/121, schedule of activities and outputs detailing the methodology to be used, etc.
- b) **Inception Report.** No later than 4 weeks after the signature of the contract, the consultant should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as project implementation reports. 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 ERG, which includes representatives of the implementing substantive Division 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 staff involved in the project will be delivered at the same time of the delivery of the final evaluation report.

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

X. Payment schedule and conditions

30. The duration of the consultancy will be initially for 16 weeks during the months of July-November 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 ILPES in Santiago.

31. 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.

32. 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

33. 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.
- At least two years of experience in areas related to local development, and monitoring and reporting on MDGs, 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.
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.
- Working experience in Latin America and the Caribbean is desirable.

Language Requirements

- Proficiency in English and Spanish is required.

XII. Roles and responsibilities in the evaluation process

34. 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

35. 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

36. 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

37. 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 assessment 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 Y

**Strengthening capacity of local governments in Latin America to
address critical issues arising from Internationally Agreed
Development Goals**

**Economic Commission for Latin America and the Caribbean
(\$655,000)**

PROJECT DOCUMENT

9 February 2009

1. EXECUTIVE SUMMARY

| | |
|--|--|
| Title: | Strengthening capacity of local governments in Latin America to address critical issues arising from Internationally Agreed Development Goals |
| Duration: | 2 years (February 2009 – January 2011) |
| Location: | ECLAC. Economic Commission for Latin America and the Caribbean, Santiago, Chile |
| Executing Agency: | ECLAC through its Latin American and Caribbean Institute for Economic and Social Planning (ILPES) |
| Beneficiaries: | Governments, especially local governments , non-governmental organizations, and civil society agents engaging in the fulfilment of MDGs at the local and subnational levels |
| Funding from Development Account: | \$655,000 |
| Objectives: | To strengthen the local governments' capacity to identify, quantify, evaluate and achieve the internationally agreed development goals including Millennium Development Goals at the local and subnational levels. |
| Brief Description: | <p>Lack of information is one the factors that hamper the fulfilment of internationally agreed development goals including the Millennium Development Goals. According to available information, countries with greater indices of poverty have more difficulty achieving the goals, since they lack the resources and institutions necessary to obtain significant advances. This situation is still more serious if analyzed at the level of local governments and territories in each country, due to major social, economic and technical disparities.</p> <p>The goals' fulfilment in Latin America and the Caribbean has been very uneven especially at the level of local territories. Thus, policy responses need to give preferential attention to territories. The production of information at the local level is also required to allow the classification of the different territories by the extent to which they achieve the internationally agreed development goals.</p> <p>The project aims at building technical capacities at the local level and attaining greater decentralization in the design and implementation of policies to reach the fulfillment of the goals, specially, if they are targeted towards the territories that most need to fulfill them.</p> <p>The project envisages a series of seminars, training courses and horizontal cooperation missions related to experience exchange in order to promote collaborative learning among the countries involved.</p> |

2. BACKGROUND

2.1 Introduction

The Millennium Development Goals (MDGs) are not easy to achieve. The strong centralization and the lack of widespread information regarding the internationally agreed development goals, including the Millennium Development Goals (MDG's), is one of the factors that hamper their fulfillment in Latin America and the Caribbean. According to available sources, countries with greater indices of poverty are those that encounter more difficulties to fulfill these goals, largely since they lack the necessary resources, knowledge or institutional capacities to achieve these development goals. This situation is even more serious when analyzing the situation at local and/or territorial levels in each country, considering the greater social, economic, and technical disparities.

In many of MDGs, the majority of benefits and/or public policies concentrate only on high-density areas or highly industrialized zones. It often implies that only the bigger cities receive such benefits. Thus, smaller urban areas, towns and/or remote cities or areas remain unprotected¹ and may be left behind from development initiatives aimed at making progress in the fulfillment of the MDGs.

