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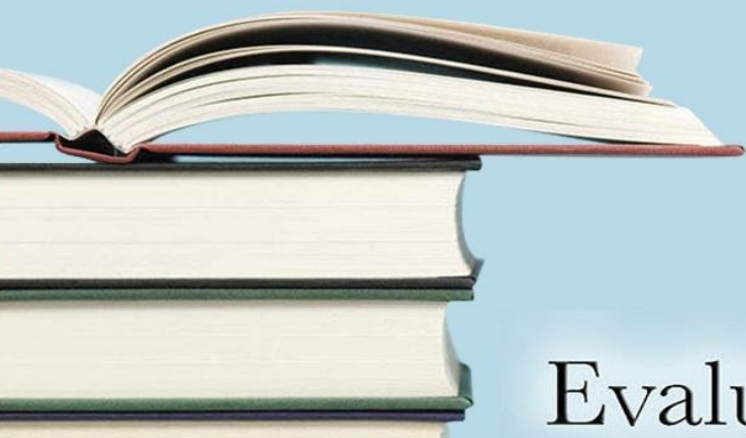
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Evaluation of the Regional Programme for Latin America and the Caribbean 2018-2021 (18254-2021)

Center for Education and Social Studies (CEES)
Estrategias de Acompañamiento y Servicios Educativos S de RL de CV

Mexico City, June 2021

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LIST OF ACRONYMS AND ABBREVIATIONS

AACID	*Agencia Andaluza de Cooperación Internacional para el Desarrollo*
AECID	*Agencia Española de Cooperación Internacional y Desarrollo*
CARICOM	Caribbean Community
CEES/EASE	*Centro de Estudios Educativos y Sociales/Estrategias de Acompañamiento y Servicios Educativos*
CEPAL	*Comisión Económica para América Latina y el Caribe*
CO	Country Office
CPDs	Country programme documents
DIM	Direct Implementation Modality
ECHO	European Commission Humanitarian Aid Office
ECLAC	Economic Commission for Latin America and the Caribbean (the same as CEPAL)
EPI	Environmental Performance Index
EQ	Evaluation Question
EU	European Union
EWS	Early Warning Systems
GEF	Global Environmental Finance (UNDP)
HDI	Human Development Index
JCCCP	Japan-Caribbean Climate Change Partnership
LA	Latin America
LAC	Latin America and the Caribbean
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
NAMAs	Nationally Appropriate Mitigation Actions
NAPs	National Adaptation Plans
ODS	Sustainable Development Goals (*Objetivos de Desarrollo Sostenible*)
OIM	*Organización Internacional para las Migraciones*
OPHI	Oxford Poverty & Human Development Initiative

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RBLAC	Regional Bureau on Latin America and the Caribbean
RH	Regional Hub in Panama
RP	Regional Programme
RPD	Regional Programme Document
SICA	Sistema de Integración Centroamericana
SDGs	Sustainable Development Goals
TOC	Theory of Change
TRAC	Target for Resource Assignment to the Core
UN	United Nations
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency International Development

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EXECUTIVE SUMMARY

This document presents the Final Draft for the Evaluation on the UNDP Regional Programme for Latin America and the Caribbean 2018-2021.

The objective of the evaluation is to analyze the Regional Programme (RP)'s contributions to development in the region and in particular, to provide a *broad assessment of the attainment of the programme's intended results* across the outcome areas. A set of recommendations will be drawn in order to provide inputs for the next regional programme document and elements for improved decision making.

In terms of methodology, the evaluation takes a "theory of change" (TOC) approach to determine the links between the activities that UNDP has supported through the RP and the observed progress in the achievement of expected results.

This evaluation also analyzes and assesses the strategic positioning of the RP and its performance in contributing to the realization of each RP outcome and other unexpected outcomes, such as the contribution provided to Country Offices. The evaluation framework consists of the key interrelated set of questions derived from standard evaluation criteria: *relevance, effectiveness, efficiency* and *sustainability,* and other factors which presumably affect performance in terms of partnerships, gender equality and human rights; capacity development, project/programme design, knowledge generation and innovation and south-south solutions.

The complete *Evaluation Matrix* is presented in Annex 2, which specifies the key evaluation questions and how they have been answered via the methods selected. The structure of the matrix is summarized in Table A, where it can be seen that we have used the four evaluation criteria and the cross-cutting issues through 44 evaluation questions (ranked by priority), using different data collection methods and sources of information.

Table A. Structure of the Evaluation Matrix

Evaluation Criteria	Evaluation Question (EQ)	EQ Priority Ranking	Data Collection Method	Sources of Information
Relevance	13		- Desk Review	
Effectiveness	10	1- Top Priority	- Virtual Field Visits in Sample Countries	Documentation identified for Desk Review
Efficiency	6	3- Less Priority	- Stakeholder's interview/questionnaire	
Sustainability	8	2- Priority		
Cross-Cutting Issues	7		- Online Survey	

Source: Source: Elaboration of the authors.

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Table B presents the number of stakeholders effectively contacted by each data collection method.

Table B. Stakeholders by data collection method

Stakeholder	Interview		Questionnaire	Survey	Total by Stakeholder
	1st. Round	2nd. Round			
Institutional Actors	15	6	12	8	**41**
Strategic Informants	7	3			**10**
Donors		3		5	**8**
Operative			6	7	**13**
Total	**22**	**12**	**18**	**20**	**72**

Source: Elaboration of the authors.

In order to analyze the programme in an integral way, we used a sample of seven activities or programs related to the RP, and seven countries, considering the different subregions of LAC: Central America, the Caribbean and South America; but also looking at Andean and Southern Cone countries for the selection. In addition, we used a case study approach- with an applied criterion- to identify and highlight issues that can be further investigated across the RP.

In general, we find the Regional Programme 2018-2021 (RP) allowed the articulation of projects, regional interventions, activities, and service plans, as well as joint efforts of COs around three outcomes that remain relevant for the region. This, enhanced by the new lines of action of the directorate (Productivity, Inclusion, and Resilience), promoted the reestablishment of the strategic position of UNDP in the region. However, the scope and potential of the RP can be further strengthened in terms of regional development and integrative solutions.

This evaluation exercise had to consider the COVID-19 pandemic context, because some actions and programs related to the RP had to be adapted in 2020. In this regard, the RP was flexible enough in adapting and responding to country offices' needs, especially with technical support and readjustments in the programs' operation.

As mentioned before, there is a strong perception that UNDP is reinstalling its position in the region over the last two years. The majority of external stakeholders agree about UNDP promoting the generation of data and evidence-based policies; and the technical capacity related to the Regional Programme activities is also highlighted. Most stakeholders reported

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a very good coordination with their UNDP counterpart (Regional Hub or projects personnel); but also, internal actors report moments of disconnection between NY Office and the Regional Hub.

In terms of the RP rationale, the Theory of Change is clearly defined, identifying all the required elements (development challenges, problem pathways, solution pathways, RP Outputs, Desired change, Strategic Plan Outcomes, and related SDGs). Nevertheless, the vertical logic needs to be strengthened because there is a missing level between Outputs and Outcomes. Institutionally, the RP must be aligned to the Strategic Plan's Outcomes, but the Outputs that are the RP responsibility do not necessarily contribute to those Outcomes; thus, an intermediate level of expected results is needed.

In addition, current indicators do not allow measuring the real achievement in terms of results. However, this document highlights relevant actions and results that are in line with the outcomes and SDG achievement.

Also, 71% of Output measurements reached their target, and there is a recognition of strong knowledge products and public goods that contribute to public policy in the region. A very high percentage of stakeholders (91.7%) consider that the knowledge and innovations generated informed policy making in their countries. Among this innovation some case studies were identified to highlight issues that can be further investigated across the Regional Programmes: SIGOB, DATACTION (InfoSegura), EWS partnerships, and the Gender cluster transversal work. In terms of the knowledge products, at least those related to the evaluation sample of projects are highly recognized by stakeholders as useful and/or innovative.

In terms of sustainability of the results- perceived as partially sustainable- the main challenge is the changes in governments priorities, but stakeholders agree upon initiatives must be built with the national counterpart, and preferably since the planning and design stages.

Moreover, the RP has contributed to leverage existing CO portfolios in the achievement of planned development results by offering complementary resources and tools, and by highly valued technical assistance. However, the alignment between RP's actions and national plans is not completely clear; thus, with the information available we cannot confirm that the RP create synergies more than complementarities.

The main lessons learned identified are the following:

- In parallel with the alignment to the Strategic Plan, it is important that the Theory of Change has intermediate Outcomes that guide the execution of the RP. For this, it is necessary that the programs and activities have identified contributions to this level of Outcomes. If the contribution of the RP to the Outcome indicators cannot be measured, it is not possible to understand the results achieved by the RP.

- With the pandemic, it was demonstrated that remote work is not only feasible, but even more productive. Now it is clear that professionals can offer services without

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having to migrate. Now human resources can connect with other countries to work there without having to move.

- The Country Offices that make the most of the resources and tools available are those that know the types of RP support.

- The RP operation seems to be supply-driven, especially on topics where specific tools are already designed and working. However, this is not necessarily a negative issue.

- It is important to have a clear understanding of the RP governance, and to identify the tasks of each cluster or team towards unified objectives. In addition, solutions with an integral vision of development could be interesting for donors.

Derived from the pandemic, for the next RP there are two stages to be considered: (1) COVID Shock recovery, and (2) Growth in Post-COVID era. In this context, the support that UNDP must **bring to countries and the LAC region is knowledge, research, technical assistance, and interventions with focus on productivity**.

The specific recommendations derived from the analysis are the following:

- **Recommendation 1:** Alignment between the Outcomes and the directorate narrative for the LAC region: Productivity, Inclusion, and Resilience as Outcomes to be achieved by comprehensive activities, tools and solutions related to solid content, strategic partnerships and communications, and impeccable administration.

   In addition, related actions that could help achieve this narrative are the following:

Team	Lines of Action
Gender	Financial Inclusion, Gender training to understand and identify cross-cutting issues in the field
Governance and Sustainable Peace	Economic Growth, Migration and Economic Integration Linked to effective governance, reinstall technical capacity to provide support on electoral themes which is key to strengthen democratic and effective governance.
Health and HIV	Support Regional Vaccination Efforts, Support Regional Health-Risk Awareness Capitalize on preexisting projects, building on the successful experience and collaboration with "Estrategia Intégrate"
Disaster Risk Reduction	Innovative financial instruments, EWS Reassessment/ revision on what is understood by risk (i.e., risk governance, triggered by the COVID pandemic)
Nature, Climate and Energy	Inclusive Growth (nature bonds), Biodiversity, Environmental Justice, Climate Change and Migration

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Team	Lines of Action
Inclusive Growth and SDG	Decent Work, Economic Growth, Productivity, Youth Employment, Financial Inclusion, support evolution of beneficiaries' registries (related to Recommendation 7)

- **Recommendation 2:** Use indicators as incentives: Define indicators in terms of what the RP wants to promote (some missing points in the last RP were: south-south cooperation, partnerships, capacity building, production of data). Indicators must enable to tell the story of results achieved.

- **Recommendation 3:** Include the Strategic Plan indicators in a higher level (as impact), but specific Outcomes' indicators for the RP must be defined, in order to measure contributions and results. If the contribution of the RP to the Outcome indicators cannot be measured, it is not possible to understand the results achieved by the RP.

- **Recommendation 4:** Define targets for each indicator since the planning stage, in order to be able to measure achievement. In addition, the majority of indicators must be focused on region, sub-regions or countries, rather than on specific tools.

- **Recommendation 5:** Elaborate a more exhaustive target exercise, always using the information from previous exercises (historic indicators, when applicable) to ensure that targets are relevant for the region/country/project; achievable, but yet challenging, and have a baseline defined. For targets definitions it is important to consider that in monitoring and evaluation systems, exceeded targets by 120% or more are a signal for reviewing your planning. In general, targets should be achievable, but also with an objective that drives to growth.

- **Recommendation 6:** Incorporate more tools and communication mechanisms for non-Spanish speaking actors.

- **Recommendation 7:** In terms of growth in post-COVID era, the RP can be a mechanism to put on the table that social protection systems must consider new elements. In general, the elements of LAC's social protection policy focus on structural poverty; and the pandemic showed that they are not emergency ready. Social protection systems were not ready for providing social assistance to households facing transitory shocks and not living in extreme poverty.

  One of the features of social protection systems by the beginning of this decade, was that they were originally conceived and designed to address structural poverty, justified by the need to level the playfield by enabling vulnerable groups for engaging in the medium and long term into the benefits of the increasingly prosperous environment that was prevailing across the region.

  However, the COVID-19 pandemic brought this process to a halt, and abruptly challenged both, the operation, and the design of social protection efforts across LAC. On the one hand, the crisis made it evident that it was not enough to aim at covering the

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structurally poor as before in a context where large sectors of the population that had advanced into the middle classes, suddenly returned to the ranks of the vulnerable and of those with incomes under what is needed to cover their basic needs. [1] These groups require temporary support through a short term protection network that cushions the immediate effects of the crisis, while simultaneously offering opportunities through ways out so that they can reincorporate into the productive activities that had improved their standard of living to pre-pandemic levels -that is, a platform that allows them to exit the social protection network and support system. This implies that the concept of social protection needs to be updated to become dynamic so that it can service the structurally poor while at the same time being able to address the needs of the transitory vulnerable that fall below the poverty line temporarily.

In this context, some examples of discussion topics that the RP can promote are the following:

a) It is now desirable that beneficiaries' registries include potential recipients of social assistance, and also the interoperability across systems. Some relevant actions towards these goals are:
   - In the short-term, develop electronic beneficiary registries and management information systems, that can evolve into integrated social protection data bases.
   - Establish protocols and agreements for sharing data with other government institutions and non-governmental organizations.
   - Invest in the interoperability of registries, not only with the social protection systems but also with other social registries such as tax data, social security systems, civil registries, etc.
   - Collect information that allows for assessing vulnerability and exposure to shocks in the case of potential recipients.

b) Update payment systems of the main social programs to promote effective digital mechanisms (financial inclusion); this could have considerable potential for improving the efficiency and effectiveness of social protection programs.

- **Recommendation 8:** With the pandemic, it was demonstrated that remote work is not only feasible, but even more productive. Now it is clear that professionals can offer services without having to migrate. Now human resources can connect with other countries to work there without having to move.

In this context, the PR can function as a broker of talent and knowledge- like a virtual Hub, in addition to the physical hub- that can help different countries. Some specific required activities are the following:

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[1] The economic contraction in LAC implied drastic declines in household incomes as well as a massive exit from the labor market for millions of workers in 2020. According to Acevedo et al. (2020), the number of poor in the region surged by an additional estimated 44 million, and even though part of the increase is expected to be transitory and fade away when the environment improves, the shock certainly modifies the dynamics observed in the past two decades.

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- Research and identify needs and skills required by other countries.
- Development of tools to connect the labor market across countries.

- **Recommendation 9:** In the guidelines to design the RP, include the definition of the types of support available and the mechanisms of dissemination to all institutional actors. It is important to socialize the usefulness of the PR with both internal and external actors in order to explain the different types of resources, activities and support available. The analysis show that COs that make the most of the resources and tools available are those that know the types of RP support.

- **Recommendation 10:** Promote feedback spaces with the Country Offices on the PR (annual meetings with progress, challenges, and possible adjustments).

- **Recommendation 11:** Capitalize on the advantage of a supply-driven RP:
  - Update the products with perceived countries' demands. For this, one mechanism may be the application of an online survey on the needs and priorities of the countries.
  - Define a supply sufficiently specific, but also comprehensive, to have adaptability in the different sub-regions/ countries.

- **Recommendation 12:** Promote the Acceleration Laboratories aligned with narrative objectives. This initiative is positively recognized, but slow in the region. These labs can improve innovation and communication towards the defined vision for the region.

- **Recommendation 13:** Return to the promotion of "Communities of Practice" (virtually and RP-related), which are highly valued in COs. In addition to the shared experiences themselves, these practices can illustrate the kind of support related to the RP, and the Regional Hub can learn more about the countries needs and challenges.

- **Recommendation 14:** Strengthen the coordination between NY and Panama through joint-projects, definition of unified goals, and specific mechanisms for reporting and sharing advances.

  Coordination mechanisms are a complex challenge that, in general, can be promoted by the establishment of rules or coordination norms, or by means of incentives. In this case, the proposal is to explore the creation of joint indicators, considering the narrative and the lines of action described in Recommendation 1.

  The ideal is to align the incentives so that, on the one hand, the PR contributes to achieving the institutional goals of the RBLAC; and, on the other hand, that the actions of the RBLAC enrich the efforts of the PR.

- **Recommendation 15:** Use the RP as an articulating entity within the different Clusters for comprehensive responses to complex problems; to have a unified vision of development.

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- **Recommendation 16:** In line with Recommendations 14 and 15, develop a Matrix that clearly identifies the elements of each cluster and their connection with the RP Outcomes by level of coverage (country, rub-regional or regional). Once the matrix is filled out, it must be reviewed to identify and resolve duplications; identify complementarities and recognize synergies.

Proposal of Matrix for Recommendation 16

Themes	Outcome 1			Outcome 2		
	Country	Sub-regional	Regional	Country	Sub-regional	Regional
Inclusive Growth and SDGs						
Governance and Sustainable Peace						
Health and HIV						
Disaster Risk Reduction						
Nature, Climate and Energy						

Source: Elaboration of the authors

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CHAPTER 1. INTRODUCTION AND OVERVIEW

This document contains the Final Draft for the Evaluation of the Regional Programme (RP) for Latin America and the Caribbean 2018-2021.

UNDP Regional Programmes, which are framed within the UNDP Strategic Plan, are designed to support the region and countries to achieve development results in three main outcome areas: 1) eradicating poverty in all its forms 2) Accelerating structural transformations for sustainable development and 3) Building resilience to shocks and crises. The activities covered by the Programme are:

- Regional public goods and services;
- Sub-regional or cross-border activities;
- Advancement of awareness and action on sensitive and emerging issues that are best addressed on a multi-country or inter-country basis;
- Multi-country activities;
- Promotion of innovative solutions that overcome institutional, financial and/or informational barriers that may be too high for an individual country to address;
- Inter-regionality;
- Partnership-building and network development at regional and sub-regional levels;
- Knowledge generation and sharing of experience and expertise, including south-south and triangular cooperation.

1.1 OBJECTIVE OF THE EVALUATION

The present evaluation of the RP 2018-2021 was conducted as agreed in the evaluation plan and in accordance with the UNDP's Evaluation Policy, which sets out several guiding principles, norms, and criteria for evaluation in the organization.

The objective of the evaluation is to analyze the regional program's contributions to development in the region and in particular, to provide a *broad assessment of the attainment of the programme's intended results* across the outcome areas. A set of recommendations will be drawn in order to provide inputs for the next regional programme document and elements for improved decision making.

Following the Terms of Reference (ToR) provided (see Annex 1), the specific objectives of this final evaluation are:

1. To review:

    a. the quantitative and qualitative regional development results, highlighting progress, the key drivers of success, and main gaps;
    b. the strategy (Theory of Change) adopted and asses if it was the correct approach for achieving the higher-level results of the programme;

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    c. how the RP has contributed to position UNDP regionally, including supporting countries with the SDGs in the new COVID-19 context;

    d. how the RP has contributed with knowledge generation and innovation, within the three programme outcomes, and how it has been applied at national level;

    e. how the RP has contributed to leverage existing Country Office (CO) portfolios in the achievement of planned development results.

2. To present key findings, lessons learnt, and provide recommendations to inform the strategy and focus of the RP in the next cycle.

1.2 SCOPE OF THE EVALUATION

The RP is defined as the set of activities included in the regional programme document approved by UNDP's Executive Board in 2017. These activities are largely implemented by the Regional Hub, but in some cases by the Regional Bureau at the headquarters or by the Country Offices. Furthermore, they could include activities that use resources provided by Global or Country Programmes. For these reasons, the contribution of these activities to the realization of intended outcomes should be assessed in conjunction with the associated country programme activities.

The evaluation assessed UNDP's contribution to regional development and its strategic position in the region, and addressed design and implementation issues, especially for major programme activities and results.
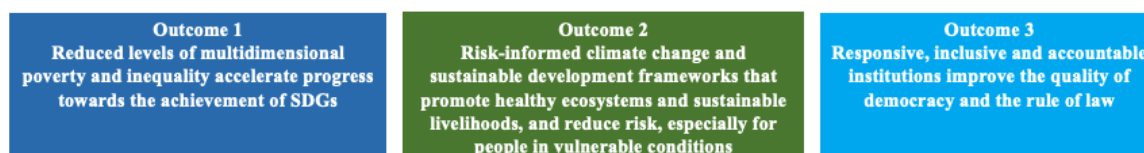
Given the current pandemic situation, with travel restrictions and distancing measures in place, the evaluation was carried out by CEES/EASE through virtual means only.

1.3 METHODOLOGY

The evaluation takes a "theory of change" (TOC) approach to determine the links between the activities that UNDP has supported and the observed progress in the achievement of expected results.

The CEES considered the TOC formulated for the programme and methods were selected for their rigor in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions (see TOR in Annex 1), and to meet the purpose of the evaluation. The three Outcomes that will lead the discussion are presented in Figure 1.

Figure 1. Outcomes related to the RPD

Outcome 1	Outcome 2	Outcome 3
Reduced levels of multidimensional poverty and inequality accelerate progress towards the achievement of SDGs	Risk-informed climate change and sustainable development frameworks that promote healthy ecosystems and sustainable livelihoods, and reduce risk, especially for people in vulnerable conditions	Responsive, inclusive and accountable institutions improve the quality of democracy and the rule of law

Source: Elaboration of the authors

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Figure 2 summarizes the main objectives for the evaluation, the analysis made for each of them, and the specific evaluation methods that were used. For example, to review the quantitative and qualitative regional development results achieved we analyzed the RP Outcomes and Outputs results through desk review and data collection methods; for reviewing the TOC we analyzed the rationale, the vertical and horizontal logic, and the defined indicators; to review how the RP has contributed to position UNDP regionally we analyzed the perception of stakeholders by means of data collection methods; and to review the contribution to existing CO portfolios, we analyzed the COs perceptions and involvement in RP projects through desk review and data collection methods.

Figure 2. Objectives and Methods
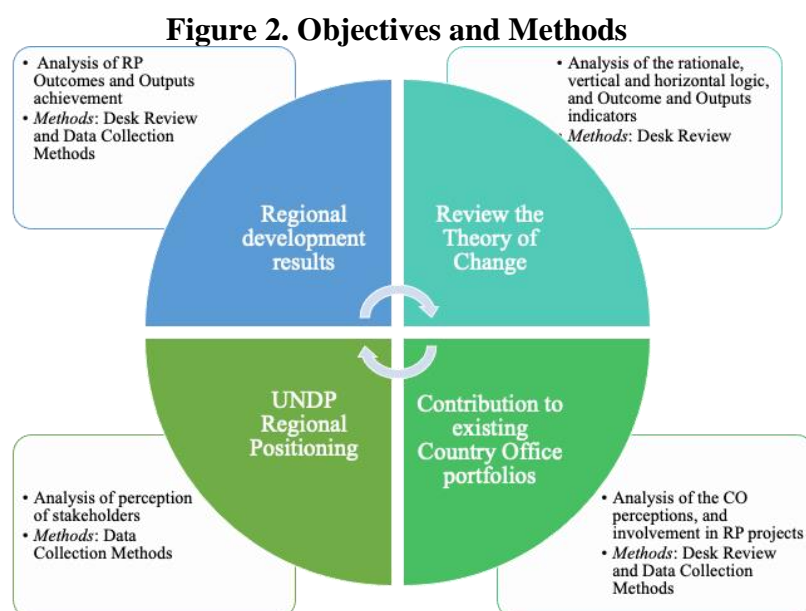
Source: Elaboration of the authors

This evaluation also analyzes and assesses the strategic positioning of the RP and its performance in contributing to the realization of each RP outcome and other unexpected outcomes, such as the contribution provided to Country Offices. The evaluation framework consists of the key interrelated set of questions derived from standard evaluation criteria (see Table 1): *relevance, effectiveness, efficiency* and *sustainability,* and other factors which presumably affect performance in terms of partnerships, gender equality and human rights; capacity development, project/programme design, knowledge generation and innovation and south-south solutions.

Table 1. Evaluation Criteria and Definition

Evaluation Criteria	Definition
Relevance	Extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities, and partners' and donors' policies.

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Evaluation Criteria	Definition
Effectiveness	Extent to which the development intervention's objectives were achieved, taking into account their relative importance. Effectiveness assesses the outcome level, intended as an uptake or result of an output.
Efficiency	Measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. It is most commonly applied to the input-output link in the causal chain of an intervention.
Sustainability	Continuation of benefits from a development intervention after a major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

Source: UNEG, 2014

The complete *Evaluation Matrix* is presented in Annex 2, which specifies the key evaluation questions and how they have been answered via the methods selected. The structure of the matrix is summarized in Table 2, where it can be seen that the four evaluation criteria and the cross-cutting issues were used through 44 evaluation questions (ranked by priority), using different data collection methods and sources of information.

Table 2. Structure of the Evaluation Matrix

Evaluation Criteria	Evaluation Question (EQ)	EQ Priority Ranking	Data Collection Method	Sources of Information
Relevance	13		- Desk Review	
Effectiveness	10	1- Top Priority	- Virtual Field Visits in Sample Countries	Documentation identified for Desk Review
Efficiency	6	3- Less Priority	- Stakeholder's interview/questionnaire	
Sustainability	8	2- Priority		
Cross-Cutting Issues	7		- Online Survey	

Source: Elaboration of the authors

Annex 3 presents the list of stakeholders interviewed for this evaluation.

1.4 DOCUMENT STRUCTURE

Chapter 2 includes a description of the regional context, priority development challenges, and emerging needs of the region, and Chapter 3 describes the Programme's lines of actions, including projects, activities and regional interventions.

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In Chapter 4 we analyze the contributions of UNDP's RP, in terms of Outcomes achievement; the identification of main findings related to the evaluation criteria and cross-cutting issues; the presentation of the defined case studies; the identification of main challenges, obstacles or constraints faced by the RP; and Chapter 5 analysis of the strategic positioning of UNDP's RP itself.

Finally, Chapter 6 presents the general conclusions and the recommendations, which are expected to be relevant to enrich the design of the following regional programs.

CHAPTER 2. REGIONAL CONTEXT AND UNDP RESPONSE

This chapter will focus on providing a brief overview of the priority development issues, themes and trends in the LAC region, and how UNDP has organized its operations to design and implement a regional programme to respond to the challenges and priorities of the region during the period of time covered by the evaluation (2018-2021), including the recent COVID-19 pandemic.

In the following subsections, we first illustrate the themes and trends linked to each of the RP outcomes; then we discuss the priority development issues, and we close this chapter describing the emerging needs of the region.

2.1 REGIONAL TRENDS AND REGIONAL PROGRAMME OUTCOMES

The goal of this brief overview of the regional context is to illustrate the dynamics of the period in which the RP was operational, and the challenges faced and addressed. The region covered by the Regional Bureau on Latin America and the Caribbean (RBLAC) comprises 26 UNDP country offices and 42 countries and dependent territories in LAC. Spanish, Portuguese, and French are primarily spoken in Latin America (LA), while in the Caribbean the main spoken languages are English, Spanish, Dutch, and French.

2.1.1 ON REGIONAL PROGRAMME OUTCOME 1: REDUCED LEVELS OF MULTIDIMENSIONAL POVERTY AND INEQUALITY ACCELERATE PROGRESS TOWARDS THE ACHIEVEMENT OF SDGS

The LAC Region has a multidimensional poverty index of 0.031[2]. According to the G-MPI, about 7.2% of people in the region live in multidimensional poverty.[3] The projected number of multidimensional poor people for 2018 was 38.165 million, which 19.9% and 3.1% lived

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[2]Estimates based on surveys for the period 2008-2019.

[3]This information corresponds to the Global MPI 2020. The multidimensional poverty index is the product of the percentage of people who are multidimensionally poor, and the intensity of multidimensional poverty, the average of indicators of which poor people are deprived. A person is multidimensionally poor if it is deprived of at least a third of weighted indicators. Different indicators and weights can be used to calculate multidimensional poverty. The Global MPI 2020 (OPHI and UNDP report) uses 10 indicators: nutrition, child mortality, years of schooling, school attendance, cooking fuel, sanitation, drinking water, electricity, housing and assets (OPHI & UNDP, 2020).

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in multidimensional poverty in rural and urban areas, respectively (OPHI & UNDP, 2020). Furthermore, 35.9% of people in the region live under the national income poverty line[4], and 4.2% below the $1.90 poverty line (OPHI & UNDP, 2020). Furthermore, according to the Human Development Report, the Inequality-adjusted HDI (IHDI) in 2019, which "is motivated by intragenerational inequality, lowering each component of the HDI by the inequality in that component" (UNDP, 2020c. p.235), was 0.596 for the region. In contrast to an unadjusted HDI of 0.766. The Gender Development Index (GDI), "the ratio of female to male HDI values" (p.360), is 0.978 for the LAC region. This is the region with the highest GDI. Regarding the Gender Inequality Index (GII), which measures the inequality of achievement between men and women regarding reproductive health, empowerment and the labor market, the LAC region has a value of 0.389 (UNDP, 2020c).

From 2013 to 2015, 27 million people moved from middle class to high vulnerability, which increased their risk of falling to poverty (UNDP, 2017). Moreover, in 2016, between 25 and 30 million people were at risk of falling to income poverty (UNDP, 2016). Graph 1 presents the population of the region in millions that were below the $5.50 poverty line, in the middle class, and vulnerable between 2000 and 2018. As shown, there has been a consistent downward trend of people living under poverty, and a consistent increase of middle-class population. Nevertheless, there is also a slightly positive trend of people in vulnerability. These figures were affected given the unforeseen global pandemic that would hit by the end of 2019, and which multiplier effects in different sectors are still unmeasurable.

Graph 1. Historic trend of the poverty rate in the LAC region*
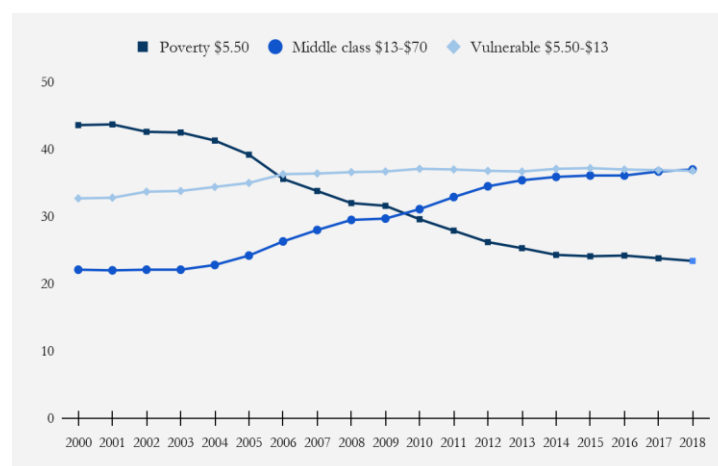
*LAC region includes 18 countries: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, St.Lucia, Uruguay. Source: Elaboration of the authors based on information from The World Bank (2021).

In the LAC region, the unemployment rate had been having a downward trend since 2003 (CEPAL, 2020a). Nevertheless, since 2015 there has been an upward trend: in 2019, the unemployment rate reached 8.1%. For that year, the gap between men and women unemployment was 2.5%, with women unemployment reaching almost 10%. This represents

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[4]The national poverty line is the poverty line defined by the country's authorities (OPHI & UNDP, 2020).

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the year with the biggest women unemployment since 2008, and the fourth largest unemployment gap between men and women since that year (see Graph 2, which represents unemployment rate by sex since 2008. From that year forward, there is data disaggregated by sex. However, the original data shows the overall unemployment rate since 2001) (CEPAL, 2020a).

Graph 2. Trend of the unemployment rate in the LAC region*
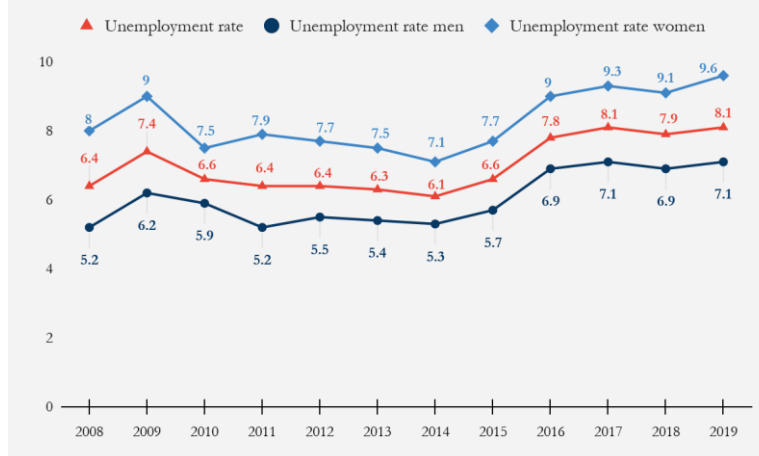
Source: Elaboration of the authors with information from CEPAL (2020a).

While most LAC countries have become "middle income" countries over the past 30 years, they have not all become "high human development" countries, although the Human Development Index (HDI) for the region in the 1990-2019 period shows an upward trend, going from 0.632 to 0.766. Yet, the average annual HDI growth observed in LAC countries was the second-last from six regions (0.67), only followed by Europe and Central Asia (0.62), while the South Asia region claimed the top average annual HDI growth (1.33) (UNDP, 2020c).

2.1.2 ON REGIONAL PROGRAMME OUTCOME 2: RISK-INFORMED CLIMATE CHANGE AND SUSTAINABLE DEVELOPMENT FRAMEWORKS THAT PROMOTE HEALTHY ECOSYSTEMS AND SUSTAINABLE LIVELIHOODS, AND REDUCE RISK, ESPECIALLY FOR PEOPLE IN VULNERABLE CONDITIONS

There is an increasing debate in the community on how best to reflect concerns with environmental degradation and sustainability in indicators of development. Yet, having comparable environmental data remains a challenge, as reflected in the 93 SDG indicators related to the environment, where 30% lack an agreed methodology, and the ones that have one, lack sufficient data to assess progress. There are some composite indices that combine economic, social and environment dimensions seeking to complement dashboards. One of these indices is the Environmental Performance Index (EPI)[5] which the HDI is positively

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[5]Developed by the Yale Center for Environmental Law & Policy, the 2020 EPI provides a quantitative basis for comparing, analyzing, and understanding environmental performance for 180 countries using 32 performance indicators across 11 issue categories. These indicators provide a gauge at a national scale of how close countries are to established environmental policy targets.

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associated with (UNDP, 2020c). For the LAC region[6], the EPI rank average was 45.6 (from a 0-100 score) (see Graph 3.). Among the countries of the region, Chile obtained the top-score (55.3), which is still considerably low compared to the three top-ranked countries: Denmark (82.5), Luxembourg (82.3) and Switzerland (81.5). Haiti lays at the bottom of the ranking (27) obtaining a similar score as Burundi (Wendling et al., 2020).

Graph 3. EPI score (2020) for the LAC region*
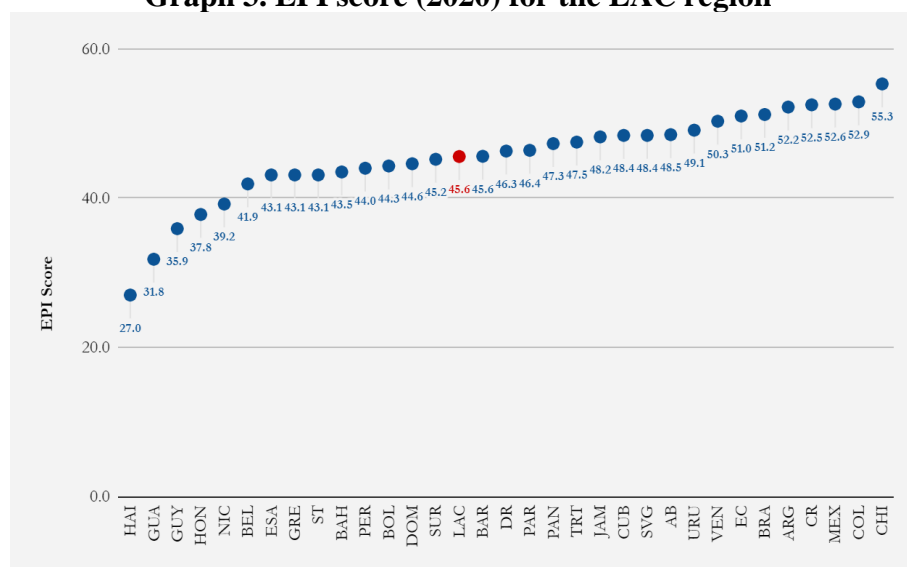
Source: Elaboration of the authors with information from EPI (2020).

From 1990 to 2020, the percentage of the region's surface covered by forests decreased from 53.4% to 46.5%. Overall, there has been a downward trend of forest surface toward the years. This is due to a decrease in natural forests, while forest plantations have increased slightly throughout the years (CEPAL, 2020a).

There is no regional information regarding the number of people with access to early warning information systems. However, there is information for some countries: in Guatemala in 2020, 0.02 out of 100 thousand people had access to early warning information systems; for Perú in 2019, between 0.2 to 0.3; in the year 2018, the rate of access was between 0.64 and 0.8 in Mexico, between 0.48 and 0.64 in Costa Rica, and between 0.32 and 0.48 in Colombia. (UNDRR, 2021).

Furthermore, it is worth noting the participation of the countries in the region in the Paris Agreement, that seeks to reduce global warning to 2°C, or to 1.5°C if possible. It also seeks the decarbonization. This is done through nationally determined contributions (NDC), namely, the commitments assumed by countries towards the reduction of greenhouse effect gases and the adaptation to climate change (Samaniego et al. 2019). These, in line with the fight against climate change, are highly relevant topics in the region. Even though there have been decreasing emissions in the region between 2005 and 2014 (the agreement was signed in 2015), the region presents a high vulnerability to climate change, that is exacerbated due to the political uncertainty it faces (Calero et al., 2020).

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[6]The LAC region comprised 32 countries of the 180 where the EPI is estimated.

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As of 2018, 33 countries in the region had an NDC[7], 70% of which include mitigation and adaptation (Samaniego et al. 2019). Furthermore, according to a study of 21 countries in LAC[8] (Calero et al., 2020), up to September of 2020, ten countries have announced the objective of being carbon neutral in 2050, and 11 their intention of increasing the ambition of their NDCs. Nevertheless, as of 2020, only 19% of these countries had a financing strategy for their NDC, 62% have normative or regulatory frameworks that are explicitly compatible with their NDC goals, and there are only five long term strategies.

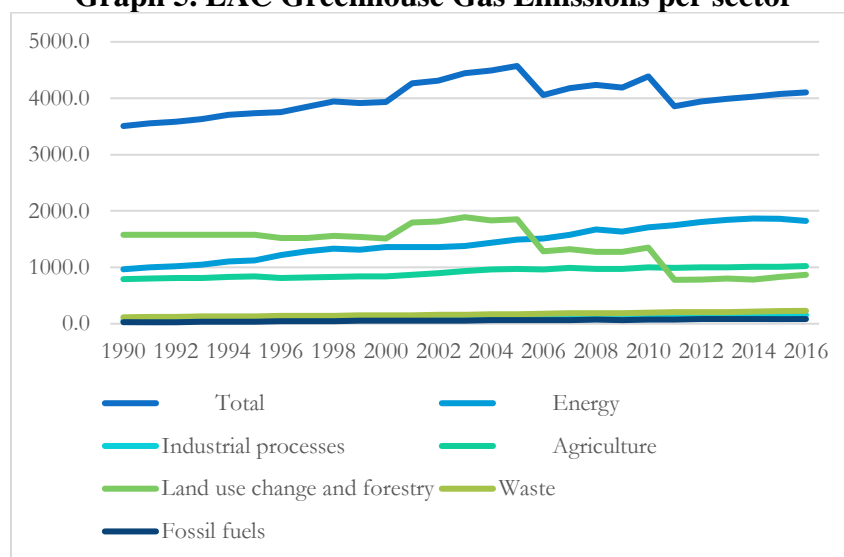**Graph 4. Total Greenhouse Gas Emissions (MtCO2e)**
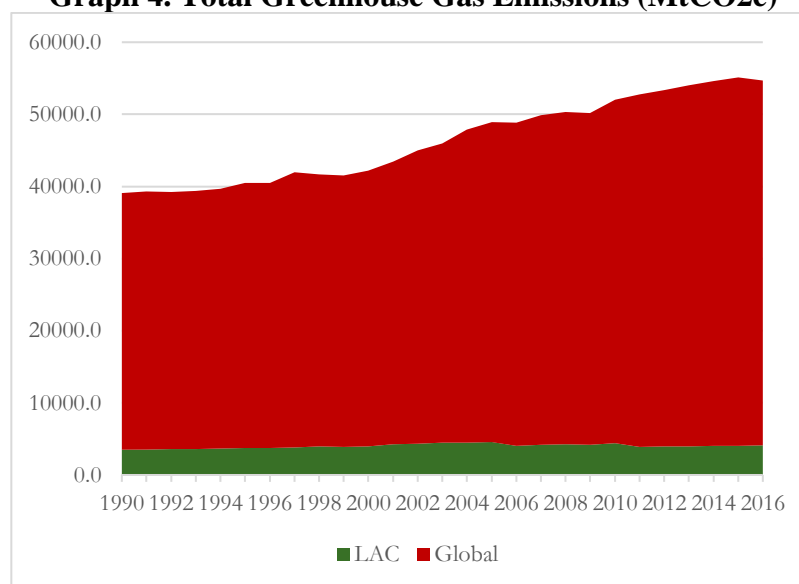
Elaboration of the authors with data from CEPALSTAT, 2020.

LAC Region accounts for 5 to 8% of the world's CO2 emissions. Furthermore, as of 2014, 26.6% of global emissions because of deforestation and land use were caused by the region, as well as 5.2% of emissions due to fossil fuels and cement production (Quiroga, 2019). Most of LAC's emissions are due to the energy sector, followed by land use change, and agriculture (Quiroga, 2019). Graph 4 represents the total Greenhouse Gas Emissions at the LAC and global level. As can be seen, there has been a rather constant trend in emissions in the region, compared to the almost consistent global increase. In 2001 the region produced the highest percentage of emissions (10.9%), while 2011 was the lowest (7.9%). As of 2016, LAC produced 8.1% of the world's emissions. Furthermore, as can be seen in Graph 5, up to 2006, change in land use was the most important source of emissions in the region. Nevertheless, since that year, the emissions caused by that sector have decreased. At the same time, the emissions produced by the energy sector have increased consistently since 1990 and since 2006 are the leading cause of emissions in the region.

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[7] Antigua and Barbuda, Argentina, Bahamas, Barbados, Belice, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Ecuador, El Salvador, Granada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Republica Dominicana, Saint Kitts and Nevis, Saint Vincent and the Granadines, Saint Lucia, Suriname, Trinidad and Tabago, Uruguay and Venezuela

[8] Argentina, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, México, Nicaragua, Panamá, Paraguay, Perú, Dominican Republic, Uruguay, Venezuela.

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Graph 5. LAC Greenhouse Gas Emissions per sector

Elaboration of the authors with data from CEPALSTAT, 2020.

2.1.3 ON REGIONAL PROGRAMME OUTCOME 3: RESPONSIVE, INCLUSIVE AND ACCOUNTABLE INSTITUTIONS IMPROVE THE QUALITY OF DEMOCRACY AND THE RULE OF LAW

As can be seen in Graph 6, the number of women in national parliaments in the region has consistently increased, although it is still almost 20 points away from gender parity. From the year 2000 to 2019, the percentage of women in parliament increased from 13.3 to 31.7% (CEPAL, 2020c). Moreover, in the last 30 years, the percentage of ministers who are women has incremented from 9% in 1990 to 30.3% in 2019, and of women councilors from 14% to 28.6% (PNUD & ONU Mujeres, 2019). Despite this, the trends in different levels of government have not seen similar changes. The highest percentage of women in posts in the municipality was 13.3% in 2018. In addition, there are bigger obstacles for women to get into uninominal positions (PNUD & ONU Mujeres, 2019); and there are disparities between countries. For example, Bolivia and Mexico have achieved 53.1% and 48.2% of women in the low chamber of the legislative.

Overall, the percentage of women in positions of power within the state is less than 30%, despite their electoral participation is 3 to 8 points higher than men's and that they represent around 50% of candidates in electoral processes (PNUD & ONU Mujeres, 2019).

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Graph 6. Percentage of women in Parliament for the LAC region*
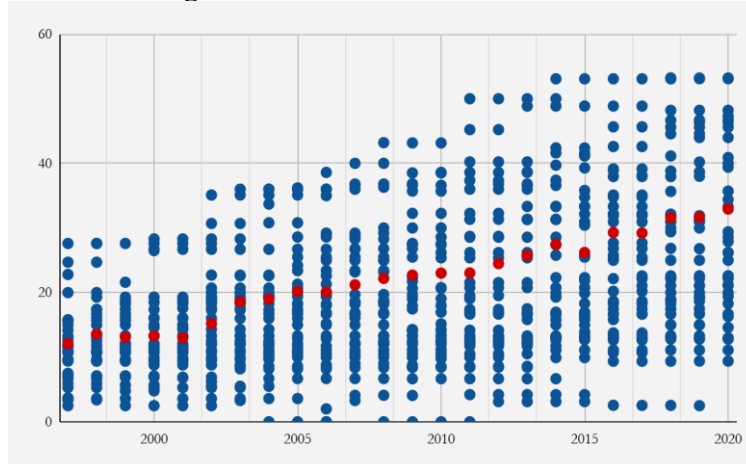
Source: Elaboration of the authors with information from CEPAL (2020c).

In addition, the LAC region is the most violent in the world. In 2018, LAC had a homicide rate of 19.4 per 100 thousand people, while the world's homicide rate was 6.6. Some Central American and Caribbean countries have the highest homicide rates in the world, including Honduras and El Salvador with a rate of 41.4 and 50.4, respectively. Despite the above, between 2015 and 2019, there has been a 45% decrease in the homicide rates for men, and 33% for women (InfoSegura et al., 2020).

Graph 7. Homicide rate per region (left) and subregion (right) worldwide for 2018
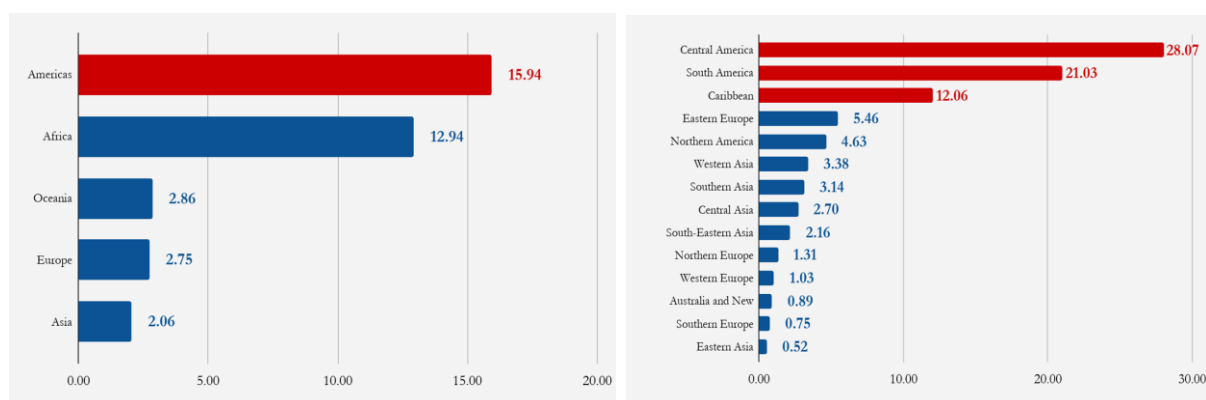
Source: Elaboration of the authors based on information from UNODC (2021).

Another latent problem un the region is violence against women and girls. For instance, in 2018, 27% of women that had ever been in an intimate relationship had suffered violence from an intimate partner. Although in the region this percentage has decreased, it has increased in three countries: Brazil, Dominican Republic, and Haiti. In this same year, there were 3,529 femicides in the region (OECD, 2020). As a result, 18 countries in LAC have passed laws that recognize femicide or feminicide as a crime different from homicide.

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The rates vary between countries across the region; while in 2019 the femicide rate per 100 thousand women in Costa Rica was 0.6 (CEPAL, 2021), in El Salvador it reached the rate of 232 (Spotlight, 2020). The region faces the highest rate of none-couples related sexual violence, and the second highest of couples or ex-couples related (OECD, 2020). Furthermore, women from certain ethnicities, such as black and indigenous women, as well as girls, are more vulnerable to gender violence, including sexual violence and femicide (OECD, 2020).