Besides this difficulty, there are other problems inherent to the features in the Latin American and Caribbean development context. ECLAC document *“Millennium Development Goals, an Overview from Latin America and the Caribbean”* highlights the following difficulties:

1. Latin America and the Caribbean remains the most unequal region in the world. This results from the unequal distribution of assets - land, capital, education, and technology – in these countries, and limits their chances of achieving the Millennium Development Goals.
2. Among the region's most pressing problems is a shortage of jobs, particularly quality jobs. Open unemployment rose from 6.9% in 1990 to 10% in 2004, and low-productivity agricultural activities and the urban informal sector account for more than half the region's employment. The MDGs do not pay due attention to this problem, which is of prime importance in the region.
3. Poverty remains high in Latin America and the Caribbean. Of the region's 222 million poor people (42.9% of the total population), 96 million live in extreme poverty (18.6% of the population).
4. Not enough progress has been made towards the target of halving extreme poverty. An analysis based on national poverty lines calculated by ECLAC indicates that only one country in the region has reached the target, while another five have made substantial headway and are likely to achieve it by the deadline. All the other countries have made too little progress or, in some cases, have experiences setbacks.

¹ Krause-Junk, Gerold. “DESCENTRALIZACIÓN FISCAL EN AMÉRICA LATINA: BALANCE Y PRINCIPALES DESAFÍOS”. CEPAL, Naciones Unidas 1996. Pags. 194-201.

5. The region is, however, on track to meet the target on hunger. In fact, 15 out of 24 countries have reduced undernourishment. It is nonetheless disturbing to note that most of the countries that started out with the highest levels of hunger have not been progressing fast enough to stay on track to meet this target.
6. The amount of progress made towards some of the targets (including those for gender equity in education, access to an improved water source and the reduction of child mortality) indicates that the region is on track to meet them.
7. Not enough progress has been made towards reducing maternal mortality and halting the spread of HIV/AIDS in the region. However, the measures implemented in countries that have made progress towards both Goals illustrate promising ways to meet these targets. For example, the fight against HIV/AIDS in Brazil has proved to be a success, and some Caribbean countries have also achieved solid progress.
8. The degradation of the natural and built environments, which has adverse effects on the poor population in both urban and rural areas, is serious and is growing worse.
9. The region can satisfy at least 10% of worldwide demand for the reduction of carbon dioxide emissions; participating in this market could generate income of over US\$ 2 billion.

Taking into account these findings and the need to take more evenly balanced approaches towards the fulfillment of MDGs, this project deserves full justification.

This indicates that it is necessary to build and strengthen technical capacities at subnational and local levels and to attain greater level of decentralization in the design and implementation of policies in order to achieve the MDGs, especially if they target territories that require urgent attention to fulfill them. Besides, the production of information at subnational and local levels is fundamental in order to allow the classification of different territories by the extent of functioning and the amount of progress that they have achieved in the fulfillment of the MDGs.

The amount of progress in the fulfillment of the MDGs in Latin America and the Caribbean has been very heterogeneous and asymmetrical, and such feature is much deeper in local territories. Thus, it should be of great relevance to design policy responses that could give preferential attention to territories, characterized with greater backwardness in the attainment of these objectives and to generate greater knowledge of the MDGs at local level as well as the capacities to assess the related needs, to monitor progress and to design activities in this respect.

2.2 Link to the Programme Budget

The proposal is within the scope and priorities of the ECLAC Strategic Framework for the period 2008-2009: Subprogramme 7 (Planning of Public Administration). The proposal is also linked to the expected accomplishments of Subprogramme 7: Planning and Public Administration of the ECLAC 2008/09 Programme Budget (A/62/6 (Sect. 20)): (a) Increased knowledge among ECLAC member countries of planning, budgeting

and local development approaches in public policies; and (b) Increased coordination and exchange of experiences among ECLAC member countries on issues relating to planning, budgeting and local development in public policies.

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

The Project will develop activities that are directly related to the all Millennium Development Goals (MDGs). They are:

| | |
|---|---|
| 1. Eradicate extreme poverty and hunger | Halve, between 1990 and 2015, the proportion of people whose income is \$1a day or less and the people who suffer from hunger. |
| 2. Achieve universal primary education | Ensure that children everywhere will be able to complete a full course of primary schooling. |
| 3. Promote gender equality and empower women | Eliminate gender disparity in primary and secondary education preferably by 2005 and in all levels of education no later than 2015. |
| 4. Reduce child mortality | Reduce by two thirds, between 1990 and 2015, the under-five mortality rate. |
| 5. Improve maternal health | Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio. |
| 6. Combat HIV / AIDS, malaria and other diseases | Have halted and begun to reverse the spread of HIV / AIDS, malaria and other diseases by 2015. |
| 7. Ensure environmental sustainability | Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources. Halve, by 2015, the proportion of the population without sustainable access to safe drinking water. To improve the lives of at least 100 million slum dwellers by 2020. |
| 8. Develop a global partnership for development | Develop and improve further an open, rule-based, predictable, non-discriminatory trading and financial system. Address the special needs of the least developed countries, landlocked countries, and small island developing states. |

2.4 Lessons learned

The project will draw on results and lessons learned from the 2006-2009 ECLAC Project G “Strengthening the capacity of Latin America and Caribbean countries to achieve the Millennium Development Goals by sharing information about successful initiatives through a regional network” and of the 2004-2007 ECLAC project “Strengthening the capacity of Latin American and Caribbean countries to fulfill the Millennium Development Goals” but it will place emphasis on the local and subnational levels. Project G enabled to develop networks and online databases of successful social

programmes and of successful experiences aimed at supporting the achievement of the MDGs in Latin America and the Caribbean both at national level or at subnational and local levels. The most successful and relevant of the experiences already identified whose scope is local or subnational will be selected and included in the present project in order to:

- i) serve as references, benchmarks and/or good practices for the present project's activities (for instance networks and workshops) and,
- ii) to deepen the results already achieved with previous projects and take them one step further by enhancing the assessment and measuring of MDGs at local level, generating greater capacity building for local and subregional institutions (through technical workshops and training) and supporting the incorporation of MDGs in local development plans.

The methodological content of the present project will therefore enhance findings of previous projects by enabling the design and application of monitoring tools and indicators at local and sub-national levels. It will contribute to foster greater sustainability of successful experiences already identified by providing recommendations taking into consideration local characteristics and, when possible, inclusion of MDGs in local development plans. The existing online database will be broadened with additional sub-national and local experiences to be identified during project implementation. The existing database and online network will be enhanced as an online portal including methodological tools and recommendations to be used by public institutions (methodological guidelines, case studies and online courses etc.). Finally, two other existing in-house tools, the ECLAC Network of Institutions and Experts on Social and Environmental Statistics (REDESA), (see www.eclac.cl/redesa) and the social innovation programs databanks, will be considered as well.

This project will benefit from the on-going UN inter-agency initiatives with the countries in the region in monitoring and ultimately achieving the MDGs by 2015. Within ECLAC, the Latin American and Caribbean Institute for Social and Economic Planning - ILPES will be in charge of the project. ILPES has ample and long-lasting experience in the region in implementing local development projects, in supporting the development of local development plans and in working in the field of policy, programme and project monitoring and evaluation. It also has a solid network of contacts with national and institutions in charge of local development in public policies, programmes and projects in Latin America and the Caribbean.

3. ANALYSIS

3.1 USER ANALYSIS

- a. Groups related to the project will mainly be the following:
 - National government entities/institutions in charge of territorial matters in Latin American and Caribbean countries;
 - Municipal associations;

- Intermediate government associations;
- Local governments working directly with the project.

b. Groups will be categorized in accordance with their competences and their condition of belonging to federal or unitarian countries. According to specific characteristics, their functions and relationships to each other may be classified in three different groups:

- Entities and institutions pertaining to national governments (whether federal or unitarian) generally oriented toward policy making, as well as toward the financing of a relevant portion of public services with high impact on MDG's.
- Municipal and intermediate government associations: they generally refer to strategic links established for specific purposes such as the design and development of specific plans or projects with limited duration. Therefore, they can be described as entities focused on project and plan management through relevant inter-institutional coordination efforts.
- Local governments generally refer to the basic public management unit. Depending on the country, its legislation and institutionality, they are autonomous and possess various attributions and competences. However, in recent years they have increased their presence within social program management.