In addition, violence against women and girls has increased importantly in the region during the pandemic. Some examples are: In Mexico, there was an 80% increase of calls to support lines in the first month of the confinement, while in Paraguay there was an 50% increase during March, and a 39% increase in Argentina during the first month of quarantine. Furthermore, in Colombia there were 12 feminicides reported in 16 days, and a 51% increase in family violence against women; in Argentina there were at least 20 femicides in the first month of quarantine; in Bolivia, during quarantine, there were reported 4 cases of feminicide, 1,200 cases of violence against women and girls, and 33 rapes to minors (Martin, n.d.).

As presented in Graph 8, the average rate of new HIV infections per 1,000 uninfected people in America (including Canada and the United States), decreased from 0.23 in 2000 to 0.17 in 2019, which is below the global rate value of 0.22. However, there are important regional differences. The countries with the highest rates in the region are Jamaica and Haiti, with a rate of 0.59 (0.83 for men and 0.33 for women), and a rate of 0.52 (0.49 for men and 0.54 for women), respectively. In contrast, the countries with the lowest rates are Nicaragua (0.06), Guatemala (0.07), and Bolivia (0.08) (World Health Organization, 2019).

Graph 8. Rate of new HIV infections per 1000 for the Americas region*
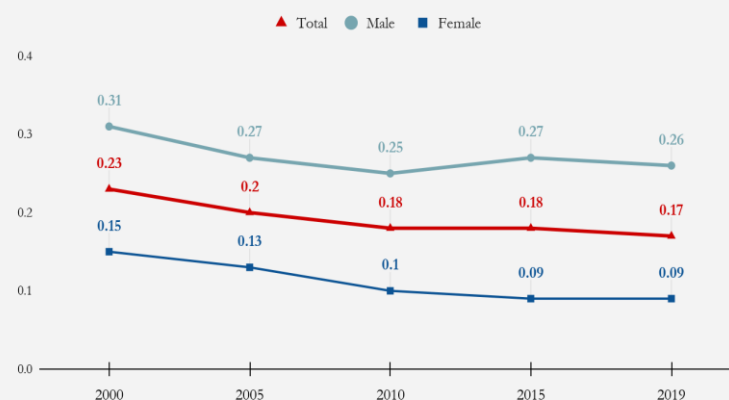
Source: Elaboration of the authors with information from World Health Organization (2019).

2.2 PRIORITY DEVELOPMENT CHALLENGES AND EMERGING NEEDS OF THE REGION

The COVID-19 pandemic has hit all dimensions of human development in all countries of the world: up to 100 million people are falling to extreme poverty; 1.4 billion children are being affected by school closures, and, up to early June 2020, there were 400 thousand confirmed deaths from COVID-19 (UNDP, 2020). For the first time in its history, the Human

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Development Index (HDI) is predicted to decrease in 2020. This puts the LAC region in an important risk and vulnerability in front of socioeconomic crisis since it is the region with the highest levels of inequality in the world. Millions of people in the region are at risk of falling to poverty due to the pandemic. From 7 to 9 million people were expected to fall below the extreme poverty line ($1.90 a day) in June 2020 and January 2021, and from 39 to 45 million were at risk of falling beneath the $5.50 poverty line during these two months (Martin, 2021). The estimated rate of increase in poverty for the region is 14.5%, which represents 28.7 million people (García Jaramillo, 2020)[9].

Graph 9. Change of worldwide HDI from previous year (left) and people falling into poverty due to COVID-19 (right)
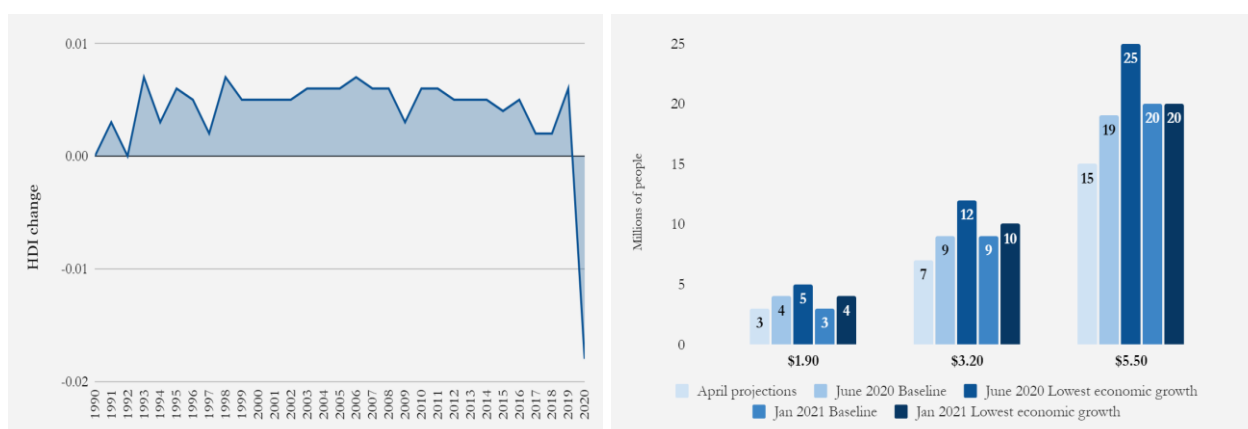
Source: Elaboration of the authors with information from UNDP (2020) (left) and Lakner et al. (2021) (right).

More than 144 million students in the region had to stop going to school as a result of sanitary measures to control the pandemic, although even before the pandemic, school dropout was an important problem of the region. The poorest people are the most affected by school dropout, and there are inequalities inside the countries: the rate of secondary education completion in Haiti for the lowest economic quantile is close to 1%. This puts the region, and specifically the poorest people, in risk of higher school dropout. It was estimated that between 0.6 and 0.9 of school years will be lost if schools were closed for 5 or 7 months (García Jaramillo, 2020).

The gap between women and men employment rate has increased to 35% in houses with at least one child younger than 6 years old. In houses without children, the gap is 20% (Martin, 2021). As a consequence of quarantine, there has been an important increase in unpaid housework for women and girls (UNDP, 2020). Likewise, women in the region have less access to the internet than men in some countries of the region. For instance, in Bolivia, only 33% of women have internet access (Martin, 2021. This can be especially problematic in the pandemic when internet access has become essential for some jobs. This puts people without internet access, especially women, in risk of unemployment. Furthermore, the pandemic represents a Human Development crisis, to which women and girls face greater risks because

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[9] The source does not specify the method used to measure poverty. Nevertheless, it is differentiated from extreme poverty, which could lead one to believe that it refers to the $5.5 poverty line.

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intrinsic inequalities in society. Besides, women are 70% of health and social workers, so their exposure to the virus is higher (UNDP, 2020b).

CHAPTER 3. UNDP'S REGIONAL PROGRAMME

The RP includes three programme outcomes aligned with outcomes of the Strategic Plan (SP) 2018-2021:

- **RP Outcome 1.** Reduced levels of multidimensional poverty and inequality accelerate progress towards the achievement of SDGs.
- **RP Outcome 2.** Risk-informed climate change and sustainable development frameworks that promote healthy ecosystems and sustainable livelihoods, and reduce risk, especially for people in vulnerable conditions.
- **RP Outcome 3.** Responsive, inclusive and accountable institutions improve the quality of democracy and the rule of law.

Under the 2030 Agenda, it adopts an integrated view, recognizing development challenges as multidimensional and interlinked. Within each of these outcomes, the programme constructed its regional interventions aligned with the UNDP global offer of signature solutions.

Regarding UNDP's positioning in the region, the organization is divided by the following entities:

- RBLAC: It houses the senior leadership and lays overall strategies, including the Regional Programme. It does the oversight of 26 COs, that cover 42 countries. Furthermore, it implements the Acelerando el progreso de los ODS en América Latina y el Caribe. The implementation and oversight of the RP is delegated to the regional hub.
- Regional Hub (RH): Located in Panama, offers technical support to the 26 COs in the region. Its objective is "to bring corporate and regional policy, closer to where they are needed on the ground, and to make those services more responsive to country programme needs". Apart from that, it has other roles such as: coordination of regional projects, representation in regional spaces, relationship, and follow-up of agreements of regional inter-agency agendas, supervision, and mandate to implement global projects and tools.
- 26 COs that implement the programmes.

3.1 PROGRAMME'S LINES OF ACTION

In total, there are 23 programs and/or projects in the RP Portfolio, all of them related to one Outcome and at least one Output defined. The majority of these projects are related to Outcome 3, and only 3 projects are related to the reduction of poverty and the achievement of the SDGs. Nevertheless, 14% of the total budget was allocated to outcome 1 (as seen in Graph 8).

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Regarding the RP budget, in total, there were $58,418,321 US dollars assigned from 2018-2021, including TRAC resources and other funding sources. Over the years, the RP budget fluctuated towards a downward trend, with a steep decline in the original budget in 2014, as shown in Graph 10.

Graph 10. Regional Programme Budget
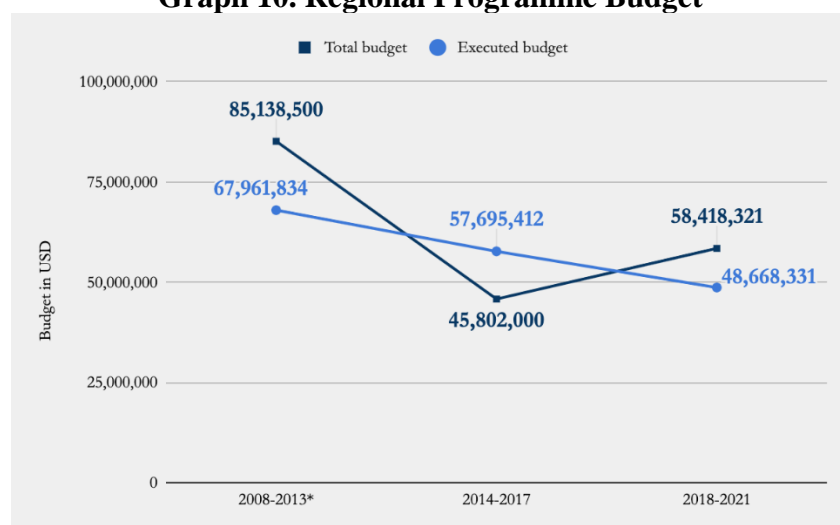
Source: Elaboration of the authors with information provided by the RH.

However- up to May 31st, 2021- TRAC resources represented only about 8% of the total resources (see Table 3)- which is quite small as compared to other regions. In fact, sometimes it is not clear that additional resources (especially those from donors) are part of the RP implementation.

Table 3. RP Resources 2018-2021

Resources	2018	2019	2020	2021	Total
TRAC	1,691,246	1,109,508	884,929	20,233	**3,705,917**
Other Resources	21,911,743	13,162,351	6,704,499	3,183,822	**44,962,415**
Total	**23,602,989**	**14,271,859**	**7,589,428**	**3,204,055**	**48,668,331**

Source: Elaboration of the authors with information provided by the RH.

Regarding resource mobilization, there is a strong networking established for certain development issues like citizen security, climate change, disaster risk reduction, gender, and SDG/Human Development/and poverty reduction, build with partners such as USAID, AECID/Spain, ECHO, and the EU.

In terms of distribution of resources, Table 4 presents resources by outcome and number of projects related.

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Table 4. Budget distribution by RP outcome

RP Outcome	Total Expenditure (US$)	Number of projects
Outcome 1	8,885,989	5
Outcome 2	18,257,565	6
Outcome 3	21,524,784	11
Total	**48,668,337**	**22**

Note: There is 1 additional project cross-cutting all outcomes.
Source: Elaboration of the authors, with information up to May 31st, 2021.

The RP operates, throughout its projects, in different parts of the region. The present programme has mainly targeted the Caribbean (US$28.3 million and 8 projects); Central America (US$15.7 million and 4 projects); and overall regional actions (US$14.4 million and 11 projects). Implementation of resources have been handled by the Regional Hub (53%); the sub-regional office of Barbados (27%) and beneficiary COs (20%).

3.3 SAMPLE PROJECTS, ACTIVITIES AND COUNTRIES

In order to analyze the programme in an integral way, we defined a sample set of activities to evaluate. According to the Terms of Reference of the project, such a sample was selected based on the following main criteria:

- They sufficiently cover each of the 3 programme outcomes;
- They sufficiently cover all the types of activities;
- They cover all the activities that are considered strategically important or financially significant, and
- They reasonably cover different beneficiary countries.

In addition, in order to analyze the programme in an integral way, we used a sample of seven activities or programs related to the RP, and seven countries, considering the different subregions of LAC: Central America, the Caribbean and South America; but also looking at Andean and Southern Cone countries for the selection. The sample is an analytical sample, which considers the main criteria listed above, and tries to include variability and diversity in the activities to be analyzed in depth. The proposed activities and countries to integrate the sample are presented in Table 5.

Table 5. Sample Projects and Sample Countries

Project/Activities	CO
1) Acelerando el Progreso de los ODS en LAC 2) CAM Evidence-Based Information Management CS -	1) Colombia 2) Uruguay

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Project/Activities	CO
INFOSEGURA 3) Being LGBTI in the Caribbean 4) Japan-Caribbean Climate Change Partnership - JCCCP 5) SIGOB – Capacidades de Gestión 6) Spotlight Caribbean Regional Programme 7) Strengthen integrated early warning systems Caribbean - EWS I	3) El Salvador 4) Honduras 5) Dominican Republic 6) Barbados 7) Haiti

Source: Elaboration of the authors

The budget of the different projects of the RP with respect to the total RP budget can be observed in Graph 11, emphasizing the seven programs of the sample.

Graph. 11. Sample Projects Budget
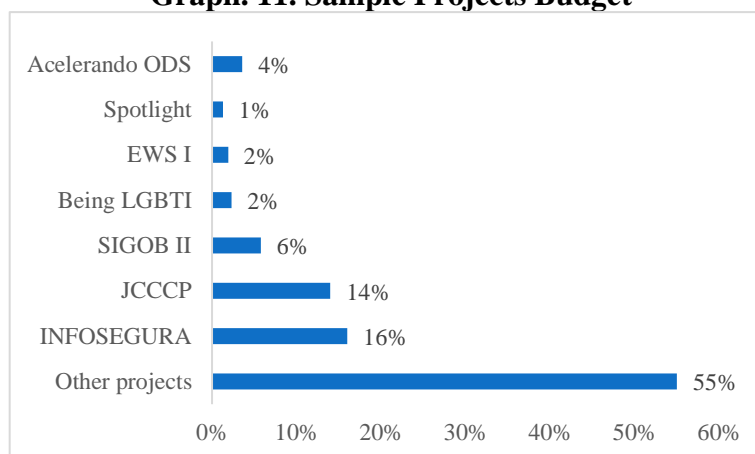
Source: Elaboration of the authors with information provided by the RH.

Annex 4 presents a descriptive summary of each project of the sample.

CHAPTER 4. CONTRIBUTIONS OF UNDP'S REGIONAL PROGRAMME

This chapter presents the contributions of UNDP's RP, in terms of Outcomes achievement and the identification of main findings related to the evaluation criteria and cross-cutting issues. First, we present the analysis by outcome (sections 4.1- 4.3), and then in section 4.4 we present an overall assessment of outcomes achievement; followed by the description of the defined case studies; and the identification of main challenges, obstacles or constraints faced by the RP.

The findings identified in this Chapter are the product of the analysis of the available documentary information, and the triangulation with the findings and perceptions of the field work.

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4.1 OUTCOME 1- REDUCED LEVELS OF MULTIDIMENSIONAL POVERTY AND INEQUALITY ACCELERATE PROGRESS TOWARDS THE ACHIEVEMENT OF SDGS

RELEVANCE

Outcome 1 is fully aligned with Strategic Plan's *Outcome 1- Eradicate poverty in all its forms and dimensions* and contributes directly to three of the SDGs: SDG1- No poverty; SDG 5- Gender Equality, and SGD 10- Reduced Inequalities.

As illustrated in Chapter 2, poverty and inequalities are still a priority in LAC. About 7.2% of people in the region live in multidimensional poverty.[10] Also, 35.9% of people in the region live under the national income poverty line[11], and 4.2% below the $1.90 poverty line (OPHI & UNDP, 2020). Even though there has been a consistent downward trend of people living under poverty- and a consistent increase of middle-class population- there is also a positive trend of people in vulnerability. Furthermore, while most LAC countries have become "middle income" countries over the past 30 years, they have not all become "high human development" countries.

This outcome had three main projects associated, two of them related to the assessment of multidimensional poverty, and one focused exclusively on the creation of knowledge, tools and spaces for dialogue to accelerate the 2030 Agenda. In addition, UNDP incorporated the gender perspective in all SDG acceleration tools such as RIA, MAPS and COMBOS; tools that have deeply penetrated the region, according to strategic actors.

In terms of this outcome, the RP was highly adaptable, particularly regarding COVID-19 pandemic. In this matter, for example, the RBLAC in collaboration with think tanks and academic institutions in the region, launched the "Policy Document Series" providing rapid and separated assessments of the economic impacts of the pandemic and the policy options to contain the economic crisis and protect the most vulnerable for the different countries in the region.

In general, the gender focus is very strong for this outcome. Almost all the tools, methodologies, knowledge, and solutions created included a gender-sensitive component. Also, the gender team participated in measuring six out of nine of the Outputs indicators.

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[10]This information corresponds to the Global MPI 2020. The multidimensional poverty index is the product of the percentage of people who are multidimensionally poor, and the intensity of multidimensional poverty,   the average of indicators of which poor people are deprived. A person is multidimensionally poor if it is deprived of at least a third of weighted indicators. Different indicators and weights can be used to calculate multidimensional poverty. The Global MPI 2020 (OPHI and UNDP report) uses 10 indicators: nutrition, child mortality, years of schooling, school attendance, cooking fuel, sanitation, drinking water, electricity, housing and assets (OPHI & UNDP, 2020).

[11]The national poverty line is the poverty line defined by the country's authorities (OPHI & UNDP, 2020).

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However, even though this outcome is clearly relevant for the region, there are some priorities missing, such as more actions related to decent work and economic growth, youth employment, productivity, and more defined interventions addressing the poorest and most left behind. Moreover, these lines of action could had worked as intermediate outcomes for assessing a more real contribution to the SP outcomes.

In addition, especially for this Outcome, some stakeholders mentioned that even though the issues related to the Outcome are relevant, there is a variability in the intensity of relevance among regions or countries.

EFFECTIVENESS

In terms of the Outcomes indicators, *RP Outcome 1: Reduced levels of multidimensional poverty and inequality accelerate progress towards the achievement of SDGs* had 0% of achievement; mostly because the two poverty related indicators (Indicator 1.1 and Indicator 1.2) were highly affected by the COVID-19 pandemic; but also, they were not realistic for a Regional Programme to accomplish by itself or even to have some attribution. In addition, the indicator of Employment rate (Indicator 1.3) could not be measured because it did not have a target defined.

However, as mentioned before, there were three main projects related to this outcome[12]. Some of the most relevant contributions of these projects to Outcome 1 were the development of five tools to incorporate SDGs, implemented in more than 12 countries; the design and conduct of a survey in 18 Latin American countries that will provide an updated database on perceptions of inequality, as well as the capture of the effects of the COVID-19 pandemic on the household economy; the formulation process of the Regional Human Development Report 2021; the promotion of spaces of dialogue and participatory processes in several countries, and the support to COVID-19 socioeconomic and policy response with the COVID-19 Policy Documents Series.

In general, the RP allowed to regain UNDP's strengthened position in the region; but this was mainly through the work linked to the achievement of Outcome 1, including the work (and research products) connected with the MPI and its positioning/adoption across different national governments in the region. Moreover, UNDP supported countries in the region to advance their SDG local strategies and on their response to COVID-19, including the creation/implementation of SDGs Accelerator Labs. The Human Development reports and research papers for public policy have generated and influenced the direction of relevant debates such as the dynamics and transmission of inequality, the metrics of poverty (i.e., MPI), and the effects of the economic crisis on progress towards achievement of the SDGs. These documents were highly mentioned during the interviews.

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[12] PROGRESAN has a budget from the RP, but it is a project implemented by the General Secretariat of SICA, and the RP only supports the implementation. Therefore, the results are not incorporated into the achievements of the RP.

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In terms of development of tools to support national governments on mainstreaming and accelerating the implementation of the 2030 Agenda, we highlight two successful contributions, derived from the analysis and stakeholders' opinions:

a) The *Public Policy Inference Tool (PPI)*, which integrates artificial intelligence, computer science, agent-based modeling tools with empirical evidence (data) to tell governments how the objectives of the 2030 Agenda are related, what are their synergies and trade-offs. It was piloted in Mexico (in national and sub-national governments), and now is implemented in Colombia, Uruguay, and Peru. This tool helps the process of preparing development plans, prioritizing and planning public policy, and its alignment with the 2030 Agenda goals; and

b) the *SDG bond*, which UNDP supported the government of Mexico to launch it, (it did not start from something pre-made, but the opportunity arose to support them in the issuance of a bond that was aligned with the 2030 Agenda). In this case, UNDP support consisted of several actions: a) they met with the government of Mexico and the investment bank with which they were already working to position UNDP's role to ensure that the resources collected from the bond go to projects aligned with the 2030 Agenda, b) the government of Mexico and UNDP developed a framework of how the bond was aligned with the SDGs; then the UNDP did an analysis of that framework and issued an opinion letter if they really considered it to be aligned or not with the SDGs. This could only be done with a previous project that the UNDP's Mexico office had done to align the public budget with the SDGs; c) UNDP offered support of M&E reporting, to be triggered one year after the bond was issued.

Also, other tools that seems to have penetrated deeply into the region are (1) the Combos methodology, a strategy to address the 2030 Agenda in the countries of the region, based on the development priorities of each country; and (2) Rapid Integrated Assessment (RIA), which provides an overall assessment of the level of alignment of countries' policies and strategies with the SDG targets.

Regarding gender equality and women's economic empowerment, more than 1,000 companies (around 1.7 million female and male workers in 14 LAC countries) have been certified with the Gender Equality Seal for Private Sector. In addition, the gender seal is one of the projects that had more mentions-in terms of gender interventions- in both institutional and external actors.

EFFICIENCY

This outcome had an expenditure of $8,885,989, representing 18% of the total budget related to outcomes. Most of the resources (48%) were assigned to PROGRESAN II, a project implemented by SG SICA, funded by the European Union (UE) and related to food and nutrition security, but that has not yet finalized. The other two projects are funded by AECID, AACID and UNDP TRAC funds.

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Considering the results described on the previous section, and all the outputs, tools and knowledge products that had and will continue to influence policy making, we can say that actions related to this outcome were efficient. Moreover, given the number of resources, the RP was an efficient vehicle to deliver them. However, it is important to mention that two out of three projects were implemented by UNDP RBLAC.

SUSTAINABILITY

In general, projects related to Outcome 1 are sustainable, in terms of the data, methodologies and policy tools implemented.

The project Acelerando el Progreso de los ODS is an example of strong involvement of government and officials, in addition to the capacity building and flexibility to adapt to the countries' different needs. The project had supported the generation of spaces for dialogue so the decision-making process is more inclusive; highlighting the Governance dialogues, where there was a strong involvement from the UNDP through this project to convene different society stakeholders views, including policy makers (e.g. very high-level actors including former presidents, ministers), civil society and academia to validate and agree on some principles of what would be an effective/ strengthened governance in the recovery from COVID. In addition, it helped land several UNDP SDG methodologies in context of the UN MAPS framework.

4.2 OUTCOME 2- RISK-INFORMED CLIMATE CHANGE AND SUSTAINABLE DEVELOPMENT FRAMEWORKS THAT PROMOTE HEALTHY ECOSYSTEMS AND SUSTAINABLE LIVELIHOODS, AND REDUCE RISK, ESPECIALLY FOR PEOPLE IN VULNERABLE CONDITIONS

RELEVANCE

Outcome 2 is aligned with SP' *Outcome 2- Accelerate structural transformations for sustainable development*, and SP'2 *Outcome 3- Build resilience to shocks and crisis*. In terms of SDGs it is related to SDG1- No poverty; SDG 5- Gender Equality, SGD 10- Reduced Inequalities, SDG 13-Climate Action, and SDG 15- Life on Land.

LAC is the second most disaster-affected region in the world; and it is particularly vulnerable to disaster risks and climate change stemming from the impact of climate variability and unsustainable development patterns on ecosystems, biodiversity, livelihoods, and health. In addition, the most affected population is often the poor, particularly women.