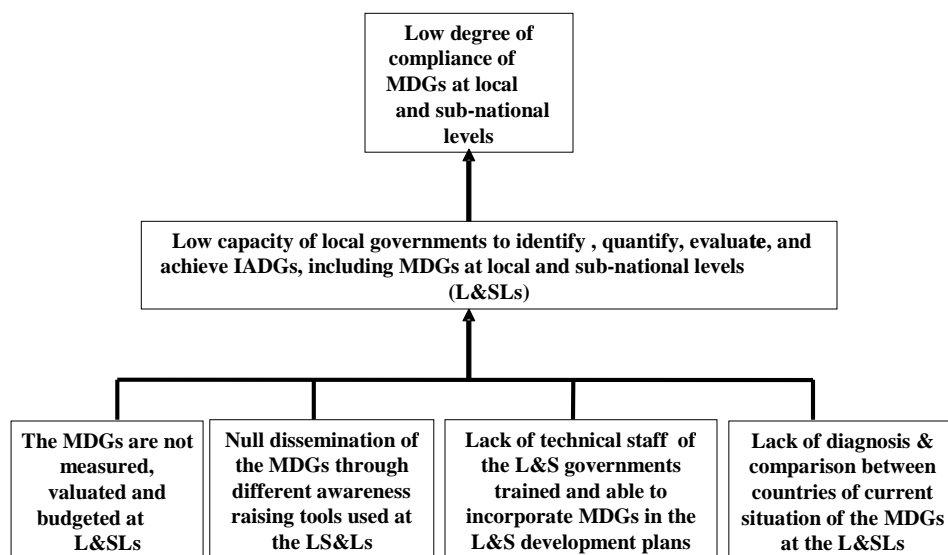
b. User Needs and Outcomes:

- The first group mostly requires relevant inter-institutional coordination efforts, as well as enhanced evaluation and monitoring mechanisms concerning its joint policy performance. The project on territorialization of MDG's will contribute to improve inter-institutional coordination capability, as well as to strengthen public policy monitoring and evaluation mechanisms related to critical social issues.
- The second group requires efficient plan and development project management at territorial level. This project will strengthen the coordinated management of social development plans and projects.
- The third group requires significant mechanisms to maximize the positive impact of its own institutional efforts and to optimize the good use and the canalization of exogenous institutional resources and opportunities.

The persistence of these outcomes will depend on the institutional solidity of participant organizations involved in this project. The methodological training to local and subnational staff (for which results will be assessed thanks to the evaluation exercise) and the inclusion of MDGs in medium term local development plans will represent key elements in ensuring the sustainability of the project's outcomes.

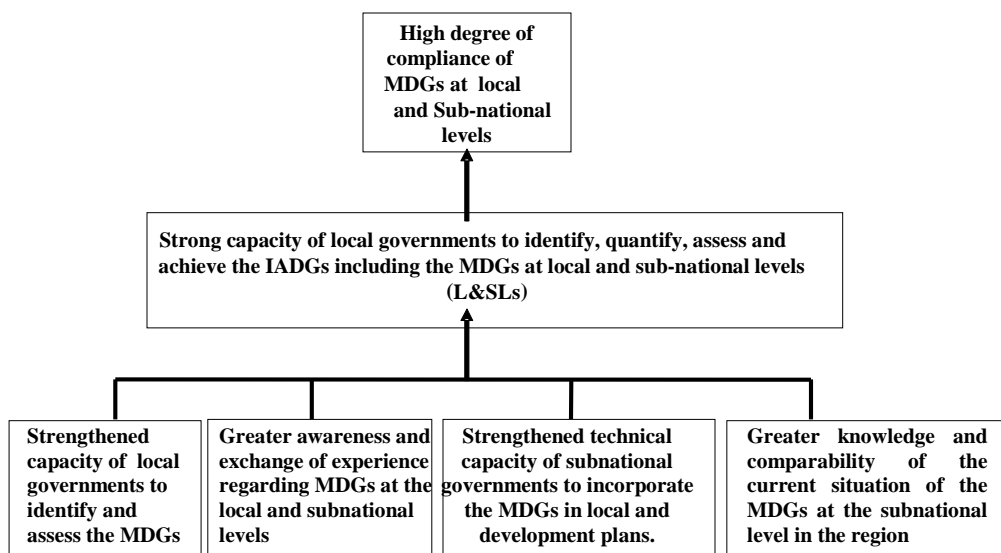
3.2 PROBLEM ANALYSIS

PROBLEM TREE



3.3 ANALYSIS OF OBJECTIVES

OBJECTIVE TREE



4. PROJECT STRATEGY: OBJECTIVE, EXPECTED ACCOMPLISHMENTS, INDICATORS, MAIN ACTIVITIES

OBJECTIVE

To strengthen local governments' capacity to identify, quantify, assess and achieve internationally agreed development goals, including Millennium Development Goals at local and sub-national levels.

STRATEGY

To reach this objective, ILPES will build on its existing network of relations with governments and public institutions at the sub-national and local levels in selected countries of the region. The participation of other relevant sectors at sub-national and local levels such as academia, civil society and the private sector will be promoted. Thanks to its existing system of good practices of local and territorial development (SERDET), ILPES will strongly support exchange of experiences and good practices among stakeholders within and among countries of the region. Moreover, it will work in close collaboration with other organizations and agencies of the UN system with presence in the region at sub-national and local levels. The expected accomplishments, indicators of achievement and activities aimed at reaching the main objective are described below.

EXPECTED ACCOMPLISHMENTS

EA1 Greater awareness and exchange of experience regarding the Millennium Development Goals at the local and subnational levels

EA2 Strengthened technical capacity of staff of subnational governments to incorporate the Millennium Development Goals in local and subnational development plans.

EA3 Strengthened capacity of governments at the local and subnational levels to measure, value and budget and assess the Millennium Development Goals

INDICATORS OF ACHIEVEMENT

IA1. Percentage of professionals from sub-national governments of Latin American countries participating in network activities that consider knowledge gained relating to MDGs at local and subnational level as useful or very useful for their work

IA 2. Number of Latin American governments incorporating Millennium Development Goals in their local and sub-national development plans.

IA 3. Number of local and regional governments that take steps to implement the methodological guide for the measurement, assessment, valuation and budgeting of the millennium development goals at the local and subnational levels.

MAIN ACTIVITIES

EA 1:

MA 1.1. Generation of a computational platform through ECLAC Web Page for the diffusion of local and sub-national experiences of MDG's measurement.

MA 1.2. Organization of an e-network of successful experiences, incorporating MDG's in their development plans at local and sub-national levels by using ILPES e-learning MOODLE platform (<http://moodle.eclac.cl>) for training, discussion and diffusion, and for the building of virtual learning communities.

MA 2.3. Organization of horizontal cooperation missions for the knowledge of good practices.

EA 2:

MA 2.1. Preparation, organization and lecture of 4 e-learning courses (2 per year) on the handling and application of the methodological guide for measuring, valuating and budgeting millennium development goals at local and sub-national levels (400 professionals trained).

MA 2.2. Incorporating within four ILPES international local development courses the subject on the application of the methodological guide for measuring, valuating and budgeting Millennium Development Goals at local and sub-national levels (120 professionals trained).

EA 3:

MA 3.1 Development of methodological guide for the measurement, valuation and budgeting of millennium development goals at local and sub-national levels.

MA 3.2 Organization of a workshop in 10 countries of the region for the diffusion and discussion of the guide.

MA 3.3. Application of the methodological guide to the study of selected countries in close collaboration with ECLAC sub-regional and national offices.