In terms of the Paris Climate Agreement, as of 2018, 33 countries in the region had an NDC[13], 70% of which include mitigation and adaptation (Samaniego et al. 2019). However,

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[13] Antigua and Barbuda, Argentina, Bahamas, Barbados, Belice, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Ecuador, El Salvador, Granada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico,

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according to Calero et al. (2020) around 19% of a 21 countries sample had a financing strategy for their NDC, 62% have normative or regulatory frameworks that are explicitly compatible with their NDC goals, and there are only five long term strategies.

In addition, this Outcome was highly focused in the Caribbean (around 52% of resources), in line with the needs of more early warning information and resilience mechanisms related to the natural challenges of this region.

Outcome 2 had six RP projects related, coordinated by the Disaster Risk Reduction (RDD) and the Nature, Climate and Energy (NCE) Teams.

In general, the environment and climate change portfolio provided relevant support to the achievement of several SDGs with funds and actions related to fostering sustainable commodity value chains; the implementation of REDD+ strategies; and strengthening ecosystem forest management, international water management and integrated ocean governance in the region. Even digital tools like NDC LAC, or documents such as the Guide for Climate Change Negotiators in Spanish contribute to the advancement of the SDGs.

The NCE team is RH's oldest technical team, and it is highly structured around vertical funds. They are often the main source to start environmental projects, but also to align the work with the international conventions that the countries have signed and ratified. However, there had been an inclination towards climate issues; thus, more interventions related to nature, biodiversity, and environmental justice are also priority issues in the region.

In terms of adaptability, according to the stakeholders, this outcome was flexible enough to turned actions to the answer of natural emergencies, preparation for hurricane season, in addition to the COVID-19 component.

EFFECTIVENESS

RP Outcome 2: Risk-informed climate change and sustainable development frameworks that promote healthy ecosystems and sustainable livelihoods, and reduce risk, especially for people in vulnerable conditions, had an average advance of 52%. Only Indicator 2.3- Progress towards sustainable forest management- achieved its target; Indicator 2.1- Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan that increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development- had 56% of advance, and Indicator 2.2- Number of people per 100,000 covered by early warning information through local governments or national dissemination mechanism*s*- did not have a defined target.

Nicaragua, Panama, Paraguay, Peru, Republica Dominicana, Saint Kitts and Nevis, Saint Vincent and the Granadines, Saint Lucia, Suriname, Trinidad and Tabago, Uruguay and Venezuela

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The main results aligned to climate change and sustainable development frameworks are reinforced action of mitigation of climate change in LAC; strengthened access capacities, planification and management of climate finances in the region, and increased climate knowledge in the region. Other relevant results contributed to support policy innovation through the development of Nationally Appropriate Mitigation Actions (NAMAs) and National Adaptation Plans (NAPs) that will help guide Caribbean countries towards a green, low-emission and climate-resilient development pathway. According to the JCCCP information, seven countries ended with final verified NAMAs, and five with final NAPs; and some others were developed with the support of the Regional Climate Change Programme for LAC.

In addition, the RP contributed to the implementation of National Determined Contributions (NDCs); to the implementation of REDD+ strategies to curb deforestation and related carbon emissions; to enhanced implementation of the Kigali Amendment, and to enable access to finances for results bases payments (RBP). In terms of indicator 2.2, the project Strengthen integrated warning systems Caribbean (EWS I) was highly effective, benefiting- according to its final progress report- hundreds of national institutions in all the target countries plus 15 regional bodies, along with almost 25 thousand individuals. Also, it fostered South-South cooperation (mostly with knowledge transfer from Cuba), impacted over 170 institutions, reached 314,039 through information, education and communication, and allowed for 39,854 to be covered by a functional EWS.

Another relevant results of EWS were the strategic partnerships with CDEMA, the International Federation of the Red Cross and the Red Crescent, and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), and UNDR. In addition, according to the stakeholders (especially institutional ones), the project had a strong installed capacity to support countries on the development/proposals of their own early warning systems and developed online toolkits in the three different languages of the region.

JCCCP also had salient results that contributed to Outcome 2, derived from its management model that involved management units in all COs. This project was community-driven and community-based, thus it had tangible immediate impacts in community people's lives, such as agricultural projects adopted by ministries supporting continuing technical support. Also, according to its Final Progress Annual Report, seven countries ended with final verified NAMAs, and five with final NAPs; and 200% more than the achievement rate resulted in additional water storage capacities for agriculture, training of young people in climate smart agriculture, and number of persons with higher access to potable water. However, as verified in the interviews, the in-house knowledge of this project is not much, because it was operated by one person that is no longer part of the RH.

Other results show that with UNDP support countries like Brazil, Costa Rica, and Ecuador access finance for results-based payments (RBP) for avoided deforestation; and UNDP is promoting deforestation-free commodity production in Paraguay, Peru, and Guatemala.

It is worth highlighting that the RP helped integrate gender-sensitive, climate-resilient objectives into disaster risk and climate change policies. For example, Dominican Republic, Dominica, and Saint Vincent and the Grenadines strengthened their early warning systems

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making them gender-sensitive; and Cuba developed a practical guide for responsible gender south-south cooperation, which was mentioned by a great number of stakeholders when asking about south-south cooperation. Also, there was relevant work in mainstreaming gender in DRR and Climate Change policies; also in NDC plans to fully address gender inequalities and the persistent exclusion of women on the benefits of development responses.

EFFICIENCY

Outcome 2 had an expenditure of $18,257,565, representing 38% of the total budget related to outcomes. Four out of the six projects targeted the Caribbean; thus, 52% of resources were implemented by the sub-regional office of Barbados, followed by 26% by COs, and 21% by the RH. Almost all their actions were funded by EU-ECHO and the Government of Japan; and only the Regional Recovery Plan for the Caribbean Post Hurricanes Irma and Maria used TRAC resources as part of its funding (representing around 19% of the resources of this project).

In addition, it is worth highlighting the flexibility of the funds of the Engagement Facilities- recognized by most of the stakeholders-, and that sometimes acted like seed capital for the promotion of projects, solutions, or strategies; for example, the access to finance for results-based payments promoted by the environment and climate change portfolio. In fact, stakeholders recommended that the RP should promote even more this type of seed capital on related issues.

According to indicator 2.1.4, UNDP brokered 275 million at regional level to promote low-carbon and gender-informed climate-resilient development in line with the Paris Climate Agreement. This type of results combined with the technical strength of the teams contribute to the efficiency of the use of resources.

SUSTAINABILITY

As mentioned before, business models such as community-based ones and the involvement of countries in the planning and definition of projects are always good for sustainability. Most of results achieved are well known, and both internal and external actors perceived that the results are owned regionally and nationally. Also, results related to NDC, NAMAS, and NAPs are by itself sustainable- because of the existence of an official document or agreement- but have the main challenge of financing these countries' strategies.

Actions related to Outcome 2 have positioned UNDP on new issues, with innovative actions that serve to keep moving forward. With the information available, we cannot say if there are catalytic interventions; however, there are pilot projects capitalized. For example, the first generation of NDCs (prototypes) started with the RP and today all work with NDC is essential.

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In addition, as mentioned before, we could not obtain relevant information about the JCCCP project from the interviews, because the person who operated this project is no longer part of the RH; thus, this experience should be revised to strengthen operational memories of interventions.

4.3 OUTCOME 3- RESPONSIVE, INCLUSIVE AND ACCOUNTABLE INSTITUTIONS IMPROVE THE QUALITY OF DEMOCRACY AND THE RULE OF LAW

RELEVANCE

Outcome 3 is aligned with SP' *Outcome 2- Accelerate structural transformations for sustainable development*, and SP'2 *Outcome 3- Build resilience to shocks and crisis*. In terms of SDGs it is related to SDG3- Good Health and Well-being; SDG 5- Gender Equality, SGD 10- Reduced Inequalities and SDG 16- Peace, Justice and Strong Institutions.

The main development challenges that this outcome is trying to contribute are the quality of democracy in the region and that institutions continue to limit inclusion, participation, and access to public services. Although the TOC is clearly defined- and the issues are relevant to the region, as stated in Chapter 2-; in particular, this outcome seems to be the most broad or general, where the greatest number of different interventions fits.

Outcome 3 had 11 RP projects with actions related to it through regional initiatives to support strengthening the capacities of public institutions for improving transparency, inclusiveness, and accountability; regional initiatives to enhance capacities for inclusive citizen participation, enforcement of human rights, and access to justice; regional solutions for strengthening capacities for social cohesion, and peaceful management of emerging and recurring conflicts and tensions, including those related to reinsertion of at-risk population, and the development of innovative solutions, analytical tools, knowledge and capacities to enable information management and gender sensitive, evidence-based policy responses to address insecurity and sexual, youth, gender and identity-based violence. Some of the most relevant results identified are derived mainly from the projects SIGOB, INFOSEGURA, CARISECURE, Being LGBT in the Caribbean, ATENEA, Spotlight, and the project Desarrollo de capacidades estatales para prevenir y responder a la Violencia contra las Mujeres y las Niñas (with CAF).

As mentioned before, the RP was adaptable not only to the COVID-19 context, but also to arising needs that were identified after the RP was developed. An example of this is the work related to human mobility, which is not a new topic for LAC, but it is new for UNDP. Derived from the Venezuelan migration crisis, there was an evident need for more long-term solutions. As a result, UNDP developed the UNDP Regional Strategy on Human Mobility and Sustainable Development in LAC, and the Regional socio-economic integration strategy for Venezuelan migrants with other UN agencies, such as ILO. Migratory issues are even more relevant in the COVID-19 context; thus, actions related to social and economic integration, as well as training and sensitization at country-level must be included in the next RP.

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EFFECTIVENESS

For *RP Outcome 3: Responsive, inclusive and accountable institutions improve the quality of democracy and the rule of law*, the average achievement percentage was 19%, mostly because two out of four indicators did not have a defined target (Indicator 3.1- Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group, and Indicator 3.3- Proportion of seats held by women in national parliaments and local governments). Regarding the other two indicators, Indicator 3.2 - Number of victims of intentional homicide per 100,000 population- had 75% of advance, while Indicator 3.4 - HIV infections- had a 10% of advance in the Caribbean in 2018.

Regarding institutional capacity for improving transparency, inclusiveness, and accountability, 104 public institutions at country level in LAC have adopted regionally developed tools and methodologies in this matter. According to SIGOB Final Evaluation (2014-2018), the implemented systems by this project allow public institutions to have methods, processes, and management systems to increase its effectiveness. This allows public institutions to follow their executors and guarantee public administration transparency. In 2018, SIGOB implemented 21 SIGOB Modules, and worked in 17 implementation projects in 8 countries.

Some others salient results of SIGOB are that is an intervention that is prone to transform public policy from within; it had developed and deployed different tools and methodologies that give a very comprehensive service to their clients (mainly national and local governments, and some ministries); and it is an intervention that stakeholders recognized as one with great adaptive and response capacity. SIGOG's results are highly recognized by stakeholders.

In terms of promoting inclusive citizen participation, enforcement of human rights and access to justice, 12 subregional organizations improved their capacities to advocate for inclusive, non-discriminatory policies and services, and the enforcement of human rights. These results were related to the project Being LGBTI in the Caribbean; project that is relevant specially for strategic actors, but that seems to be a work in progress- in terms of ownership- at a national level. Some actors pointed out that this is because different countries are in different levels of knowledge, acceptance, and normativity about this topic.

Also, 12 target countries adopted regionally developed measures to set and monitor progress towards numeric targets for women's political leadership and empowerment national and local level. A salient result in terms of women's political participation is ATENEA's Political Parity Index that was adopted in Mexico for the creation of a National Observatory of Women's Political Participation, and 32 subnational observatories. ATENEA reports contributed to legislative debate on gender parity in at least five countries; and the project achieved 7 political reforms promoting gender parity in 2018, 10 in 2019 and 12 in 2020.

On the other hand, 23 institutions at country level that have adopted regionally developed solutions to strengthen capacity for social cohesion and the peaceful management of conflicts and tensions; these actions were related mostly to migration. Some of these actions were

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related to the work made in terms of human mobility, that appear to be incipient actions that are not yet highly recognized by national actors.

In addition, 21 countries or institutions at regional and country level adopted regionally developed solutions to strengthen capacity on human rights, prevent information pollution and inclusive justice. The most recognized work in this matter is SIGOB's family of methodologies- which provide technical answers that do not start from an ideal but rather what exists in the countries.

Moreover, 18 countries used regionally developed analytical tools, knowledge, and guidance to address insecurity and sexual, youth, gender-and identity-based violence. Some of these actions are related to InfoSegura, project that has developed a high number of products, including webinars; a quantitative research that included more than 9,000 surveys and qualitative research (that conformed a database about youths in contexts of violence), and an Analysis of Citizen Security in Central America. According to the Final Performance Evaluation of InfoSegura (for El Salvador, Guatemala, and Honduras), the program contributed to develop technical units inside the governments to collect and use crime and violence data in the three countries. Moreover, knowledge products from CAF and Spotlight are recognized in the region as relevant inputs for South-South cooperation.

Also, UNDP has supported the Women's National Machineries in the creation and adoption of Gender Equality Seals for public institutions; programmes that have been instrumental in the creation or strengthening of gender policies and strategies, as well as the inter-institutional mechanisms for coordination. In addition, according to UNDP reports and some of the stakeholders, thanks to the Gender Equality Seal the participating institutions are earmarking their gender budgets and monitoring the budget spent to advance gender equality.

Regarding HIV-related actions, the Health and HIV cluster had delivered some relevant technical assistances, such as the preparation of a Legal environment assessment on HIV for Haiti; the commission of a study to conduct a costing analysis to determine the resources needed to deliver critical HIV services via civil society organizations in Guyana; the facilitation of dialogue between the Ministry of Health and Key populations civil society organizations to discuss the draft HIV legislation in Panama, which resulted in a joint proposal that was adopted by the National Assembly; and the support to the implementation of a joint UNDP/UNFPA comprehensive sexual education programme in Chile.

As already stated with the information available it is not possible to stablish attribution of these results to Outcome 3– and even less to the outcome indicators-; however, all the outputs and most of the projects' goals were achieved.

EFFICIENCY

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Outcome 3 had an expenditure of $21,524,784, representing 44% of the total budget related to outcomes. In terms of implementation of resources, 52% had been handled by the RH, 25% by the COs, and 23% by the sub-regional office of Barbados.

Even though some of the related actions used TRAC resources (especially in human mobility actions and gender), most of the projects were financed by donors, especially USAID (InfoSegura, CARISECURE and Being LGBTI in the Caribbean); followed by the ACEID-Spain (PRVJUVE), the EU (SPOTLIGTH), and CAF (Desarrollo de capacidades estatales para prevenir y responder a la Violencia contra las Mujeres y las Niñas).

An interesting mechanism illustrated in this Outcome, is that SIGOB is financed by service plans by UNDP COs; and being the project with more human resources involved in its implementation, it does not represent a cost to the organization. This is also beneficial in terms of promoting installed national capacities.

In general, the RP seems to be an efficient vehicle to manage these resources; however, especially in this outcome, it is not easy to identify which actions are part of the RP and which ones are additional or complementary efforts of the RH teams and COs.

SUSTAINABILITY

Projects related to this outcome have accumulated knowledge and, thus, comparative perspectives of different public administrations, and countries. For example, data and knowledge generated by InfoSegura have been used for the design of new projects and evidence-based policies.

UNDP had engaged adequately in national capacity development, especially in projects such as InfoSegura, SIGOB, SPOTLIGHT and CARISECURE. In addition, under the Gender Equality Seal Programme there had been capacity development for ministries and social protection institutions, especially about costing and providing services with gender perspective.

Moreover, most of the projects had strengthened the capacity of institutions and had helped consolidate these capacities to promote sustainability. A recurrent challenge is the change in governments' priorities, but some interventions and actions had survived the changes in administrations. One of the greatest achievements of the UNDP is the establishment of spaces to think about the governance challenges in LA, with consultations of the highest level.

4.4 GENERAL ASSESSMENT OF OUTCOMES ACHIEVEMENT

This section presents a general assessment of the TOC and related indicators for monitoring the RP advancements. In addition, we present an integral analysis of the RP by each evaluation criteria, considering stakeholders perceptions that are worth highlighting.

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The TOC is clearly defined, identifying development challenges, problem pathways, solution pathways, RP Outputs, Desired change, Strategic Plan Outcomes, related SDGs and Signature Solutions. However, the vertical logic needs to be strengthened because there is a missing level between Outputs and Outcomes. Institutionally, the RP must be aligned to the Strategic Plan's Outcomes; but the Outputs that are the RP responsibility do not necessarily contribute to those Outcomes.

As shown in Figure 3, for the next RP it is desirable to have an additional level of Outcomes (*RP Specific Outcomes*), which can be attributed or at least related to the activities, programs, regional projects, and service plans provided by the Regional Hub. Thus, if these [intermediate] Outcomes are accomplished, then there is a contribution to the final purpose or impact, which must be aligned to the Strategic Plan.

Figure 3. Vertical Logic
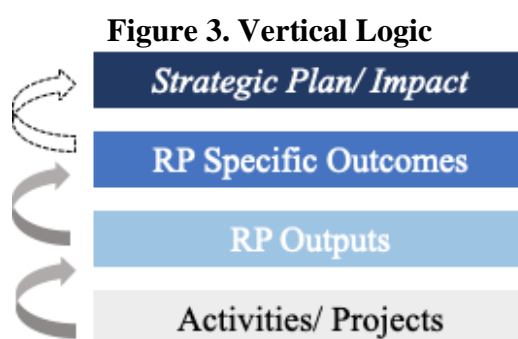
Source: Elaboration of the authors.

In terms of the Outcomes indicators, as shown in the previous sections it was not possible to have measures, and the attribution to the RP is not possible to determine.

In terms of Outputs indicators achievement, there were 25 indicators of this level, and three of them (Indicator 1.2.2, Indicator 1.2.3, and Indicator 2.1.1) had two different measurements (by region, subregion, or country level); thus, there are 28 planned measurements related to Outputs.

In total, 71% of Output measurements achieved their target; however, 80% of them exceeded their targets above 120% (and five measurements even above 500%). And two Outputs indicators did not have targets defined.

One relevant fact is that only three indicators of this level had regional/sub-regional measurements, which should be important in a Regional Programme, especially when there are notable differences among LAC subregions. In addition, it is not clear if certain tools are repeated multiple times in the Output indicators measurements (i.e., gender sensitive tools/ gender seal/ regional developed measures to gender equality). Indicators that are related to only one tool must be revised. This kind of indicator can be reflected in the projects' indicators matrix, but the RP monitoring system should aggregate the actions implemented in the region.

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For an Output indicator to be strong it has to be clear, relevant, measurable in an adequate cost, and pertinent. Outputs are in control of the institution, in terms of the products and services that UNDP or the Regional Hub provide. The production of the established Outputs must contribute to the achievement of the expected results or defined Outcomes.

Some of the strongest Output indicators identified were:
- Indicator 2.1.2- Number of peer-to-peer exchanges facilitated regionally among target institutions for the transfer and adoption of best practices and models to address climate change adaptation and disaster risk reduction, including early warning systems.
- Indicator 2.1.4- Amount of climate finance resources brokered by UNDP at regional level to promote low-carbon and gender-informed climate-resilient development in line with the Paris Climate Agreement
- Indicator 3.4.4.- New partnerships brokered by UNDP at regional level to support elimination of gender-based violence and prevention of youth violence
- Indicator 1.1.5- Number of regional webinars/podcasts/launches that promoted multidimensional and inclusive gender-sensitive knowledge/best practices/research to inform policy development for the implementation of the 2030 Agenda inclusive of COVID-19 recovery

Even if some indicators seem basic, it is important to use the indicators as incentives; for example, Outputs' indicators must motivate the production of policy documents, webinars, peer-to-peer exchanges, south-south cooperation, partnerships, training, and data production, across the region or subregions.

RELEVANCE

In general, the RP intended outcomes and programme interventions are highly relevant to the development challenges and emerging need of the region. As illustrated in Chapter 2 of this document, poverty and inequality; climate change and sustainable development frameworks, and the promotion of responsive, inclusive and accountable institutions are some of the priorities in LAC and there is still a lot of work to be done.

However, some actors recognized that these issues are still a priority for the region because they represent the same problems, still present and relevant, for the past 40 years. This hints that there are some structural factors and causes, limiting UNDP to effectively contribute to these outcomes. Some actors even pointed out that these "factors" not only have limited UNDP's contribution, but also from other international development partners (i.e., IDB and WB) with substantial operations in the region. Furthermore, although the outcomes or issues are relevant in general, for more developed countries of the region (i.e., Uruguay, Argentina) or with other complexities (i.e., Brazil) they are not a priority, which is why a subregional approach could work better.

The three RP outcomes are aligned with UNDP Strategic Plan 2018-202, and even some of the outputs are the same. However, in terms of the theory of change- as established before- the vertical logic needs to be strengthened because there is a gap between Outputs and

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Outcomes. Institutionally, the RP must be aligned to the Strategic Plan's Outcomes; but the Outputs that are the RP responsibility do not necessarily contribute to those Outcomes.

However, even though the expected outcomes are relevant, there are LAC priorities missing, such as outcomes related to decent work and economic growth, productivity, and more defined actions addressing the poorest and most left behind.

In general, most of the stakeholders (about 66%) reported the RP was flexible to adapt and respond to regional and/or country needs, particularly regarding COVID-19 pandemic. Some products and knowledge products were adapted to the pandemic needs; and this was possible mostly because the RP is general enough to be also flexible.

More than 80% of stakeholders reported that the level of support that the RP provided to the achievement of the SDGs at regional/ country level was positive. It appears that contract-type interventions have more successful experiences of support from the RH (e.g., SIGOB and GEF). It is less clear when support needed is out of the umbrella of regional projects, causing that these requests get lost and are not prioritized. They also recognized that the level of support varies according to the stage or timing.

The RP has clearly helped in the implementation of the 2030 Agenda throughout the application of methodologies and tools to address multidimensional development challenges, and the application of gender equality and poverty-environment approaches in public policy.

In addition, the RP allowed to regain UNDP's strengthened position in the region, mainly through the work linked to the achievement of RP 1 Outcome, including the work (and research products) connected with the MPI and its positioning/adoption across different national governments in the region. In terms of development of tools to support national governments on mainstreaming and accelerating the implementation of the 2030 Agenda, we highlight three successful contributions: (a) The *Public Policy Inference Tool (PPI)*, and (b) the SDG bond, and (c) the Combos methodologies. Also, the environment and climate change portfolio provided relevant support to the achievement of several SDGs with funds and actions related to fostering sustainable commodity value chains; the implementation of REDD+ strategies; and strengthening ecosystem forest management, international water management and integrated ocean governance in the region. Even digital tools like NDC LAC, or documents such as the Guide for Climate Change Negotiators in Spanish contribute to the advancement of the SDGs.

Regarding Gender Equality, the mainstreaming, development of technical capacities, influence of public policy, and overall results of the Gender Cluster team (e.g., Gender equality seal with benchmarking tools and indicators) directly contribute to the 2030 Agenda. Specific examples include: i) the application of the Combos methodology to develop a roadmap on EVAWG, that are highly recognized in the countries ii) the review of the main social programmes of the Secretariat for Social Development to incorporate gender perspective, iii) the analysis and costing of the Social Protection and Gender system in Dominican Republic, iv) the training of 240 civil servants from 16 countries in "social protection, care and gender" in collaboration with UN Women and ILO.

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In general, projects, regional interventions, and service plans related to the RP had been relevant to the region and had complemented the work done by the Country Offices. COs recognized the contribution of the RP to their work, but mostly as additional projects, complementary resources that do not compete with their own resources, and valuable technical support. However, stakeholders seem to have difficulties identifying the specific actions (programs, regional interventions, and service plans) related to the RP; thus, some opinions are about the general efforts of the Regional Hub and its teams.

Moreover, according to the analysis made, projects related to gender, governance, and contribution to SDGs (like Acelerando el Progreso de los ODS) seems to be best implemented at a regional level rather than in a country level.

EFFECTIVENESS

In general, the RP had projects and actions aligned to the realization of the intended outcomes. In addition, more than 70% of stakeholders considered that the projects and/or regional interventions achieved or will achieve its intended outcomes. Nevertheless, the effective contribution to the RP Outcomes indicators it is not possible to measure.

In Annex 5, we recollect the most salient results identified by the informants and the most relevant results of the sample projects.

In terms of coordination, almost 70% of stakeholders considered that the level of coordination with the RH personnel or the degree of coordination, collaboration and synergies between the different projects, entities and practices that make up the RP was good or even excellent. We highlight the recurrent mentions of high praises and fluid coordination with the Gender cluster personnel. Other thematic teams that received positive reviews were the Environment and Governance clusters.

For the informants reporting not as good coordination- and despite the fact that there are joint activities for communication and reporting-, the main finding is linked to the view and/ or feeling of having (in the case of institutional actors from the directorate and the RH) or reporting to (in the case of institutional actors from COs) completely different teams, one in NY and one in Panama.

The RP was responsive to technical backstopping needs expressed by COs; in general, there is a positive perception related to the technical capacities of the RH, especially when the technical support is related to regional projects or knowledge products.

In terms of partnerships, almost 70% of stakeholders reported that coordination, collaboration and/or synergies between activities, projects, entities, and practices part of the RP were adequate. Furthermore, it is worth recognizing the progress made in this entry due to the COVID-19 pandemic. Furthermore, in collaboration with think tanks and academic institutions in the region, UNDP launched the "Policy Document Series" providing rapid

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assessments of the economic impact of the pandemic and the policy options to contain the economic crisis and protect the most vulnerable.

The Accelerators-Lab network has also brought innovative partnerships and fresh approaches to programmes in the region. One of the main supports of the RP to the Accelerators Labs is the promotion and capacity to get national governments and local actors on board; government buy-in and participation has been key in identifying innovative ways to find solutions (UNDP, 2021). One example of this engagement took place in Colombia, in partnership with the National Business Association, the Makers Community and EAN University produced a special face mask, putting as open-source the code to create them and produced them in 3D printers, providing an opportunity to overcome limits to circulation in public space (UNDP, 2021).

As mentioned before, the RP was adaptable not only to the COVID-19 context, but also to arising needs that were identified after the RP was developed. An example of this is the work related to human mobility, which is not a new topic for LAC, but it is new for UNDP.

EFFICIENCY

TRAC resources represented only about 8% of the total resources, which is quite small as compared to other regions. In addition, sometimes it is not clear for both internal and external actors that resources other than TRAC are part of the RP.

Regarding resource mobilization, there is a strong networking established for certain development issues like citizen security, climate change, disaster risk reduction, gender, and SDG/Human Development/and poverty reduction, build with partners such as USAID, AECID/Spain, ECHO, and the EU.

There are conflicted views in the way financial resources of the RH should be organized and used. On the one hand, there are informants that stress RP resources should be allocated and administered by COs. On the other hand, there are concerns expressed about the lack and/ or scarcity of TRAC resources by the RH clusters.

In addition, we identify the need to promote a more global access to resources for COs, by disseminating supply and connections with what exists. However, the general perception is that the PR does not compete for resources with the COs; on the contrary, it adds both financial and technical resources.

With the available resources, it was possible to achieve most of the outputs and knowledge products; and given the amount of these resources the RP was an efficient vehicle to deliver the programme results, at least for the regional and transversal interventions. The challenge is to find new donors, especially for issues that do not have historical funds, like gender. At the same time, exit strategies (for the RH or the RP) could be explored in interventions that are already strongly positioned in the countries and with the capacities installed in the COs, as is the case of InfoSegura.

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In addition, it is worth highlighting the flexibility of the funds of the Engagement Facilities-recognized by most of the stakeholders-, and that sometimes acted like seed capital for the promotion of projects, solutions or strategies (e.g., poverty reduction and SDGs projects; or the access to finance for results-based payments promoted by the environment and climate change portfolio).

In terms of project personnel, by June 2020, there were 118 persons hired by Regional/Global Projects under the oversight of the Regional Hub. However, a lot of them do not represent a cost to the organization in terms of human resources, like in the case of self-funded teams of InfoSegura and SIGOB.

SUSTAINABILITY

Almost 60% of stakeholders reported that results obtained are sustainable, particularly the ones that materialized at the policy level because of the constant engagement with the government counterparts. Another finding that guarantees the sustainability of results is linked to the involvement of COs, since the inception of the project. On the other hand, the main challenge for sustainability is changes in governments priorities.

With the information available, we cannot say if there are catalytic interventions; however, there are pilot projects capitalized. For example, the first generation of NDCs (prototypes) started with the RP, and today all work with NDC is essential.

In addition, UNDP had engaged adequately in national capacity development, especially in projects such as InfoSegura; SIGOB; gender tools and interventions (including planning, programme documentation, programme supply, CPDs); CARISECURE; the development/proposals of early warning systems, among others.

Almost 80% of stakeholders reported that national and/or regional capacity development was supported. Although some informants answered positively, they would recognize that in some cases, this was developed, but in a limited capacity. However, this point must continue to be strengthened.

Moreover, in general, there are not appropriate exit strategies identified.

4.5 CASE STUDIES

We used a case study approach to identify and highlight issues that can be further investigated across the Regional Programme. The identification and selection of possible case studies was based on the main findings of the desk review, the virtual fields visits, and the interviews, using the following criteria:

- Level of innovative potential and replicability.
- Level of effectiveness in achieving development results.
- Level of effectiveness in influencing decision-making processes.
- Level of recognition among external actors.

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- Contribution to RP Outcomes.
- Integrative work across different thematic areas and stakeholders.

The main four best practices highlighted in this evaluation and its selection criteria are presented in Table 6. The identified issue could be a program or activity related to the RP, or one or more specific actions of those programs or activities.

Table 6. Case Studies selected

Project	Criteria						
	Innovation	Replicability	Effectiveness	Decision-making	Recognition	Contribution to Outcomes	Integrative Work
SIGOB	X	X	X	X	X	X	
DATACTION (InfoSegura)	X	X			X		X
EWS Caribe	X	X	X	X	X	X	X
Gender Cluster	X	X	X		X	X	X

Source: Elaboration of the authors.

1. SIGOB:

The most important features of SIGOB is its transformation of governance systems and structures at the Center of Government, with concrete and proven tools to deliver concrete results and changes for delivering results that are people-centred. However, the program is considered a best practice for this section because it is a good example of innovation, for its permanent development of new solutions. It uses a conceptual framework and a way to implement its recommendations that is very particular to the project, and they "connect" permanently with UNDP's tools and knowledge. One tool that was commonly mentioned by stakeholders was the mapping of findings from the Democratic Government reports to translate it into something of value to citizens.

In addition, SIGOB's family of methodologies- which provide technical answers that do not start from an ideal but rather what exists in the countries- co-creates and implements capacities, through methodological difficulties. This specific aspect makes it more replicable; even locally, like in the case of SIGOBito, for municipalities.

SIGOB has different tools and methodologies that give a very complete service to each country. According to the 2014-2018 project evaluation the Effectiveness of the program is highly satisfactory; the positive changes derived from the project are the ordering and prioritization of information, simplification of procedures, and improvement in government transparency. Furthermore, the accumulated knowledge allows a comparative perspective of different public administrations.

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In addition, its implementation strategy allows interaction with very high-level teams, influencing the effectiveness of implementation in many areas of public policy, and achieving rapid and sustainable results. In terms of recognition, the service package of SIGOB is well-known in the region.

2. **DATACTION (InfoSegura):**

UNDP InfoSegura created the DATACTION online sub-brand, in order to emphasize the path from data to action that cuts across all the work undertaken. DATACTION has three outputs: (1) DATACTION *Webinar*, a weekly online seminar; (2) DATACTION *Report*, a collection of reports that systematize the information provided in the webinars; and (3) DATACTION *Highlight*, informational briefs on social networks to draw attention to data on citizen security.

InfoSegura- created in 2014- is a well-established program in the countries where it is implemented; however, the focus of this best practice is precisely on DATACTION because of the webinars and the exchanges of best practices held with project support. According to the program documentation[14], between March 2020 and April 2021, there were 29 episodes with more than 1,400 attendances, in 24 LAC countries, and involving 55 institutions and 13 COs.

With the available information we cannot assess the level of effectiveness of these outputs, but we can certainly highlight the level of innovation and replicability that they have.

3. **EWS Caribe:**

Strengthen integrated warning systems Caribbean (EWS I) had as general objective to strengthen integrated early warning systems for more effective disaster risk reduction in the Caribbean. The project Final Evaluation concludes that it was a relevant project at the national and regional levels; that the interventions were adequate; that the alliances established for its implementation were effective, and that the South-South cooperation mechanisms and tools were relevant and well implemented.

EWS was identified as a case study because of its integrative work across partners, and especially as an example of an effective South-South Cooperation with Cuba. This best practice was positively recognized by the majority of stakeholders. In addition, it is relevant to notice the partnerships made with universities, civil society, regional organizations, and governments; partnerships with challenges and setbacks, but which lessons could help in the promotion of these types of organization with public and private sectors.

In terms of decision-making, making the connections between communities and national structures in the needs of EWS seems effective; also, the institutionalization of instruments

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14 Annual Report 2019-2020 InfoSegura.

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and approaches with regional and sub-regional organizations. Furthermore, stakeholders recognize the ownership of the project of EWS outcomes and lessons learnt at two levels, regional agencies and national governments.

4. <u>Gender Cluster transversal work:</u>

The Gender Cluster was identified as a case study mostly because of the highly recognition among internal and external stakeholders.

According to the informants, the Gender team involvement across all its projects and activities takes into account the principle of value-for-money, given that they do not have many resources, but they can accomplish this through their knowledge management strategy, investing mostly their time and technical capacity.

This is also an example of transversal objectives and integrative work. Among the most valued projects and activities of this cluster are ATENEA (which implemented its political parity index in 13 countries), the Gender Seal (and its adaptations), and the pedagogy spaces to make visible themes like domestic violence, gender and care.

Another relevant program is Spotlight, which has good alliances with civil society, organizations, academia, CEPAL, UN Women, among others; in addition, another example of integrative work is the program's joint work with InfoSegura in El Salvador and Honduras.

Moreover, RBLAC and the RH have developed a comprehensive and gender sensitive offer for the COVID-19 response, including surveys, inclusive financing, social protection services, gender sensitive SEIA, among others (UNDP, 2021).

4.4 IDENTIFICATION OF MAIN CHALLENGES

Throughout the document, we have discussed some obstacles or constraints identified in the analysis; however, there are certain challenges that are worth highlighting.

First of all, it is important to have a clear understanding of the RP governance, and to identify the tasks of each cluster or team towards unified objectives. In recent years, it is perceived that the Hub has increased its substantive capacities, but there is still a lack of analytical articulation between the areas (except for the Gender and Climate Clusters). In addition, it is necessary to enhance the coordination between NY and Panama teams; institutional actors reported moments of disconnection and the feeling of two teams operating separately.

One of the main administrative challenge is to get resources, it appears that donors only finance projects of their interest, and some important issues are left aside. For example, in

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climate themes, the focus is only on climate change when other topics like biodiversity, pollution or other nature-related topics are a necessity in the region.

Another challenge is how to balance the need of being more flexible, innovative and agile with the legal and administrative requirements; and the delays in hiring new staff or consultancies, especially if it's the responsibility of the governments or countries. In addition to the last one, donors empathize the need of better planning in timelines, considering the administrative processes of governments.

In terms of implementation challenges many stakeholders mentioned: change in governments priorities; the need to incorporate more actors from the private sector, as well as NGO's of international recognition and chambers of commerce, and the turnover of government counterparts. Specifically, for the Health and HIV cluster, there are not enough HIV focal points, so implementation is harder.

CHAPTER 5. STRATEGIC POSITIONING OF UNDP IN THE REGION

Chapter 5 presents the analysis and main findings related to the contributions to development more directly linked to the cross-cutting areas addressed in the regional programme: gender equality and human rights, programme design, knowledge generation and innovation, and south-south solutions. This chapter also summarizes the main findings related to the overall strategic role and positioning of the UNDP RP in LAC, as well as its coordination and harmonization within the UN system.

5.1 CROSS-CUTTING ISSUES

GENDER EQUALITY AND HUMAN RIGHTS

One of the main findings of the present evaluation relates to the positive results, level of engagement, and recognition from all stakeholders of the substantial progress and quality work made by the Gender Cluster team of the RH to incorporate and position a gender perspective agenda for all sectors in the region. The recognition of this thematic team responds to their involvement with all clusters given their mainstreaming process across the three RP outcomes, and through the "gender programmatic portfolio" structure. The "gender programmatic portfolio" for COs is based in three components: 1) gender capacity development in COs (including planning, programme documentation, programme supply, CPDs), 2) second level linked to the implementation of these regional projects/activities linked to the RP (mostly projects tackling structural inequalities), and 3) strategic thinking and strategic positioning of understanding gender equality and women empowerment as an approach totally articulated and conditioning of achieving sustainable development (i.e. communicating and understanding that any development program could be built with a gender perspective is what causes the most impact).

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The far-reaching results of the Gender team are grounded in their principle of value-for money and their involvement across all projects and activities is aligned to this principle. They do not have many TRAC resources, but they are able to accomplish their many results through their sound knowledge management strategy, investing mostly their time and technical capacity. Some of their joint collaborations with other clusters include: i) their joint work with the HIV, Health and Development team with the focal points in COs, roll-out strategy, map mission and SDG implementation agenda (e.g. Jamaica); ii) with the Poverty and Inclusive Growth team, they developed georeferencing tools for targeting beneficiaries for social protection systems (e.g. Honduras); iii) within the social protection theme, they have developed gender capabilities across social protection ministries and specific projects for developing integral/ comprehensive systems of care, along with tools for costing and implementing social protection services with gender perspective (e.g. Bolivia, Colombia, Dominican Republic).

A special recognition has to be made for the Gender Equality Seal program, one of their flagships results in both the private and public sectors. This practice was developed here in the LAC region, and now is implemented by UNDP worldwide. The programme has a very concrete ToC, and is organized in five dimensions, the accomplishment of 20 benchmarks and measurement of 40 indicators. Has a lot of traction among governments and the private sector. For the public sector, they have adapted it to fit different institutional contexts: Colombia (Ministry of Energy and Mines), Paraguay (Supreme Court of Justice), El Salvador (Foreign Ministry), Panama (Panama Canal, their municipality and the Ministry of Labor). Furthermore, within the exchange of practices space of this program, they have developed capacities among officials, which then have turned into gender technical norms in many countries, including Chile, Colombia, Dominican Republic, Costa Rica, Mexico.

Moreover, there has been steady progress on Human Rights in the Caribbean countries linked to policy instruments incorporating gender-sensitive and human rights components, and sanctioning against discrimination issues in the work-place due to sexual orientation (e.g., Barbados and Dominican Republic). Also, activities of capacity building for legislators and the judiciary on human rights of LGBT+ persons and overall fostering policy discussion for the socioeconomic inclusion of LGBT+ people in the region have contributed to advances made through projects linked to the RP.

PROGRAMME DESIGN

Regarding RP design, many informants recognized there is still scope for improvement in the overall RP design. One of the main findings is linked to considering a subregional approach. This is targeted to making better efforts of being more inclusive in recognizing the substantial differences in development and priority needs for the Caribbean countries and Haiti.

In general, projects that integrate the RP do have a well-established design and strategy to ensure their performance; but the level of monitoring and evaluation varies considerably. For this element in particular, it is important to integrate the directorate vision (Figure 4)

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into the actions of the PR, as well as to establish aligned monitoring indicators; in addition, each of the projects and programmes must be aligned to the RP not only at an output level, but also contributing clearly to the outcome level.

Figure 4. Directorate Narrative for de LAC region
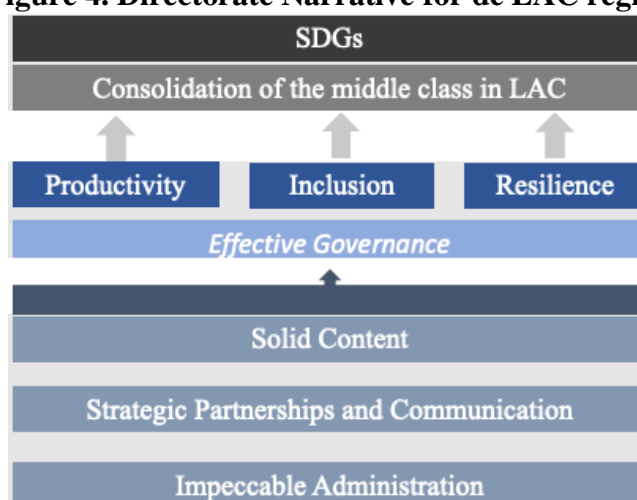
Derived from the new narrative- and under the assumption that it could be aligned with the new Strategic Plan- we propose to consider the following lines of actions presented in Table 7.

Table 7. Potential Lines of Actions

Team	Lines of Action
Gender	Financial Inclusion, Gender training to understand and identify cross-cutting issues in the field
Governance and Sustainable Peace	Economic Growth, Migration and Economic Integration Linked to effective governance, reinstall technical capacity to provide support on electoral themes which is key to strengthen democratic and effective governance.
Health and HIV	Support Regional Vaccination Efforts, Support Regional Health-Risk Awareness Capitalize on preexisting projects, building on the successful experience and collaboration with "Estrategia Intégrate[15]"

[15] With Mexico's CO and through "Estrategia Intégrate", Mexico supported the development of the platform INTEGRATE, a proposal to have an online tool where migrants have access to information regarding available jobs, shelters, and it also included a LGBTI component. Within "Estrategia Intégrate" they also developed a course on how to protect sensitive information for these vulnerable groups, which is now mandatory for all

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Team	Lines of Action
Disaster Risk Reduction	Innovative financial instruments, EWS Reassessment/ revision on what is understood by risk (i.e., risk governance, triggered by the COVID pandemic)
Nature, Climate and Energy	Inclusive Growth (nature bonds), Biodiversity, Environmental Justice, Climate Change and Migration
Inclusive Growth and SDG	Decent Work, Economic Growth, Productivity, Youth Employment, Financial Inclusion

Alongside to the narrative (increasing productivity), the RH has to be more proactive in offering/packaging corporative solutions for themes as innovation; this could facilitate engagement with other partners and positioning UNDP LAC as global policy network organization. This is linked to the provision of technical support on innovation and foresight for global and regional trends where UNDP needs to tackle and adapt their supply of products and solutions. Better efforts are needed by the Regional Hub to capitalize on the innovation of the Accelerator Labs and translate some of their successful outcomes into a programmatic supply portfolio,

For better results on strengthening and supporting inclusion, joint focal points of Health and HIV and Gender within the COs could provide far-reaching outcomes. An example has been the positive experience in Argentina.

KNOWLEDGE GENERATION AND INNOVATION

For this section we analyze a sample of 36 knowledge products (KP), in terms of its relevance and the evidence of use found by the evaluation team. This sample was designed considering mostly the projects sample, and some other relevant interventions[16].

A KP was considered relevant using the following criteria:

a. *Stakeholders' recognition:* in terms of a mention as an example in one of the virtual collection methods (interviews, questionnaires and/or online survey).
b. *Monitoring and Evaluation support*: Identification in official reports and/or evaluations.
c. *Sustainability*: influenced policy, identified as best practice, and/or identified as innovation.

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local governments. It is easy to show to other governments on how to engage actors, replicability, added value to an activity already implemented, and have the government talking.

[16] The projects outside the sample that have knowledge products considered for this section are: Regional Recovery Plan for the Caribbean Post Hurricanes - Irma&Maria; ATENEA; CARISECURE; INFORM; A Multidimensional Progress Agenda for Human Development in Latin America and the Caribbean, and Global Fund CVC.

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As shown in Graph 11, most of the KP analyzed were related to Outcome 3, which is mostly for the KP related to SIGOB, INFOSEGURA, and some of the gender theme.

In terms of stakeholders' recognition, 63.9% of the KP were identified during the data collection phase, which is a very high figure, considering that most part of the instruments were open questions. In addition, 88.9% of the KP sample was identified to have an element of sustainability; thus, they were mentioned as a best practice, an innovation and/or as an example of a product that influenced decision making.

Graph 11. Knowledge products per outcome
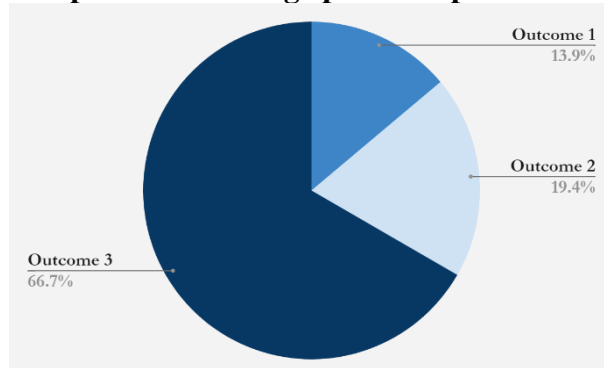
Source: Elaboration of the authors with information from the Evaluation Matrix.

Graph 12 illustrates the analysis for the KP related to the seven projects of the sample. KP related to SIGOB and EWS seems to be the more balanced in terms of stakeholder's recognition, M&E support and sustainability. In general, the majority of the KP of the sample had influenced policy making, had been identified as best practice, and/or had been identified as innovation.

Graph 12. KP, Stakeholder Recognition, M&E support and Sustainability
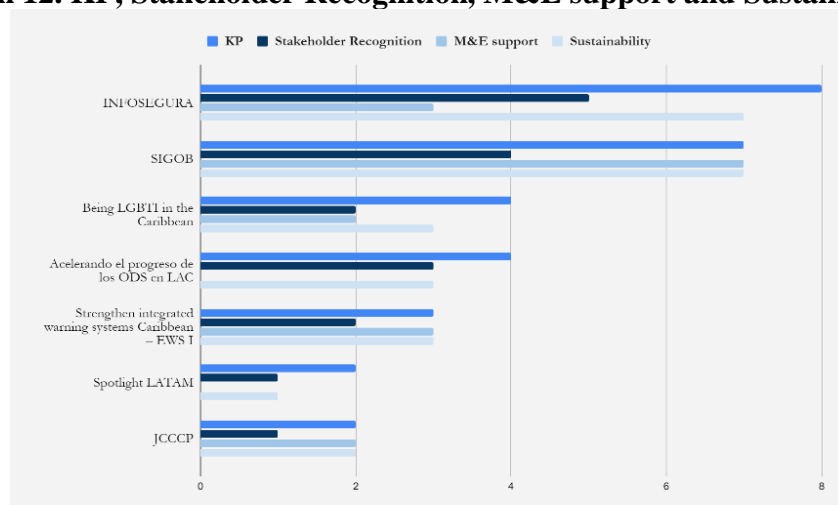
Note: x-axis represents the number of KP with evidence of Stakeholders Recognition, M&E Support and Sustainability (according to the criteria defined).
Source: Elaboration of the authors with information from the Evaluation Matrix.

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One of the strengths of UNDP is the generation of knowledge and innovation. The RP adequately incorporated a knowledge-based approach in delivery of results. Some of the most salient KP had been mentioned throughout the analysis, such as the PPI, which started as a pilot in Mexico, and now it is used in Colombia, Uruguay, and Peru; the COVID-19 Policy Documents Series, with 105,881 downloads (accounting for 52.72% of UNDP LAC downloads); the EWS Toolkit, and the Human Development Report for LAC.

The KP and the knowledge activities were relevant and useful for country needs, and even adapted when necessary. For example, the SDG Bond in Mexico; the SIGOB modules, including innovative local adaptations like SIGOBito, or the TRASNDOC system with more than 10 thousand users. In addition, INFOSEGURA has a lot of publications regarding security and updated data, including the DATACTION online sub-brand, and innovative platform described in the case studies.

In general, KP related to the RP are development references and capacity building material; and some of them have evidence of helping influence policy making at regional or country level. An example of this is ATENEA's Political Parity Index that was adopted in Mexico for the creation of a National Observatory of Women's Political Participation, and 32 subnational observatories. ATENEA reports contributed to legislative debate on gender parity in at least five countries; and the project achieved 7 political reforms promoting gender parity in 2018, 10 in 2019 and 12 in 2020.

An area of opportunity is the monitoring of use of KP. We presented some criteria that could be used, but at least the RP monitoring system should include the reporting of downloads and/or users.

In Annex 6, we include the mapping by country of some of the knowledge products identified.

SOUTH-SOUTH SOLUTIONS

In general, informants reported through the RP and the projects linked to the RP it was possible to prompt and facilitate south-south solutions to promote horizontal cooperation across countries in the region. We cover some examples of these collaborations throughout the document, though the most recognized by stakeholders are the exchange between countries promoted by INFOSEGURA and DATACTION.

A clear example of a major result of South-South cooperation was the early-warning systems in the Caribbean, which are based on the exchange with Cuba for transferring knowledge and technical capacity on risk-management and recovery.

In terms of the JCCCP project, the Nassau cooperation triggered south-south workshops within CARICOM projects, peer exchanges and donor workshops.

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The RP facilitated these types of cooperation by promoting exchange spaces-such as the Accelerator Labs, webinars, workshops- and throughout the involvement of COs and both national and regional institutions.