5. MONITORING AND ASSESSMENT

INDICATORS OF ACHIVEMENT:

Monitoring and evaluation will take into account the following indicators of achievement (IA) which will be measured through the corresponding means of verification:

EA 1:

IA1. Percentage of professionals from sub-national governments of Latin American countries participating in network activities that consider knowledge gained relating to MDGs at local and subnational level as useful or very useful for their work

Means of Verification:

- List of graduated students from ILPES courses
- Courses organized by ECLAC network.
- Results of evaluation surveys carried out
- Revision of education programs with the incorporation of the referred subject.
- Observation of subjects taught inside class rooms

EA2

IA 2. Number of sub-national Latin American governments incorporate Millennium Development Goals in their local and sub-national development plans.

Means of Verification:

- Analysis of Latin America and the Caribbean municipal associations and sub-national governments' WEB pages.
- Observation of the Computational Platform put into practice inside ECLAC Web page.
- Registry of the number of visitors at ECLAC Administrator.
- Registry of the number of participants at the network's Administrator
- Registry of the number of document downloads at ECLAC Administrator.
- Registry of experiences and conferences at the network's Administrator.
- Horizontal cooperation agreements signed.

EA3

IA 3. Number of local and regional governments that take steps to implement the methodological guide for the measurement, assessment, valuation and budgeting of the millennium development goals at the local and subnational levels

Means of Verification:

- Reports of trained municipalities and sub-national institutions mentioning the elements of the MDGs they have included, as well as the results obtained.
- Report on project execution.
- Local development plans which incorporate MDGs.
- 1,000 guides distributed within Latin American and the Caribbean municipalities and sub-national governments.
- Guides available at ECLAC Web page to be downloaded.
- Reports of 10 workshops convoked through ECLAC WEB page.
- Registration cards from participants and institutions.

Evaluation

The expected achievements of the project will be verified with the indicators of achievement shown in Section 4 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:

- (a) Evaluation questionnaires will be used for assessing the impact of the workshop in 10 countries of the region for the diffusion and discussion of the guide.
- (b) Evaluation of application of the methodological guide for the measurement, valuation and budgeting of millennium development goals at local and sub-national levels in the five countries will be undertaken in close collaboration with ECLAC sub-regional and national offices.
- (c) A mid-term evaluation would be held at the end of year 1 to review the project strategy.
- (d) An overall substantive project evaluation is set to take place towards the end of the project period. An amount of USD 13,100 for consultants fee is reserved for this purpose.

6. EXTERNAL FACTORS, RISKS AND ASSUMPTIONS

The external factors beyond the control of project management that could have a negative impact on the effort to achieve project objectives are the followings:

EA 1:

- Municipal associations and sub-national governments keep up-to-date means of diffusion.
- Local and sub-national governments possess the necessary technological capabilities to connect themselves to the network.
- Local and sub-national governments possess trained human resources to connect themselves to the network.

EA 2:

- Local and sub-national governments of the region elaborate development plans periodically.
- Local and sub-national governments have the resources to send professionals to the courses organized by the program.

EA 3:

- Continuity of national policies adjusted to the MDGs.
- The existence and continuity of national finance resources and of international cooperation.
- Local governments assume a political will to include the MDGs within their development plans.
- Institutions and professionals apply the designed methodological guides.
- There are institutional capabilities to the application of the guides.

7. IMPLEMENTATION ARRANGEMENTS

Within ECLAC, the Latin American and Caribbean Institute for Social and Economic Planning - ILPES (Subprogramme 7) will be in charge of the project. ILPES has ample experience in the region in developing national project data banks and has been working in the field of policy, programme and project monitoring and evaluation for decades. It also has good contacts with national and local institutions in charge of local development in public policies. The Local and Regional Management Section of ILPES deals with the territorial aspects of development, analysis of public management decentralization processes, and the integrated management of the physical, economic, social, and environmental aspects of sub-national territories.

For coordinating and monitoring project implementation on a regular basis a coordinator will be assigned from ILPES staff. The Project will be executed in close coordination

with ECLAC substantive Divisions of Economic Development; Social Development; Sustainable Development and Human Settlements; Production, Productivity and Management; Women and Development; and International Trade and Integration) as well as with its Sub regional headquarters (Mexico and Trinidad & Tobago) and national offices (Argentina, Brazil, Colombia and Uruguay). After selecting the professionals that would constitute the Project team and meeting with them to provide detailed information on how to proceed with the project, the team members would identify national and local institutions to be integrated into the Project and contact them. In parallel, ECLAC would contact other UN entities such as DESA, ECA, ESCWA and ESCAP in order to obtain successful cases on this theme that could be useful. The Project will also be developed with the support of UNDP offices in the countries.

ROLAC/ UN Habitat is executing a related Development Account project (0809T; Building Capacity for Localizing the Millennium Development Goals at the Urban and Municipal Level in Latin America and the Caribbean). The overall objective of the Habitat-led project is to increase the levels of knowledge, awareness and capacity of how best to use the municipal mandate to formulate and implement local policies that directly contribute to the achievement of MDGs. It also aims to establish a regional network facility to exchange experiences, best practices and policies on the implementation of urban policies and programmes at local level..

ROLAC/UN-Habitat will concentrate on MDG goal 7 and the capacity of municipal governments. The present ECLAC-led project will primarily focus on strengthening the capacity of subnational authorities to measure progress toward MDG's at the local level and proposes in fact to develop a methodology for said measurements. ECLAC does not prioritize any one of the MDG's or a distinct level of Government, but the activities and results of the ECLAC project should be of strategic importance for the Habitat-led project. The ECLAC contribution to the Habitat project will take the form of participation in training courses, through which the ECLAC methodology for measurement of localized MDG's may be presented to the target beneficiaries.

ECLAC and UN-Habitat will meet at least once a year in a steering group organised in the framework of the 0809T project to monitor the coordination and coherence of both projects.

ANNEX 1: LOGICAL FRAMEWORK

| Intervention logic | Indicators | Source of verification | Risks |
|--|--|---|--|
| Objective To strengthen the local governments' capacity to identify, quantify, evaluate and achieve the internationally agreed development goals including Millennium Development Goals at the local and subnational levels. | | | |
| Expected accomplishment 1 Greater awareness and exchange of experience regarding the Millennium Development Goals at the local and subnational levels | Percentage of professionals from sub-national governments of Latin American countries participating in network activities that consider knowledge gained relating to MDGs at local and subnational level as useful or very useful for their work | <ul style="list-style-type: none"> - Reports of trained municipalities and sub-national institutions mentioning the elements of the MDGs they have included, as well as the results obtained. - Report on project execution. - Incorporation of MDGs within local development plans. - 1,000 guides distributed within Latin American and the Caribbean municipalities and sub-national governments. - Guides available at ECLAC Web page to be downloaded. - 10 workshops convoked through ECLAC WEB page. - Registration cards from participants and institutions. | <ul style="list-style-type: none"> - Municipal associations and sub-national governments keep up-to-date means of diffusion. - Local and sub-national governments possess the necessary technological capabilities to connect themselves to the network. - Local and sub-national governments possess trained human resources to connect themselves to the network. |
| 1.1 Main activity Generation of a computational platform through ECLAC Web Page for the diffusion of local and sub-national experiences of MDG's measurement. | | | |
| 1.2 Main activity Organization of an e-network of successful experiences, incorporating MDGs in their development plans at local and sub-national levels by using ILPES e-learning MOODLE platform (http://moodle.eclac.cl) for training, discussion and diffusion, and for the building of virtual learning communities. | | | |
| 1.3 Main activity Organization of horizontal cooperation missions for the knowledge of good practices. | | | |
| Expected accomplishment 2 Strengthened technical capacity of staff of subnational governments to incorporate the Millennium Development Goals in local and subnational development plans. | Number of Latin American governments incorporating Millennium Development Goals in their local and sub-national development plans | <ul style="list-style-type: none"> - List of graduated students from ILPES courses - Courses organized by ECLAC network. - Surveys carried out. - Revision of education programs with the incorporation of the referred subject. - Observation of subjects taught inside class rooms | <ul style="list-style-type: none"> - Local and sub-national governments of the region elaborate development plans periodically. - Local and sub-national governments have the resources to send professionals to the courses organized by the program. |