5.2 ANALYSIS OF STRATEGIC POSITIONING

In general, we find the RP 2018-2021 allowed the articulation of projects, regional interventions, activities, and service plans, as well as joint efforts of COs around three outcomes that remain relevant for the region. This, enhanced by the new lines of action of the directorate (Productivity, Inclusion, and Resilience), promoted the reestablishment of the strategic position of UNDP in the region.

Many internal and external actors mentioned that for the last two years a new impulse has been noticed in the actions of the Regional Hub. In addition, beneficiary countries and donors acknowledge the abilities and capacities of UNDP to interact with governments, as well as the recognition that some signature solutions and specific tools already have (like the service package of SIGOB).

However, stakeholders seem to have difficulties identifying the specific actions (programs, regional interventions, and service plans) related to the RP; thus, some opinions are about the general efforts of the Regional Hub and its teams. In this matter, it is important to define with more clarity what is the RP, what it does and how it does it. Socialize the utility of the RP with both internal and external actors will help enhance the strategic positioning of UNDP's Regional Programmes.

CHAPTER 6. CONCLUSIONS AND RECOMMENDATIONS

This document presents the Final Evaluation on the UNDP Regional Programme for Latin America and the Caribbean 2018-2021.

In general, we find the Regional Programme 2018-2021 (RP) allowed the articulation of projects, regional interventions, activities, and service plans, as well as joint efforts of COs around three outcomes that remain relevant for the region. This, enhanced by the new lines of action of the directorate (Productivity, Inclusion, and Resilience), promoted the reestablishment of the strategic position of UNDP in the region. However, the scope and potential of the RP can be further strengthened in terms of regional development and integrative solutions.

This evaluation exercise had to consider the COVID-19 pandemic context, because some actions and programs related to the RP had to be adapted in 2020. In this regard, the RP was

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flexible enough in adapting and responding to country offices' needs, especially with technical support and readjustments in the programs' operation.

As mentioned before, there is a strong perception that UNDP is reinstalling its position in the region over the last two years. The majority of external stakeholders agree about UNDP promoting the generation of data and evidence-based policies; and the technical capacity related to the Regional Programme activities is also highlighted. Most stakeholders reported a very good coordination with their UNDP counterpart (Regional Hub or projects personnel); but also, internal actors report moments of disconnection between NY Office and the Regional Hub.

In terms of the RP rationale, the Theory of Change is clearly defined, identifying all the required elements (development challenges, problem pathways, solution pathways, RP Outputs, Desired change, Strategic Plan Outcomes, and related SDGs). Nevertheless, the vertical logic needs to be strengthened because there is a missing level between Outputs and Outcomes. Institutionally, the RP must be aligned to the Strategic Plan's Outcomes, but the Outputs that are the RP responsibility do not necessarily contribute to those Outcomes; thus, an intermediate level of expected results is needed.

In addition, current indicators do not allow measuring the real achievement in terms of results. However, this document highlights relevant actions and results that are in line with the outcomes and SDG achievement.

Also, 71% of Output measurements reached their target, and there is a recognition of strong knowledge products and public goods that contribute to public policy in the region. A very high percentage of stakeholders (91.7%) consider that the knowledge and innovations generated informed policy making in their countries. Among this innovation some case studies were identified to highlight issues that can be further investigated across the Regional Programmes: SIGOB, DATACTION (InfoSegura), EWS partnerships, and the Gender cluster transversal work. In terms of the knowledge products, at least those related to the evaluation sample of projects are highly recognized by stakeholders as useful and/or innovative.

In terms of sustainability of the results- perceived as partially sustainable- the main challenge is the changes in governments priorities, but stakeholders agree upon initiatives must be built with the national counterpart, and preferably since the planning and design stages.

Moreover, the RP has contributed to leverage existing CO portfolios in the achievement of planned development results by offering complementary resources and tools, and by highly valued technical assistance. However, the alignment between RP's actions and national plans is not completely clear; thus, with the information available we cannot confirm that the RP create synergies more than complementarities.

Derived from the pandemic, for the next RP there are two stages to be considered: (1) COVID Shock recovery, and (2) Growth in Post-COVID era. In this context, the support that UNDP must bring to countries and the LAC region is knowledge, research, technical assistance, and interventions with focus on productivity.

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LESSONS LEARNED

- In parallel with the alignment to the Strategic Plan, it is important that the Theory of Change has intermediate Outcomes that guide the execution of the RP. For this, it is necessary that the programs and activities have identified contributions to this level of Outcomes. If the contribution of the RP to the Outcome indicators cannot be measured, it is not possible to understand the results achieved by the RP.

- With the pandemic, it was demonstrated that remote work is not only feasible, but even more productive. Now it is clear that professionals can offer services without having to migrate. Now human resources can connect with other countries to work there without having to move.

- The Country Offices that make the most of the resources and tools available are those that know the types of RP support.

- The RP operation seems to be supply-driven, especially on topics where specific tools are already designed and working. However, this is not necessarily a negative issue.

- It is important to have a clear understanding of the RP governance, and to identify the tasks of each cluster or team towards unified objectives. In addition, solutions with an integral vision of development could be interesting for donors.

RECOMMENDATIONS

The specific recommendations derived from the analysis are the following:

- **Recommendation 1:** Alignment between the Outcomes and the directorate narrative for the LAC region: Productivity, Inclusion, and Resilience as Outcomes to be achieved by comprehensive activities, tools and solutions related to solid content, strategic partnerships and communications, and impeccable administration.

In addition, related actions that could help achieve this narrative are the following:

Team	Lines of Action
Gender	Financial Inclusion, Gender training to understand and identify cross-cutting issues in the field
Governance and Sustainable Peace	Economic Growth, Migration and Economic Integration Linked to effective governance, reinstall technical capacity to provide support on electoral themes which is key to strengthen democratic and effective governance.
Health and HIV	Support Regional Vaccination Efforts, Support Regional Health-Risk Awareness

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	Capitalize on preexisting projects, building on the successful experience and collaboration with "Estrategia Intégrate"
Disaster Risk Reduction	Innovative financial instruments, EWS Reassessment/ revision on what is understood by risk (i.e., risk governance, triggered by the COVID pandemic)
Nature, Climate and Energy	Inclusive Growth (nature bonds), Biodiversity, Environmental Justice, Climate Change and Migration
Inclusive Growth and SDG	Decent Work, Economic Growth, Productivity, Youth Employment, Financial Inclusion, support evolution of beneficiaries' registries (related to Recommendation 7)

- **Recommendation 2:** Use indicators as incentives: Define indicators in terms of what the RP wants to promote (some missing points in the last RP were: south-south cooperation, partnerships, capacity building, production of data). Indicators must enable to tell the story of results achieved.

- **Recommendation 3:** Include the Strategic Plan indicators in a higher level (as impact), but specific Outcomes' indicators for the RP must be defined, in order to measure contributions and results. If the contribution of the RP to the Outcome indicators cannot be measured, it is not possible to understand the results achieved by the RP.

- **Recommendation 4:** Define targets for each indicator since the planning stage, in order to be able to measure achievement. In addition, the majority of indicators must be focused on region, sub-regions or countries, rather than on specific tools.

- **Recommendation 5:** Elaborate a more exhaustive target exercise, always using the information from previous exercises (historic indicators, when applicable) to ensure that targets are relevant for the region/country/project; achievable, but yet challenging, and have a baseline defined. For targets definitions it is important to consider that in monitoring and evaluation systems, exceeded targets by 120% or more are a signal for reviewing your planning. In general, targets should be achievable, but also with an objective that drives to growth.

- **Recommendation 6:** Incorporate more tools and communication mechanisms for non-Spanish speaking actors.

- **Recommendation 7:** In terms of growth in post-COVID era, the RP can be a mechanism to put on the table that social protection systems must consider new elements. In general, the elements of LAC's social protection policy focus on structural poverty; and the pandemic showed that they are not emergency ready. Social protection systems were not ready for providing social assistance to households facing transitory shocks and not living in extreme poverty.

One of the features of social protection systems by the beginning of this decade, was that they were originally conceived and designed to address structural poverty, justified by the need to level the playfield by enabling vulnerable groups for engaging in the medium

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and long term into the benefits of the increasingly prosperous environment that was prevailing across the region.

However, the COVID-19 pandemic brought this process to a halt, and abruptly challenged both, the operation, and the design of social protection efforts across LAC. On the one hand, the crisis made it evident that it was not enough to aim at covering the structurally poor as before in a context where large sectors of the population that had advanced into the middle classes, suddenly returned to the ranks of the vulnerable and of those with incomes under what is needed to cover their basic needs. [17] These groups require temporary support through a short term protection network that cushions the immediate effects of the crisis, while simultaneously offering opportunities through ways out so that they can reincorporate into the productive activities that had improved their standard of living to pre-pandemic levels -that is, a platform that allows them to exit the social protection network and support system. This implies that the concept of social protection needs to be updated to become dynamic so that it can service the structurally poor while at the same time being able to address the needs of the transitory vulnerable that fall below the poverty line temporarily.

In this context, some examples of discussion topics that the RP can promote are the following:

    c) It is now desirable that beneficiaries' registries include potential recipients of social assistance, and also the interoperability across systems. Some relevant actions towards these goals are:
- In the short-term, develop electronic beneficiary registries and management information systems, that can evolve into integrated social protection data bases.
- Establish protocols and agreements for sharing data with other government institutions and non-governmental organizations.
- Invest in the interoperability of registries, not only with the social protection systems but also with other social registries such as tax data, social security systems, civil registries, etc.
- Collect information that allows for assessing vulnerability and exposure to shocks in the case of potential recipients.

    d) Update payment systems of the main social programs to promote effective digital mechanisms (financial inclusion); this could have considerable potential for improving the efficiency and effectiveness of social protection programs.

- **Recommendation 8:** With the pandemic, it was demonstrated that remote work is not only feasible, but even more productive. Now it is clear that professionals can offer

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[17] The economic contraction in LAC implied drastic declines in household incomes as well as a massive exit from the labor market for millions of workers in 2020. According to Acevedo et al. (2020), the number of poor in the region surged by an additional estimated 44 million, and even though part of the increase is expected to be transitory and fade away when the environment improves, the shock certainly modifies the dynamics observed in the past two decades.

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services without having to migrate. Now human resources can connect with other countries to work there without having to move.

In this context, the PR can function as a broker of talent and knowledge- like a virtual Hub, in addition to the physical hub- that can help different countries. Some specific required activities are the following:

- Research and identify needs and skills required by other countries.
- Development of tools to connect the labor market across countries.

- **Recommendation 9:** In the guidelines to design the RP, include the definition of the types of support available and the mechanisms of dissemination to all institutional actors. It is important to socialize the usefulness of the PR with both internal and external actors in order to explain the different types of resources, activities and support available. The analysis show that COs that make the most of the resources and tools available are those that know the types of RP support.

- **Recommendation 10:** Promote feedback spaces with the Country Offices on the PR (annual meetings with progress, challenges, and possible adjustments).

- **Recommendation 11:** Capitalize on the advantage of a supply-driven RP:
  ○ Update the products with perceived countries' demands. For this, one mechanism may be the application of an online survey on the needs and priorities of the countries.
  ○ Define a supply sufficiently specific, but also comprehensive, to have adaptability in the different sub-regions/ countries.

- **Recommendation 12:** Promote the Acceleration Laboratories aligned with narrative objectives. This initiative is positively recognized, but slow in the region. These labs can improve innovation and communication towards the defined vision for the region.

- **Recommendation 13:** Return to the promotion of "Communities of Practice" (virtually and RP-related), which are highly valued in COs. In addition to the shared experiences themselves, these practices can illustrate the kind of support related to the RP, and the Regional Hub can learn more about the countries needs and challenges.

- **Recommendation 14:** Strengthen the coordination between NY and Panama through joint-projects, definition of unified goals, and specific mechanisms for reporting and sharing advances.

Coordination mechanisms are a complex challenge that, in general, can be promoted by the establishment of rules or coordination norms, or by means of incentives. In this case, the proposal is to explore the creation of joint indicators, considering the narrative and the lines of action described in Recommendation 1.

The ideal is to align the incentives so that, on the one hand, the PR contributes to achieving the institutional goals of the RBLAC; and, on the other hand, that the actions of the RBLAC enrich the efforts of the PR.

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- **Recommendation 15:** Use the RP as an articulating entity within the different Clusters for comprehensive responses to complex problems; to have a unified vision of development.

- **Recommendation 16:** In line with Recommendations 14 and 15, develop a Matrix that clearly identifies the elements of each cluster and their connection with the RP Outcomes by level of coverage (country, rub-regional or regional). Once the matrix is filled out, it must be reviewed to identify and resolve duplications; identify complementarities and recognize synergies.

Proposal of Matrix for Recommendation 16

Themes	Outcome 1			Outcome 2		
	Country	Sub-regional	Regional	Country	Sub-regional	Regional
Inclusive Growth and SDGs						
Governance and Sustainable Peace						
Health and HIV						
Disaster Risk Reduction						
Nature, Climate and Energy						

Source: Elaboration of the authors

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	Regional programme document for Latin America and the Caribbean, 2014-2017
	UNDP Regional Programme for Latin America and the Caribbean 2018-2021. Monitoring & Evaluation Plan.
	RP Resource Framework and Theory of Change
	Terms of Reference
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	RBLAC Organigram, March, 2021
	RPD 2018-2021 Project Portfolio
	PPT RPD Presentation Regional, 2018-2021
	Results Oriented Annual Reports 2018-2020
	RPD Resources and Programme Linking
	RPD 2018-2021 Resource Mobilization
	RPD 2018-2021 Resource Mobilization Results
	RPD Pipeline March 2021
	Active Regional Projects Description Budget 2019 - 2021 Feb 2021Final
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	Brief for evaluation team members: Mainstreaming gender in UNODC evaluations.
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	Contact List Evaluation 2021
	March Documentation ID
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	Analytics Report (knowledge products)
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	UNDP Cover Letter to ECHO_FR_26 June 2019.
	Pac Presentation August 14.
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Acelerando el progreso de los ODS en América Latina y el Caribe	Project Document. Acelerando el Progreso de los ODS en América Latina y el Caribe UNDP Regional Programme for LAC 2018-2021. Most relevant technical assistances from the Inclusive Growth Teams KM Product 2018_202. Ongoing formulation of the RHDR 2020 for LAC. COVID-19 Policy Documents Series COVID-19: A Tool for Addressing public policy decisions supported on data Initiation Plan from July 2019 to January 2021
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Regional Programme	Caribbean Spotlight RP BUDGET FINAL Spotlight Initiative: Strengthening Regional Cooperation To Prevent And Respond To Family Violence In The Caribbean. Caribbean Regional Programme Document
CAM Evidence-Based Information Management CS - INFOSEGURA	Project document: Evidence-Based Information Management for Citizen Security in Central America. 2'14 Caratula INFOSEGURA 2021 DIM memo (for program extension 2017-2021) INFOSEGURA Revisión Sustantiva, junio 2017 Marco de resultados Infosegura Final Performance Evaluation of the Regional Citizen Security Project (InfoSegura), USAID, 2019 Annual Report 2019-2020. October 2019 to September 2020. Infosegura Template KM Product RPD 2018_2021, InfoSegura Homicidios en el año del COVID 19: Centroamérica y República Dominicana Medir la Violencia: Políticas públicas basadas en evidencia en Centroamérica Informe Factores de Riesgo y de Protección en la victimización juvenil en el Norte de Centroamérica Informe: La cara escondida de la inseguridad, violencias contra las mujeres en Centroamérica y República Dominicana Plataforma de gestión de información de los Centros Cívicos por la Paz para el fortalecimiento de la política pública de prevención Plataforma de gestión de información de los Centros Cívicos por la Paz para el fortalecimiento de la política pública de prevención Análisis de Seguridad ciudadana enero a septiembre 2020 Encuesta Nacional de Violencia contra la mujer 2017, publicación 2018
SIGOB- Fortalecimiento de las capacidades de gestión para la gobernabilidad democrática	Documento de proyecto: SIGOB, 2014 Marco de resultados con año 2019 SIGOB Annual Progress Report, 2018 SIGOB Proyecto Regional, INFORME DE EVALUACIÓN 2014-2018, final SIGOB KM Product RPD 2018-2021.
SIGOB- Innovación en métodos y habilidades de gestión	Documento de Proyecto. PNUD-SIGOB – Innovación en gestión para Centros de Gobierno en instituciones clave del Estado
Atenea: Mecanismo para acelerar la participación política de las mujeres en América Latina.	PRODOC ATENEA Presentación Board ATENEA, Mayo de 2018. ATENEA Informe Anual 2017. ATENEA Matriz de Resultados Revisada Political Parity Index Courses FLACSO-ATENEA
Strengthening Evidence Based Decision Making for Citizen Security in the Caribbean- CARISECURE	Final CARISECURE Project Document CARISECURE Annual Report Year 4. October 2019-September 2020. Rapid Assessment of Carisecure's Police Reporting Crime Information Management System (PRMIS)
Global Fund CVC/Coin regional project. Challenging Stigma and Discrimination to	Project Document. Challenging Stigma and Discrimination to Improve Access and Quality of HIV Services in the Caribbean. Project Lessons Learned-Report, December 2018. Joint Mid-Term Evaluation for the CVC/COIN and PANCAPGlobal Fund

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Improve Access and Quality of HIV Services in the Caribbean	Regional Grants. Email con link info GF Caribbean Project Legal literacy manuals for beneficiary countries
A Multidimensional Progress Agenda for Human Development in LAC	Project Document Substantive Revision. Multidimensional progress for Human Development in Latin America and the Caribbean (2017-2018) Project Document 2015 Informe de Resultados De Colaboración Pnud Alc - España Human Development Reports of 2010, 2014, and 2016 Informe de progreso 2018 Informe Consolidado del Proyecto Informe De Desarrollo Humano Progreso Multidimensional 2015-2019 Proycto AECID 2020 Proyecto "Progreso Multidimensional para el Desarrollo Humano en América Latina y el Caribe"
Desarrollo de las capacidades estatales para prevenir violencia de mujeres y niños - CAF	Prodoc: Desarrollo de las capacidades estatales para prevenir y responder a la violencia de las mujeres y las niñas (Argentina, Ecuador y Perú). Informe de progreso anual del proyecto, 2020.
Prevención de la violencia NNAJ - PREJUVE	Documento del proyecto regional: seguridad integral y prevención de la violencia que afecta la NNAJ en los países del SICA. Presentación BOARD FEBRERO 2019 final Reporte de Evaluación Final, Octubre-Diciembre 2018.
Regional Climate Change Programme for LAC	Documento de Proyecto: Segunda Fase del Programa Regional de Cambio Climático para América Latina y el Caribe. Informe final de la Segunda Fase del Programa Regional de Cambio Climático NDC LAC digital tool (https://ndclac.org/) Evaluación Final de la Segunda Fase del Programa Regional de Cambio Climático para América Latina y el Caribe (2016-2018) RCCP Template KM Product RPD 2018-2021 Anexo: Resumen de productos finales de la segunda fase del Programa Regional de Cambio Climático
Regional Recovery Plan for the Caribbean Post-Hurricanes- Irma & María	Revised Project Document: Regional Recovery Plan for the Caribbean Post Hurricanes Irma and Maria report UNDP Recovery Programme Caribbean_Sept2018 ChinaAid UNDP Dominica, narrative report, FINAL Template KM Product RPD 2018-2021 Cuba-Dominica
Strategic Initiatives Engagement Facility	Engagement Facility Regulations. Presentation. Detail of Resources Engagement Facility
Strengthen integrated and cohesive preparedness - EWS II	Project Document: Strengthen integrated and cohesive preparedness at a regional, national and community level in the Caribbean. Final Project Report, July 24, 2020. Template KM Products RPD 2018-2021 Dipecho Caribe II ABRC Tsunami Exercise Report CDEMA Adaptation Guide for Model National EWS-Policy Gender COMMUNITY DISASTER RESPONSE TEAM TRAINING REPORT CEWS Training Report Dominica CDRT Report

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	Dominica Community Disaster Plan (among several other disaster plans) KAP Survey St. Vincent
Strengthening Resources and Decision Making - INFORM	Final Project Document: Fortalecimiento de capacidades para la toma de decisiones humanitarias y de desarrollo basadas en información de riesgos de desastres - INFORM, 2017 Ppt INFORM Centroamérica INFORM Annual report, delivered in March 2019 INFORM: Subnational Project. Evaluation Report. February 8, 2019. Template KM Products RPD 2018-2021- INFORM Index for Risk Management LAC Lineamientos para evaluar el impacto humano de desastres
UNPage	Page Project Document: UN Partnership for Action on inclusive Green Economy (PAGE) Project Document Extension. UN Partnership for Action on Green Economy (PAGE) Report: "Impactos de la alianza PLV PAGE. En el marco de la séptima edición virtual de Premios Latinoamérica Verde".

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ANNEXES

ANNEX 1. TERMS OF REFERENCE

**TERMS OF REFERENCE FOR FINAL EVALUATION OF THE
UNDP REGIONAL PROGRAMME FOR LATIN AMERICA AND THE CARIBBEAN 2018-2021**

A. GENERAL INFORMATION

Title: Final Evaluation of the Regional Programme 2018-2021

Type of Contract: Professional Services

Direct Supervisor: Manager Regional Hub

Modality of Execution: DIM

Duty Station: Home-based with virtual consultations

Estimated Start Date: February 22, 2021

Duration: 33[18] working days within a 3 months period

B. PROGRAMME BACKGROUND AND CONTEXT

1.1 Current situation in Latin America and the Caribbean

Latin America and the Caribbean is a multi-cultural and multi-ethnic region comprised of 33 countries, the majority of which are classified as middle- and high middle-income countries. In recent decades, countries in the region have advanced significantly in key human development areas, integrating sustainable development goals in national planning processes and promoting the principles of equality and leaving no one behind.

Beginning in the 1980s, the region has experienced its longest period of democratic rule, with democracy and peace further advanced, including an end to hostilities in Colombia, the longest armed conflict in the region. Eleven of the 19 Latin American countries have reduced homicide rates since 2015. Countries have advanced in combating gender inequalities in all areas of social life by mainstreaming gender equality and women's empowerment into public policies and agendas, creating gender equality mechanisms and gender-responsive laws and structures in all countries of the region. The Caribbean, including the small island developing States, has improved performance in maternal mortality, infant malnutrition, life expectancy, depletion of natural resources, and access to basic services.

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[18] " Note: these are tentative working days and not man days

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Despite recent advances, Latin America and the Caribbean remains the most unequal region in the world. Up to 28 per cent of its population is still classified as multidimensionally poor: 38 per cent of people have not yet reached the middle-income category. Over 220 million people in the region are neither able to rise into the middle class, nor are they classified as poor. People living close to poverty, particularly women, are at high risk of falling back into poverty due to health shocks, climate change and disasters, irreversible changes to ecosystems, and social economic and political barriers that limit their coping capacity.

Further, regional growth and the progress achieved is constantly threatened by economic, political, environmental, and more recently, epidemiological shocks. Volatility has become the norm and not the exception, with the average Latin American country being about 15% of the time in recession since 1980. This volatility is compounded by the fact that a large part of the population remains vulnerable. In addition, the region is characterized by a great and growing distrust among citizens on public institutions, driven by dissatisfaction with public services and corruption scandals. The proportion of the population with little or no confidence in governments reached 75% in 2017, 20 points more than in 2010 and more than in all other regions[19] .

The Caribbean faces increasing human vulnerability due to growing multidimensional poverty alongside persistent weak economic growth and erosion of human development gains. Poverty rates in the Caribbean Community and Common Market (CARICOM) exceed Latin American rates and are higher than those in countries classified as low and middle-income. While the subregion boasts relatively high political stability, multidimensional progress is constrained by sluggish economic performance, influenced by limited fiscal space and a heavy debt burden. The middle-income status of small Caribbean states has obscured the fact that given the high levels of unemployment, especially of youth, and low levels of social protection, the vulnerable population in the Caribbean includes and exceeds the already high number living below poverty lines.

As the second most disaster-affected region in the world, Latin America and the Caribbean is particularly vulnerable to disaster risks and climate change stemming from the impact of climate variability and unsustainable development patterns on ecosystems, biodiversity, livelihoods, and health. In 2005-2016, floods affected more than 28.6 million people in Central and South America, generating economic losses equivalent to more than $19.2 billion. In the same period, hurricanes in the Caribbean affected more than 5 million people, resulting in more than $9.5 billion in damage.