| Intervention logic | Indicators | Source of verification | Risks |
|--|---|---|---|
| 2.1 Main activity Preparation, organization and lecture of 4 e-learning courses (2 per year) on the handling and application of the methodological guide for measuring, valuating and budgeting millennium development goals at local and sub-national levels (400 professionals trained). | | | |
| 2.2 Main activity Incorporating within four ILPES international local development courses the subject on the application of the methodological guide for measuring, valuating and budgeting Millennium Development Goals at local and sub-national levels (120 professionals trained). | | | |
| Expected Accomplishment 3 Strengthened capacity of governments at the local and subnational levels to measure, value and budget and assess the Millennium Development Goals | Number of local and regional governments that take steps to implement the methodological guide for the measurement, assessment, valuation and budgeting of the millennium development goals at the local and subnational levels | <ul style="list-style-type: none"> - Reports of trained municipalities and sub-national institutions mentioning the elements of the MDGs they have included, as well as the results obtained. - Report on project execution. - Local development plans which incorporated MDGs. - 1,000 guides distributed within Latin American and the Caribbean municipalities and sub-national governments. - Guides available at ECLAC Web page to be downloaded. - Reports of 10 workshops convoked through ECLAC WEB page. - Registration cards from participants and institutions. | <ul style="list-style-type: none"> - Continuity of national policies adjusted to the MDGs. - The existence and continuity of national finance resources and of international cooperation. - Local governments assume a political will to include the goals of the millennium within their development plans. - Institutions and professionals apply the designed methodological guides. - There are institutional capabilities to the application of the guides. |
| 3.1 Main activity Development of methodological guide for the measurement, valuation and budgeting of millennium development goals at local and sub-national levels. | | | |
| 3.2 Main activity Organization of a workshop in 10 countries of the region for the diffusion and discussion of the guide. | | | |
| 3.3 Main activity Application of the methodological guide to the study of countries in close collaboration with ECLAC subregional and national offices. | | | |

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|--|
| ANNEX 2: RESULT BASED WORK PLAN |
|--|

| Expected accomplishment | Main Activity | Timeframe by output/activity Semesters | | | |
|---|---|---|----------|----------|----------|
| | | 2009 (1) | 2009 (2) | 2010 (1) | 2010 (2) |
| EA1: Greater awareness and exchange of experience regarding the Millennium Development Goals at the local and subnational levels. | | | | | |
| | 1.1 Generation of a computational platform through the ECLAC Web Page for the diffusion of local and subnational experiences of the MDGs measurement. | | | | |
| | 1.2 Organization of a e-network of successful experiences, incorporating the MDGs in their development plans at the local and subnational levels using the ILPES e-learning platform. MOODLE platform (http://moodle.eclac.cl) for training, discussion and diffusion, and for the building of virtual communities of learning. | | | | |
| | 1.3 Organization of horizontal cooperation missions for the knowledge of good practices | | | | |
| EA2: Strengthened technical capacity of staff of subnational governments to incorporate the Millennium Development Goals in local and subnational development plans. | | | | | |
| | 2.1 Preparation, organization and lecture of 4 e-learning courses (2 per year) on the handling and application of the methodological guide for the measurement, valuation and budgeting of the millennium development goals at the local and subnational levels | | | | |
| | 2.2 Incorporating in ILPES international courses of local development the subject on the application of the methodological guide for the | | | | |

| | | | | | |
|---|--|--|--|--|--|
| | measurement, valuation and budgeting of the Millennium Development Goals at the local and subnational levels | | | | |
| EA3: Strengthened capacity of governments at the local and subnational levels to measure, value and budget and assess the Millennium Development Goals | | | | | |
| | 3.1 Development of methodological guide for the measurement, valuation and budgeting of the millennium development goals at the local and subnational levels. | | | | |
| | 3.2 Organization of a workshop in 10 countries of the region for the diffusion and discussion of the guide. | | | | |
| | 3.3 Application of the methodological guide to the study of five countries in close collaboration with ECLAC sub-regional and national offices. | | | | |
| | 3.4. Final external project evaluation | | | | |