Despite advances in gender equality, gender differences are still marked in the region. Barriers, defined as "hard exclusions" by UNDP, show that gender inequality in access and control of resources, labour markets, and the persistent feminization of poverty are still among the main challenges caused by legal, economic and political frameworks; social and cultural norms; structural inequalities; and exclusive states that are not gender-neutral. Women represent 27 per cent of national parliaments in Latin America; only 10 countries have met or surpassed the 30 per cent target for women's participation in parliaments. Indigenous and Afro-descendant women experience additional barriers as they suffer multiple and simultaneous forms of discrimination, which severely limit their participation in political processes.

The Covid -19 pandemic, which has transformed from a major health crisis to a governance crisis, has exacerbated power asymmetries and inequalities, slowed economic growth, and deepened structural deficiencies by threatening decades of development progress having a devastating impact on LAC countries. Of the ten countries with the highest number of Covid 19 cases to date, five are in LAC. In terms of deaths by one million population, four of the top ten countries in the world are in this region, which only accounts for only 8.4 percent of the world's population, but 30 percent of total COVID-19 deaths to date (half of those deaths in Brazil alone)[20].

Beyond the threat of a recession characterized by negative growth and high unemployment, the region is at risk of losing at least 2 decades of social and economic progress.[21] Given the anticipated contraction in global output, LAC projections show a consensus of around -3% or -4%, and the region is only expected to recover the pre-crisis activity levels by 2022, in scenarios that foresee a U-shaped crisis. According to ECLAC, more than 30

[19] OECD, 2018. Latin America Economic Outlook 2018.
[20] Planning a Sustainable Post-Pandemic Recovery in Latin America and the Caribbean, Mauricio Cárdenas and Juan José Guzmán Ayala, UNDP LAC C19 PDS 21
[21] Ibid

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million people could fall into poverty if active policies are not put in place to protect or replace the income of vulnerable groups[22]. The pandemic will leave the region with much higher debt levels. According to the IDB, gross public debt in Latin America will increase on average to 70-73% of GDP in 2022 from 57% of GDP in 2019, significantly higher than the 44% of GDP observed during the 2008-2009 CGF. In the medium term, debt service will shift to other expenses and over-indebtedness will constrain economic growth[23].

1.2 Regional Programme - General Structure

Regional programmes are designed to support the region and countries to achieve development results. The Regional Programme for Latin America and the Caribbean is framed in UNDP's Strategic Plan (SP) Outcomes, namely: eradicating poverty; accelerating structural transformations for sustainable development; and building resilience to crises and shocks. It also considers five of the six SP Signature Solutions:

> Solution 1: Keeping people out of poverty;

> Solution 2: Strengthen effective, inclusive and accountable governance;

> Solution 3: Enhance national prevention and recovery capacities for resilient societies;

> Solution 4: Promote nature-based solutions for a sustainable planet; and

> Solution 6: Strengthen gender equality and the empowerment of women and girls.

A regional programme involves the development of activities that are uniquely attainable at sub-regional and regional levels and which ascribe to a set of *regionality principles* namely:

- *Regional public goods and services* (such as regional integration, climate change, natural resource management, risk governance and crisis management);
- *Sub-regional or cross-border activities* that are delivered in multiple countries, addressing an issue of a cross-border nature that generates externalities and spill-overs;
- Advancement of awareness and action on sensitive and emerging issues that are best addressed on a *multi-country or inter-country* basis;
- *Multi-country activities* that are put together for the purpose of achieving cost-efficiency or for any other purposes[24] where participation of multiple countries would be deemed more appropriate.
- *Promotion of innovative solutions* that overcomes institutional, financial and/or informational barriers that may be too high for an individual country to surmount;
- *Inter-regionality*, that is, cooperation and coordination on issues that are of interest to 2 or more regions due to their relevance to, connections between and impact on these regions;
- *Partnership-building and network development at regional and sub-regional* levels that benefit from resources and opportunities that exist primarily or only at these levels;
- *Knowledge generation and sharing of experience and expertise*, including through south-south and triangular cooperation focused on issues of common interest so that countries can connect to, and benefit from, relevant experiences from across the region that are also connected to the global knowledge bank.

At the same time, since UNDP is an organization that provides assistance predominantly through its country programmes, the *regional programmes often provide*:

- *Technical and Policy support* to country programme activities to leverage country programme activities. Such a support could range from assistance in designing projects or providing experts for training.
- *Country-level activities* that are implemented at the country level and could appear as de facto country programme activities. An example would be pilot projects in selected countries, financed by regional programme under an umbrella regional project.

In terms of funding, in addition to core resources and other resources raised to finance specific regional programme activities, a regional programme activity could be financed partly by global or country programme

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[22] Introduction to the series: Evidence, Experience, and Relevance in Search of Effective Policy Alternatives, Luis F. López-Calva, United Nations Development Programme Regional Director, Latin America and the CaribbeanNew York, March 2020

[23] Planning a Sustainable Post-Pandemic Recovery in Latin America and the Caribbean, Mauricio Cárdenas and Juan José Guzmán Ayala, UNDP LAC C19 PDS 21

[24] This includes initiatives that are regional due to the economics of scale.

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resources. Global programmes typically fund positions in Regional Hubs to provide specific expertise. The experts in these positions normally work together with experts funded by regional programme to implement the regional programme. Similarly, activities undertaken at the country level could involve use of resources from both country and regional programmes.

These intermingling of programme activities, funding and implementation among country, regional and global programmes occur because of the general overlap of programme objectives—an activity to reduce poverty in a country also contributes to poverty reduction in the region and globally.

1.3 The RBLAC Regional Programme 2018-2021[25]

The Regional Programme for Latin America and Caribbean was formulated in 2017 considering the corporate priorities presented in the UNDP Strategic Plan (SP) 2018-2021, and the findings and recommendation of the joint evaluation of the SP and Regional Programme Documents 2014-2017 [Please insert footnote with major recommendations from this evaluation]. The formulation process encompassed participative workshops with the thematic areas which help build the theories of change behind the results proposed for the new programme. The programme also benefited from an extensive consultative process involving COs, and key partners.

The main objective of the Regional Programme is to **foster inclusive economic growth** and to **build multidimensional progress** that can contribute to eradicating poverty in all its forms, tackling vulnerability and generating sustainability. Hence, its planned results are geared towards reducing persistent income and non-income poverty and exclusion, lowering levels of vulnerability and conflict, building sustainable development practices, and strengthening democratic governance while acknowledging the diversity of the region (middle-income countries, Small Island developing States and least developed countries).

The programme focuses on regional transboundary issues that cannot be addressed in a siloed manner or at the country level alone. These require a coherent regional approach through consistent policy guidance at an appropriate level, innovation, and support to country offices and partner countries in delivering the 2030 Agenda and promoting a new generation of public policies that protect vulnerable populations from falling back into poverty.

The regional programme includes three programme outcomes aligned with outcomes of the Strategic Plan, 2018-2021. Under the 2030 Agenda, it adopts an integrated view, recognizing development challenges as multidimensional and interlinked. Within each of these outcomes, the programme constructed its regional interventions aligned with the UNDP global offer of signature solutions. These outcomes are:

> ***Outcome 1*** Reduced levels of multidimensional poverty and inequality accelerate progress towards the achievement of sustainable development goals.

> ***Outcome*** 2 Climate change risk-informed sustainable development frameworks that promote healthy ecosystems and sustainable livelihoods and reduce risk, especially for people in vulnerable conditions.

> ***Outcome 3*** Responsive, inclusive, and accountable institutions improve the quality of democracy and the rule of law.

According to the RPD, the programme concentrates on regional[26] initiatives through the following services:

- Putting in place regional frameworks and offering regional tools to support the 2030 Agenda in coordination with other UN agencies;
- Advancing gender equality and mainstreaming gender as a driver for inclusive growth and to tackle vulnerability and exclusion;
- Advancing gender-sensitive actions for climate-resilient and low emission development; and for sustainable production and equitable benefit-sharing of natural resources.

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[25] Further details on the programme and its activities are found in:
http://undocs.org/DP/RPD/RLA/3
In addition, the evaluators must consult the evaluation conducted by the Evaluation Office on the predecessor programme: The evaluation of the Second regional Cooperation Framework for Latin America and the Caribbean 2002-2006 at:
http://web.undp.org/evaluation/evaluations/thematic/sgrp.shtml
[26] The region consists of several sub-regions, including English Speaking Caribbean and the evaluation should take this diversity well into account during the assessment.

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- Strengthening capacities for supporting state institutions in creating inclusive mechanisms for broader gender-responsive citizen participation in politics and public policy formulation, implementation and monitoring;
- Facilitating dialogue, early warning mechanisms, and political analysis for social cohesion and the peaceful management of emerging and recurring transboundary conflicts and tensions;
- Advancing the development of regional and national gender-sensitive, evidence-based policy responses that address insecurity, and prevents youth, gender- and identity-based violence.
- Mobilizing new partnerships and resources to offer solutions that require a regional and/or sub-regional perspective.

The programme had as its main design attributes i) inclusion, multidimensional progress, and sustainability as the core of the regional interventions; ii) strengthening the integration of SDGs in the programme offerings; iii) gender as driver for inclusive growth and to tackle vulnerability and exclusion; iv) mainstreaming of gender within outputs, indicators, and budgets; v) acknowledging the diversity of the Region (MICs, SIDS, LDC, Sub Regions); vi) providing particular attention to the Caribbean with emphasis in climate-resilience, citizen security, and inclusive citizen participation; vii) incorporating South-South Cooperation as the mechanism to enhance effective collaboration across countries – in and outside LAC. In addition, all regional and sub-regional projects developed as part of this regional programme document had to add value at the regional or sub-regional level following the regionality principles mentioned in section 1.2 of this ToRs.

Below is a breakdown of the expenditures/budget approved and the number of development projects classified by outcomes implemented by the Regional Programme from 2018 – 2021:

RPD OUTCOME	2018	2019	Budget 2020	Budget 2021	Total	Regional Projects
1	3,018,530	2,337,431	3,889,650	-	9,245,613	5
2	11,375,998	6,042,441	1,101,209	-	18,519,650	8
3	9,747,349	5,614,189	11,377,018	1,960,633	28,699,192	13
Total	24,141,876	13,994,061	16,367,877	1,960,633	56,464,448	26

Source: ATLAS

The regional programme worked in promoting integrated, collaborative relationships between the concerned national institutions, leveraging and enhancing the role and capacities of regional organizations; deepening partnerships with United Nations organizations, bilateral and multilateral donors, and civil society; and forging new alliances with the private sector, to further collaboration on the sustainable development goals.

Through cross-fertilization, South-South cooperation, innovation, knowledge-brokering, and a robust advisory and delivery capacity, the regional programme is serving as a strategic advocacy platform and is facilitating region-wide coordination on and responses to sensitive and emerging issues that build on national efforts and leverage regional and global best practices and expertise.

Across the three outcomes, the regional programme projects has been offering innovative e-learning solutions to UNDP and its partners to improve the quality of indicators, data analysis and management through indicator frameworks, data-sharing agreements and coding structures; automation of decision-making processes and portals for increased transparency; and development of mobile applications and web-based information management systems.

The programme counts with n Results and Resources Framework which contains the indicative resources as well as a mix of Strategic Plan and regionally owned indicators, targets, and baselines at the outcome level. The monitoring framework of the regional programme includes outcome and output indicators, which (a) are directly relevant to the focus and priorities of the programme; (b) are aligned with the sustainable development goals and the Integrated Results and Resources Framework of the UNDP Strategic Plan, 2018-2021; and (c) can be measured and monitored efficiently.

Direction and oversight of the programme rests with the Director of the Regional Bureau for Latin America and the Caribbean; whereas programme management is largely vested under the responsibility of the regional hub. The regional programme has been implemented mainly through regional projects with direct implementation modality, building on accumulated knowledge, experience, technical competencies of policy advisors at the

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Hub, and in consultation with country offices. Projects have been implemented through regional and sub regional activities with targeted country-level components, coordinated and agreed within annual work plans. Development solutions teams at the hub and project specific consultants with diverse technical expertise have supported the formulation and implementation of the regional initiatives, with a multi-disciplinary perspective for relevant integrated support and advice.

C.   OBJECTIVE OF THE EVALUATION

The final decentralized evaluation of the Regional Programme 2018-2021 is being conducted as agreed in the RPD evaluation plan and in accordance with the UNDP's Evaluation Policy which sets out several guiding principles, norms and criteria for evaluation in the organization. Hence, it will be an independent, impartial process, carried out with appropriate quality, and intended to generate relevant and useful information to support evidence-based decision making.

In line with the standard practice of evaluation, the scope of this evaluation is a ***broad assessment of the attainment of the programme's intended results*** across the outcome areas, emphasizing the effectiveness in their delivery as well as the positioning of UNDP. It will also assess whether the strategy (Theory of Change) adopted was the correct approach to achieve the higher-level results agreed upon at the beginning of the programme.

The evaluation process will also aim to facilitate learning to inform the future programming at regional level and the formulation and implementation of the new regional programme to be approved in 2021 and to start in 2022. Additionally, is should provide stakeholders with an objective assessment of contributions achieved as a result of UNDP support and partnerships through the regional programme implemented during the evaluation period.

The evaluation will analyse the regional programme's contributions to development in the region during the current programme period and UNDP's strategic position within the region. A set of forward-looking recommendations will be drawn at the end of the evaluation. It is expected that evaluation results will be used in the formulation of the next regional programme document.

The key objective of the final evaluation commissioned for the RPD 2018-2021 are:

1. Review the quantitative and qualitative regional development results achieved through the implementation of the Regional Programme in partnership with the key development actors in the region, highlighting progress, the key drivers of success, and main gaps identified.
2. Review the strategy (Theory of Change) adopted as assess if it was the correct approach to achieve the higher-level results agreed upon at the beginning of the programme.
3. Review how the Regional Programme has contributed to position UNDP regionally, including supporting countries with the SDGs in the new COVID-19 context.
4. Review how the Regional Programme has contributed with knowledge generation and innovation, including regional public goods, within the three programme outcomes, and how it has been applied at national level.
5. Review how the Regional Programme has contributed to leverage existing Country Office portfolios in the achievement of planned development results.
6. Based on the review done, present key findings, lessons learnt, and make recommendations to inform the strategy and focus of the Programme in the next cycle

D.   SCOPE METHODS AND METHODOLOGY

The scope of evaluation

For the purpose of this evaluation, the 'regional programme' will be defined as a set of activities included in the regional programme document approved by UNDP's Executive Board in 2017. These activities are largely implemented by the Regional Hub but in some cases by the Regional Bureau at the headquarters or by the country offices. Furthermore, they could include activities that use resources provided by global or country

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programmes. Because some regional programme activities were undertaken through, or as a support service to, the country programme activities, the contribution by these activities to the realization of intended outcomes should be assessed in conjunction with the associated country programme activities.

The evaluation will span the entire programme period from the beginning to the present, and will include focus on both design and implementation, especially major programme activities and results.

Given the current pandemic situation, with travel restrictions and distancing measures in place, the evaluation will be carried out through virtual means only.

Evaluation criteria and questions

The evaluation will analyse and assess the strategic positioning of the regional programme and its performance in contributing to the realization of each programme outcome and other unexpected outcomes, such as the contribution provided to Country Offices, applying the following criteria and answering the question that follow, providing in each case an analysis on the factors that explain such performance**:**

1. Relevance: How relevant are the RPD intended outcomes and programme interventions to (a) the priority development challenges and emerging needs of the region – including the recent COVID-19 pandemic (at regional and country levels[27]); (b) the promotion of UN values, UNDP mandate and SDG positioning. Additionally, what has been its comparative strengths?

- Is the programme, as designed and implemented, aligned with the main priorities for development, as expressed by UNDP Strategic Plan 2018-2021?
- Is it addressing pressing development challenges that are regional (or sub-regional) in nature or scope?
- How responsive has the programme been to new and important needs and opportunities that may have arisen in the region (at regional and country levels) after programme design?
- How adaptable was the Regional Programme to rapidly changing contexts (economic crisis, natural disasters, reduction in funding, etc.)?
- Was the balance between the different types of activities (regional public goods, sub-regional issues, multi-country interventions, policy advice, technical support to Country Offices, etc.) and the emphasis on results in the countries and knowledge products appropriate in view of regional needs?
- To what extent did the Regional Programme provided support relevant to the achievement of the SDGs at regional and country level?
- To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the programme?
- Is the programme addressing significant equity issues in the region (e.g. the poorest and most left behind, gender, youth, ethnic minorities, etc.)?
- Were there attempts to foster inclusiveness, promote dialogue and reduce social stigma?
- How has the Regional Programme helped UNDP position itself in the region vis-à-vis governments and their programmes as well as other development agencies and civil society organizations to maximize its relevance and leverage?
- To what extent was the regional programme designed to make use of UNDP's comparative strengths, e.g. promoting capacity development, impartiality/neutrality, convening capacity and public-private partnerships, and South-South cooperation?
- Does the regional programme include types and areas of activities which are best implemented at a regional level rather than through UNDP country or global programmes?

2. Effectiveness: To what extent has the regional programme contributed to the realization of the intended outcomes as outlined in the regional programme document and key project documents? Has the Regional Programme contributed to other unexpected outcomes?

- What are the most salient results achieved by the programme under each area of intervention? What are the areas and interventions with the most promising impact?
- What are the main examples of Country Office results achieved with the help of the Regional Programme?

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[27] It is important to note that under the Regional Programme many of the activities are realized at the country level and in close collaboration with the UNDP CO. Thus, it is important assess how the UNDP COs see the Regional Programme (support provided, alignment with the national initiatives, value added, etc)

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- How has the regional knowledge and innovations generated informed or influence policy making at national and regional level?
- How do these achieved results compare with planned results?
- How responsive has the programme been to technical backstopping needs expressed by Country Offices? Was such technical support of high quality and effective?
- How responsive has the Regional Bureau been in adapting to the implementation needs of the Regional Programme? What institutional changes, if any, took place in lieu of the Regional Programme implementation?
- Did the regional projects and interventions incorporate in their formulation regional programme design principles?
- What has been the contribution of partners to the outcomes, and how effective have UNDP partnerships been in contributing to achieving outcomes?
- What are the obstacles, risks or constraints the programme faced?

3. Efficiency: Has the regional programme mobilized enough resources, and has it made good use of its financial and human resources?

- What resources have UNDP and donors made available to the regional programme (staff, financial resources)? Have resources been enough to attain the programme outputs? Were resources allocated according to the priorities?
- How judiciously were these resources utilized? Could the programme have achieved more with the same resources, or made the same contribution with fewer resources?
- Has the regional programme been the most efficient vehicle to deliver the programme results, given the amount of resources available?
- Did the programme compete for resources with country offices? Did it add resources or substitute for country offices resources?

4. Sustainability: To what extent are the results that UNDP contributed to through the regional programme sustainable?

- Were appropriate exit strategies included in project design and implemented, if appropriate?
- Did UNDP engage adequately and successfully in national/regional capacity development? With what results?
- Are the results achieved well known and "owned" regionally and nationally?
- Are catalytic interventions and pilot projects capitalized upon?
- Are lessons learned from pilot projects and others disseminated?
- Have projects or interventions been scaled-up, replicated or transferred?
- What other factors and externalities may reduce or strengthen sustainability (e.g. world financial crisis, middle income status, etc.)?

Partnerships: How well did the regional programme use its partnerships (e.g. with civil society, private sector, local government, donors, regional organizations and international development partners) to improve its performance, while at the same time protecting UNDP's neutrality? To what degree is there coordination, collaboration and synergies between the different interventions, entities and practices that make up the programme, and what is the extent of information sharing between the different programme "hubs" (New York, Regional Hub, Project Management Units, country offices)?

Gender equality and human rights: Did the regional programme incorporate gender equality and human rights aspects into its programme? How effective has been the contribution to specific development results and behaviour changes linked to gender and how effective was the Regional Programme in mainstreaming gender in project design and implementation?

Capacity development: Did the regional programme adequately invest in, and focus on, national capacity development to ensure sustainability and promote efficiency?

Project/programme design: Did the projects and programmes have a well-established design and strategy to ensure their performance (e.g. an appropriate mix of modalities, i.e. regional public goods, sub-regional

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activities, multi-country interventions, policy advice, capacity building, technical support to Country Offices, and country-level activities) to maximize performance in view of regional needs?

Knowledge generation and innovation: Did the regional programme adequately incorporate a knowledge-based approach in the delivery of results? Are the knowledge products (reports, studies, etc.) and knowledge activities (communities of practice, sharing and transfer among countries) delivered by the regional programme relevant and useful for country needs? Did the programme generate innovations? Are they of high quality and credibility? Are they used as project development references and capacity building materials? Did they succeed in contributing effectively to the achievement of programme outcomes? Did they help influence policy making at regional and national level?

South-South Solutions. Did the regional programme adequately facilitate south-south solutions to promote horizontal cooperation?

<u>Methodology</u>

The evaluation is expected to take a "theory of change" (TOC) approach to determine causal links between the activities that UNDP has supported and observed progress in the achievement of expected results. The evaluator is expected to consider in the process the ToC formulated for the programme which is presented in the Annex. Evaluation methods should be selected for their rigor in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions, and to meet the purpose of the evaluation.

The evaluation framework consists of the key inter-related set of questions derived from standard evaluation criteria: relevance, effectiveness, efficiency and sustainability and other factors that can be assumed affect performance as listed above: partnerships, gender equality and human rights; capacity development, project/programme design, knowledge generation and innovation and south-south solutions.

The fact that UNDP regional work and presence is linked with almost every aspect of the organization poses methodological challenges which will be further discussed during the inception phase with the evaluation team. Since these linkages were not spelled out and the results framework is not particularly specific at various levels, tracing causalities and establishing plausible contributions of UNDP work and presence at the regional level to the achievements of development results will require a tailored evaluation designed to overcome the challenges to the extent possible. The evaluation will use both qualitative and quantitative data but given the limitations of the nature of the evaluation qualitative methods will be predominantly used.

<u>Selection of sample projects, activities and countries</u>
The programme has many activities that the evaluation team will not be able to cover all of them in depth within the available amount of time and effort. The evaluation team will select a sample set of activities to evaluate. Such a sample set should be selected based on the following criteria:

- They should sufficiently cover each of the 3 programme outcomes;
- They should sufficiently cover all the types of activities;
- They should cover all the activities that are considered strategically important or financially significant. What is considered strategically significant and financially significant will be further defined in alignment with the reality of the programme during the scoping mission when the sample will be further defined;
- They should reasonably cover different beneficiary countries.

The RP Evaluation Task Force will select a sample of 5 representative countries that will be contacted to validate the findings coming out of the desk reviews and information and views from the initial interviews in headquarters and Panamá. Country consultations will be used also to identify good practices and lessons for the future.

The sample of countries will be selected based on balance of programme, project portfolio and services provided to countries, geographical locations of programme, projects and activities, and lessons learning potential.

<u>Data collection</u>

Data will be collected virtually through various means, including the following:

Desk reviews: The evaluation team will collect and review all relevant documentation, including the following: i) regional programme document; ii) project documents and activity reports; iii) past project evaluation and

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self-assessment reports; iv) knowledge products from the regional programme, e.g. published reports and training materials; v) client surveys on support services provided to country offices; vi) country office reports; vii) UNDP's corporate strategies and reports; and viii) relevant government, media, academic publications.

Analysis of download statistics and citations: the extent of dissemination and influence of key knowledge products will be assessed through an analysis of available download statistics and a review of how much the media have quoted and/or relayed key messages from UNDP publications[28].

Virtual field visits in sample countries: The evaluation team will virtually consult selected countries and/or programme to obtain first-hand progress and achievements made and to collect best practices/ lessons learned. The sample of countries will be based on a thorough mapping of programme interventions and will take into account the diverse levels of development in the region. A case study approach will be used to identify and highlight issues that can be further investigated across the regional programme.

Stakeholder interviews: The evaluation team will conduct virtual interviews with relevant stakeholders and clients including: i) UNDP staff (senior management, policy specialist, project managers and programme officers) in RBLAC, the Regional Hub and country offices; and ii) other UN agencies, iii) donors; iv) policy makers, beneficiaries, civil society organizations in the sample of countries consulted by the evaluation team. Focus groups may be organized as appropriate.

Survey: A general survey will be conducted to collect feedback from to selected UNDP country offices and practice leaders in the region. A common survey form may be prepared by the evaluation team which will be reviewed and approved by the RP Evaluation Task Force prior to its implementation.

Data analysis

During the main evaluation phase, as the data is collected, the evaluation team should engage in the analysis of the data. The result of the data analysis should be structured as follows:

- The findings, namely corroborated facts and statements;
- Assessments, identifying the factors that led to the assessments made (by outcome and by evaluation criteria);
- Conclusions, general statements on the value and performance of the programme addressing broadly the evaluation questions, and underlying factors and features of the programme that led to such conclusions and lessons learned; and
- Recommendations

Inception plan

During the initial phase, the evaluation team must prepare an inception plan and have it reviewed by the Regional Hub. The plan should contain:

- The sample set of activities to be evaluated more in-depth
- Elaborated evaluation questions for each area or outcomes
- Intended sources of information and data collection methods for each activity: e.g. list of implementing partners, beneficiaries, and other stakeholders to be interviewed; list of documents to be reviewed
- Country virtual consultation plans, and coverage of projects and non –project activities in each consultation

E.   EVALUATION PROCESS AND TIME FRAME

Preparatory phase

The Team Leader will hold consultations with the RP Evaluation Task Force to further define the evaluation purpose and scope.

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[28] Within UNDP, there might also be opportunities to exploit data from the corporate knowledge system called Teamworks to try and chart knowledge flows, given that the region appears to have been an early adopter.

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Knowledge products assessment phase

A list of key knowledge products and activities will be prepared by the Regional Hub for in-depth review of their dissemination and influence on opinion makers and decision makers.

Inception phase

During this phase, an appropriate list of regional projects and activities should be prepared by the Regional Hub, for in-depth reviews during the evaluation. This sample should focus on the most important and visible interventions and reflect different programme focus areas and types of regional activities that exist in the regional programme.

Each evaluation team member will conduct a desk review of relevant materials, documents and programme information provided by the Regional Hub, including key knowledge products.

At this stage, virtual consultation plans should be drawn for each team member based on his/her specialty and the types of projects and activities implemented in each sampled country.

After the preliminary desk study, the evaluation team will conduct virtual consultations with the RP Evaluation Task Force to launch the inception phase. During this period, the evaluation team will: i) receive a briefing from its Team Leader on the general evaluation process and methodology; ii) conduct consultations with Regional Hub and RBLAC staff; collect further materials from the Regional Hub and RBLAC, and hold team meetings for planning; iii) collect any relevant programme/project/activity related information, and iv) prepare the Inception plan that contains the theories of change for each area or outcome and agreed on a detailed evaluation design matrix and identifying and developing any data collection instruments required.

Main evaluation phase

Once the inception plan is approved by the RP Evaluation Task Force, the team will precede with data collection activities, including country virtual consultations, in accordance with the evaluation design and process set forth in the inception plan. Once the team members have completed their data collection, and systematized the data for presentation and analysis, the team will reconvene for a joint review and analysis of data/information collected by all team members and validation with the Regional Hub staff. The data analysis session by the team should clearly identify the following:

- Findings: Corroborated facts and statements
- Assessments: Examination of the findings by using the evaluation criteria with identification of factors behind the assessments made
- Preliminary conclusions: General statements with common factors and features about the strategic positioning, value and performance of the programme
- Preliminary recommendations: Recommendations to address each of the Conclusions.

A debriefing session to the RP Evaluation Task Force will be presented by the evaluation team on a preliminary set of conclusions and recommendations at the end of the main evaluation phase, as an additional opportunity for validating the team's assessments.

Report preparation phase

Once completing the preliminary debriefing of the findings with the RP Evaluation Task Force, the evaluation team will finalize a draft report based on the analysis conducted and the feedback received in the debriefing session. This draft (so-called "zero" draft) will be reviewed by the RP Evaluation Task Force, and the team will revise it if there are any comments. Once the team has cleared the comments received, the draft ("first draft") will be shared with the Regional Hub and RBLAC for comments. Based on the comments received, the team will produce and submit a final draft, while recoding any changes made in an audit trail document.

Activity	Estimated # of days	Date of completion	Place	Responsible party
PHASE ONE: Desk Review and Inception Report				
Meeting briefing with UNDP (Programme, Managers and project staff as needed)	-	At the time of contract signing 22 February 2021	UNDP or remote meeting	Regional Programme Task Force

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Sharing of the relevant documentation with the Evaluation Team	-	At the time of contract signing 22 February 2021	Via email	Regional Programme Coordinator
Desk review, Evaluation design, methodology and updated work plan including the list of stakeholders to be interviewed	8 days	Within 2 weeks of contract signing **8 March 2021**	Home Based	Evaluation Team
Submission of the inception report (max 15 pages)	-	Within 2 weeks of contract signing 8 March 2021	Via Mail	Evaluation Team
Comments and approval of Inception report	-	Within 1 week of submission of the Inception report **15 March 2021**	UNDP	Evaluation Manager
Phase Two: Data Collection mission				
Virtual consultations with COs, in-depth interviews with stakeholders, survey	15 days	Within 4 weeks of contract signing **15 March to 2 April 2021**	Virtual Consulta-tions	UNDP to organize consultations with COs, and interviews with the key stakeholders.
Debriefing to UNDP and Key stakeholders of initial findings	1 day	**9 April 2021**	Virtual	Evaluation Team
Phase Three: Evaluation Report Writing				
Preparation of draft evaluation report (50 pages maximum excluding annexes) Executive Summary (5 pages)	5 days	Within 3 weeks of the completion of the Field Mission **5-23 April 2021**	Home Based	Evaluation team
Draft Report Submission	-	**23 April 2021**	Mail	Evaluation team
Consolidated UNDP and Stakeholder comments to the Draft Report	-	Within 2 weeks of submission of the draft evaluation report **7 May 2021**	Mail	Evaluation manager and RP Task Force
Final Debriefing with UNDP	1 day	Within 1 week of receipt of comments **14 May** 2021	Virtual	Evaluation Team
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP CO (max. 50 pages excluding Executive Summary and Annexes)	3 days	Within 1 weeks of final debriefing **21 May 2021**	Home Based	Evaluation Team
Estimated Total days for the evaluation	**33 days**			

F.   MANAGEMENT ARRANGEMENTS

<u>RP Evaluation Task Force:</u> The Task Force will be integrated by the Hub Supervisor, the Hub Manager, the RBLAC Chief Economist, the Governance Team Leader, RBLAC Partnership Specialist, RBLAC Project Manager, and the Regional Programme Coordinator. The Task Force will manage the overall evaluation and ensure coordination and liaison with the Regional Bureau, the Regional Hub and country offices. The Task Force will provide reference materials and methodological guidance to the evaluation team and ensure that an

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appropriate quality assurance mechanism exists during the evaluation. The Task Force will nominate al Focal Point for regular communication with the evaluation team.

The evaluation team: The evaluation team will be led by a Team Leader who will have the overall responsibility for providing guidance and leadership to team members and coordinating the drafting and finalization of the report. The team members will provide the expertise in the subject areas of the evaluation and be responsible for drafting key parts of the report. The evaluation team, collectively, is responsible for developing an evaluation design, undertaking data collection activities, and preparing the draft and final reports for submission to the RP Evaluation Task Force, as well as any supporting documents prepared during the evaluation.

Regional Hub: The Regional Hub will take a lead role in supporting the evaluation team in liaising with the key partners and making available to the team all necessary information regarding UNDP activities in the region. A focal point will be identified to liaise with the evaluation team. The Regional Hub will provide any logistical and administrative support necessary to the evaluation team during the evaluation.

Regional Bureau and country offices: The Regional Bureau and country offices will facilitate the evaluation by providing necessary information and documents as requested by the RP Evaluation Task Force and the evaluation team.

G.   EVALUATION TEAM

The evaluation team will consist of at least three team members, one performing the function of team leader of the evaluation. All team members should be international experts with experience in the LAC region. The team leader should have experience in programme evaluations in the LAC region, including experience in performing UNDP evaluations. The team members should include the following specialists: one specialist in Human Development, Poverty and Inclusion, an expert in Democratic Governance, including experience in Crisis Prevention or Citizen Security, and an expert in Climate Change and environmental issues. At least one of the team´s experts should also be knowledgeable and experienced in gender mainstreaming.

The team leader will provide the methodological guidance to conduct the evaluation, coordinating the preparation of the evaluation plan, the draft report, final report, and all related presentations.

The team members together with the team leader will be responsible for building an evaluation matrix to assess each outcomes area, with its outputs and crosscutting issues according to the set criteria and main evaluation questions. They will be responsible for drafting the report and providing findings, conclusions, and recommendations.

All team members will also examine all cross-cutting issues such as SDG implementation, knowledge management, capacity development and south-south solutions as appropriate.

Efforts will be made to try to compose a team with consultants primarily from the region or extensive proven experience in the region and gender balance.

Organization Experience:

- At least 5 years of relevant experience in result-based management evaluation methodologies;
- At least 5 years of experience performing programme and/or project evaluations in multi-focal areas covering issues linked with human development, poverty and inclusion; crisis prevention, citizen security, gender based violence; accountability, transparency, and citizen participation; disaster risk reduction, ecosystems and biodiversity, climate change mitigation, or multi-focal area projects;
- Experience working with UNDP and UNDP-evaluations;
- Experience working in Latin America and the Caribbean;
- Firm that can mobilize a team of highly qualified experts with the profile described below;
- Programme or Project evaluation/review experiences within United Nations system will be considered an asset.

Key Personnel Experience:
1. **Team leader**

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- A Master's degree (preferably PhD) in international affairs, economics, social studies, public administration, environmental studies, natural sciences, or other closely related field;
- At least 10 years of experience working on development issues, particularly linked with human development, poverty, and inclusiveness;
- At least 10 years of experience in programme/outcome/project evaluations, and/or project design and monitoring in multi-focal areas of development;
- Recent experience with result-based management evaluation methodologies, including the application of techniques and methods of data collection, interviews and quantitative and qualitative analysis;
- Proven experience of working on knowledge management;
- Demonstrated understanding and experience in gender sensitive evaluation and analysis;
- Experience working with UNDP and UNDP-evaluations;
- Project evaluation/review experiences within United Nations system or Multilateral Partners and experience leading an evaluation team will be considered an asset;
- Experience working in Latin America and the Caribbean;
- Proven drafting skills and teamwork with excellent analysis and synthesis skills;
- Mastery of the English and Spanish language.

2. **International expert in Democratic Governance**
- A Master's degree in public administration, international affairs, social sciences, or other closely related field;
- At least 5 years of experience working on democratic governance issues, particularly on issues of conflict prevention, citizen security, gender-based violence, human rights, transparency, accountability, or citizen participation;
- At least 2 years of experience supporting project evaluations;
- Experience of techniques and methods of data collection, interviews and quantitative and qualitative analysis will be an asset;
- Proven experience of working on knowledge management;
- Demonstrated understanding in gender sensitive evaluation and analysis
- Experience working in Latin America and the Caribbean;
- Excellent report writing and analytical skills;
- Mastery of the English and Spanish language;

3. **International expert in Climate Change and Environmental Issues**
- A Master´s degree in environmental studies, natural sciences, social sciences, or other closely related field;
- At least 5 years of experience working in sustainable development, including ecosystems and biodiversity, climate change mitigation, and disaster risk reduction.
- Experience of working on knowledge management will be an asset;
- Understanding in gender sensitive evaluation and analysis will be an asset;
- Experience supporting project evaluations will be an asset;
- Experience of techniques and methods of data collection, interviews and quantitative and qualitative analysis will be an asset;
- Experience working in Latin America and the Caribbean;
- Excellent report writing and analytical skills;
- Mastery of the English and Spanish language;

H. EXPECTED OUTPUTS AND DELIVERABLES

The evaluation team will produce the following deliverables (in English):

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1. **Inception plan**: The evaluation team will prepare a detailed plan of work further detailing the methodology and the evaluation design matrix, the labour division and the tools to be used.
2. **Draft report and revisions**: The evaluation team will prepare a draft report ("zero" draft) for review by the RP Evaluation Task Force and make appropriate revisions to the report. The report will be written in accordance with the format and style as instructed by the RP Evaluation Task Force (see Annex xx). The revised report ("first" draft) will then be submitted to the Regional Bureau and Regional Hub for comments. The team will make any factual corrections as required. The Draft will be returned to the evaluation team with comments (see Matrix for comments in Annex xx).
3. **Final evaluation report**: The evaluation team will submit to the RP Evaluation Task Force its final report, after reflecting all comments provided by the Regional Bureau, and the Regional Hub. The report will be written in accordance with the format and style as instructed by the RP Evaluation Task Force (see Annex xx).
4. **Presentations** to the Regional Bureau and the Regional Hub.

The main text of the evaluation report will be a maximum of 50 pages, excluding annexes, organized into the chapters and supplemented by annexes as follows. It should follow the report style format and guidelines to be provided by the RP Evaluation Task Force (see Annex xx).

Chapter 1: Introduction, presenting the report and the methodology used

Chapter 2: Regional context

Chapter 3: UNDP's regional programme

Chapter 4: Contributions of UNDP's regional programme (by outcome) and Strategic positioning of UNDP's regional programme

Chapter 5: Conclusions and Recommendations

Annex 1: Terms of Reference

Annex 2: List of people consulted

Annex 3: List of documents consulted

#	Deliverable	Description	Timing	Responsibilities
1	**Inception Report**	Evaluation Team clarifies objectives and methods of Midterm Review	8 March	Evaluation team submits to the Commissioning Unit
2	**Inception Report with comments included**	Evaluation team clarifies objectives and methods according to comments received	19 March	Evaluation team submits to the Commissioning Unit and project management
3	**Debriefing of Initial Findings**	Evaluation team to present initial evaluation findings	9 April	Evaluation team to make a PPT presentation
4	**Draft Final Report**	Full report (using guidelines on content outlined in Annex B) with annexes	23 April	Sent to the Commissioning Unit, reviewed by Team Leaders and main stakeholders
5	**Final Debriefing**	PPT presentation to RBLAC and the Regional Hub of the main findings, recommendations and lessons learned	14 May	Evaluation team to make a PPT presentation
6	**Final Report**	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final evaluation report	21 May	Sent to the Commissioning Unit

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I.   DUTY STATION

The consultancy will be home based with virtual consultations.

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J.   SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS

#	Deliverable	Percentage of Payment
1	Inception Report	15%
2	Initial Debriefing	15%
3	Draft Report	40%
4	Final Report	30%

K.   RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

The technical proposal should include the following items:
1. Approach followed to carry out the evaluation
2. Implementation timelines
3. Composition of the team and summary of key personnel competences with CV
4. Subcontracting and Partnership (if any)
5. One or two samples demonstrating the Team Leader's report writing skills

L.   EVALUATION ETHICS

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation. The Evaluation Team must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on it. The Evaluation Team must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

M.   ANNEXES

1. **RP Results Framework and Theory of Change**
2. **Key stakeholders and partners**.
3. **Documents to be consulted**:
    - UNDP Strategic Plan 2018-2021
    - Regional Programmme for LAC 2018-2021 and monitoring schedule
    - List of regional projects under the evaluation (project documents, progress reports, budgets)
    - Previous evaluations and assessments of the regional programme and regional projects
    - UNDP evaluation policy, UNEG norms and standards, Gender inclusion in evaluations, and other policy documents
4. **Required format for the inception report**
5. **Required format for the evaluation report**.
6. **Code of conduct**

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ANNEX 2. EVALUATION MATRIX

This Annex is presented in the electronic document: *"Annex 2 and 3 Final Evaluation.xlsx"*

ANNEX 3. LIST OF STAKEHOLDERS

This Annex is presented in the electronic document: *"Annex 2 and 3 Final Evaluation.xlsx"*

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ANNEX 4. INFORMATION OF SAMPLE PROJECTS

1) Strengthen integrated warning systems Caribbean - EWS I		
I. Objective and context	**Objective**	To strengthen integrated early warning systems for more effective disaster risk reduction in the Caribbean
	Type of programme	Regional
	Country(s) benefited	Antigua and Barbuda, Dominica, Dominican Republic, Saint Lucia, and Saint Vincent and the Grenadines. Haiti has a minor component. Cuba will participate to give their tools for EWS.
II. Strategic alignment	**Contribution to RP Outputs and Output Indicators**	Output 2.1 Low emission and gender-sensitive, climate-resilient objectives to prepare for and reduce disaster risk and climate change are integrated into development policies and plans through regional evidence, capacities and tools. Although not stated explicitly, project related indicators 2.1.1 and 2.1.2.
	Contribution RP Outcomes and Outcome Indicators	Outcome 2. Risk-informed climate change and sustainable development frameworks that promote healthy ecosystems and sustainable livelihoods, and reduce risk, especially for people in vulnerable conditions. Although not stated explicitly, the project relates to indicators 2.1 and 2.2.
	Contribution to SDGs	SDG 1. No poverty. SDG 2. Good health and well-being SDG 5. Gender equality SDG 13. Climate Action
III. Funding/ Budget	**Total Budget**	$1,123,159
	Disbursement period	May/17-Mar/19
	Status	Closed
	Resources by	EU and ECHO
IV. Results	**Summary of main results**	Final Progress Report: Highly effective project and reached its 4 intended results, all of intended outcomes and outputs. It fostered South-South cooperation, impacted over 170 institutions, reached 314,039 through information, education and communication, and allowed for 39,854 to be covered by a functional EWS. Final Evaluation Report: - Benefited hundreds of national institutions in all the target countries plus 15 regional bodies, along with almost 25 thousand individuals: - All was achieved within the time range and initial budget. - Relevant project at the national and regional levels, - Effective alliances established for its implementation, relevant and well-implemented South-South cooperation mechanisms and tools.

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		- In order to improve and increase program relevance, interventions should have taken into deeper consideration the national specific contexts and institutional capacities, and geography, hazard and specific risk profile.

2) Acelerando el progreso de los ODS en LAC

I. Objective and context	**Objective**	UNDP will work with the governments, academia, civil society, the private sector and international cooperation to ensure that the LAC countries have the knowledge, tools, and spaces for dialogue and experimentation to develop evidence-based, inclusive and participatory public policies to accelerate Agenda 2030. UNDP will do so by putting at the disposal of decision makers new analytical instruments, solutions and innovative tools that allow them to improve their strategies for management and acceleration of the SDGs and for adaptation and recovery in the face of emerging crises.
	Type of programme	Regional
	Country(s) benefited	Latin America and the Caribbean
II. Strategic alignment	**Contribution to RP Outputs and Output Indicators**	Output 1.1. Multidimensional and inclusive gender-sensitive policy approach for the 2030 Agenda is promoted regionally and integrated into development policies and plans through advocacy and the use of regionally developed tools, methodologies, and capacities. Though not stated explicitly in project documentation, it contributes to indicators 1.1.1 and 1.1.4.
	Contribution RP Outcomes and Outcome Indicators	1. Reduced levels of multidimensional poverty and inequality accelerate progress towards the achievement of SDGs. The program seeks to contribute in outcome indicators 1.1, 1.2, and 1.3.
	Contribution to SDGs	SDG 1. No poverty SDG 5. Gender equality SDG 10. Reduced inequalities
III. Funding/ Budget	**Total Budget**	$1,648,110
	Disbursement period	Jul/19-Mar/2023
	Status	Ongoing
	Resources by	AECID/ AACID - Spain UNDP TRAC

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IV. Results	**Summary of main results**	The project's expected result is:
		    The Public Policy decisions of LAC governments are of quality, informed and participating, promote productivity, inclusion and resilience and accelerate the achievement of SDGs.
		    Knowledge products
		In its Initiation Plan from July 2019 to January 2021, the following results have been reported through different mechanisms including donor reports, PAC presentation for the PRODOC approval, and others:
		- Formulation Process of the Regional Human Development Report 2021 initiated and ongoing towards the launch in Q2 2021.
		- Decision-making processes and spaces for dialogue: Initiative Graph for Thought, Research Centers, support for participatory processes in several countries.
		- Governance consultations: discussions in four high-level tables that land on eight principles of governance in LAC.
		- Support to COVID-19 socioeconomic and policy response with the COVID-19 Policy Documents Series, high-level dialogue spaces and others.

3) Being LGBTI in the Caribbean

I. Objective and context	**Objective**	Support activities that focus on enhancing knowledge, partnerships, and capacities of LGBTI communities, civil society and States to reduce human rights violations and negative attitudes towards LGBTI people in the Caribbean. To increase access to justice for LGBTI persons, through the implementation of inclusive public policies; increased representation in national and regional fora; and by addressing stigma and discrimination
	Type of programme	Regional
	Country(s) benefited	Barbados, Dominican Republic, Haiti Jamaica, Grenada, Guyana and St Lucia
II. Strategic alignment	**Contribution to RP Outputs and Output Indicators**	3.2. Regional initiatives support strengthened capacities for inclusive citizen participation, enforcement of human rights, and access to justice. Although not stated explicitly in documentation, the project relates to indicator 3.2.1.
	Contribution RP Outcomes and Outcome Indicators	3. Responsive, inclusive and accountable institutions improve the quality of democracy and the rule of law. There is no explicit relation with RP outcome indicators.
	Contribution to SDGs	SDG 10. Reduced inequalities SDG 16. Peace, justice and strong institutions

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III. Funding/ Budget	Total Budget	$1,355,445
	Disbursement period	Oct/2017-Sept/2021
	Status	Ongoing
	Resources by	USAID
IV. Results	Summary of main results	Progress report 2020: - More than 900 human rights defenders have been benefited by capacity building sessions of the project. - More than 50 LGBTI organizations have been supported in advocacy interventions. - 13 local civil society organizations have been benefited from the Small Grants Program in Haití and Dominican Republic. - The project has tried to engage governments in developing inclusive public policies. Regional dialogue "Being LGBTI in the Caribbean" More than 400 hundred persons participated in the Regional Dialogue that had representation from government, academia, the private sector and LGBTI CSOs. - More than 1550 human rights defendants and more than 50 Human Rights Organizations trained and supported, more than 80 civil society organizations engaged in advocacy.

4) Japan Caribbean Climate Change Partnership

I. Objective and context	Objective	Support policy innovation through the development of NAMAs and NAPs that will help guide Caribbean countries towards a green, low-emission and climate-resilient development pathway. To support the implementation of actual technology that is both low-emission and advances climate risk management. To strengthen institutional and technical capacities.
	Type of programme	Regional
	Country(s) benefited	Guyana, Jamaica, Belize, Dominica, Grenada, Saint Lucia, Saint Vincent and the Grenadines and Suriname
II. Strategic alignment	Contribution to RP Outputs and Output Indicators	2.1 Low emission and gender-sensitive, climate-resilient objectives to prepare for and reduce disaster risk and climate change are integrated into development policies and plans through regional evidence, capacities and tools. There is no reference to output indicators in documentation.
	Contribution RP Outcomes and Outcome Indicators	2. Risk-informed climate change and sustainable development frameworks that promote healthy ecosystems and sustainable livelihoods, and reduce risk, especially for people in vulnerable conditions. Although not stated in documentation, the project relates to

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		indicator 2.1.
	Contribution to SDGs	SDG 1. No poverty SDG 6. Clean water SDG 7. Affordable and Clean Energy SDG 8. Decent work and economic growth SDG 13. Climate action
III. Funding/ Budget	**Total Budget**	$8,189,402
	Disbursement period	Jan/2015-Dec/2019
	Status	Closed
	Resources by	Government of Japan
IV. Results	**Summary of main results**	Final annual progress report: - From December 2019, 100% of product (outcome 1) was accomplished, 92% of product 2 and 97.3% of product 3. - 7 countries ended with final verified NAMAs, and 5 with final NAPs - 200% more than the achievement rate resulted in additional water storage capacities for agriculture, training of young people in climate smart agriculture, and number of persons with higher access to potable water. - Completed case studies. JCCCP results presentation, 2019: - 800 direct beneficiaries from outcome 1, more than 110,000 direct beneficiaries of outcome 2, and over 90,000 beneficiaries of outcome 3.

5) Spotlight Caribbean Regional Program

I. Objective and context	**Objective**	Increase policy coordination and functional cooperation across the region to address family violence, taking into account the COVID-19 pandemic and its impacts. It will set regional standards for essential services delivery, for monitoring the implementation of regional and national family violence laws and policies; it will advance best practice models for prevention; and ensure the engagement of women's organizations in regional accountability frameworks.
	Type of programme	Regional
	Country(s) benefited	Belize, Grenada, Guyana, Haiti, Jamaica and Trinidad and Tobago. But it aims to also benefit the region as a whole.
II. Strategic alignment	**Contribution to RP Outputs and Output Indicators**	3.4. Innovative solutions, analytical tools, knowledge and capacities developed regionally for use by countries to enable information management and gender sensitive, evidence-based policy responses to address insecurity and sexual, youth, gender and identity-based violence. Although not stated in documentation, the project relates to output

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		indicator 3.4.1.
	Contribution RP Outcomes and Outcome Indicators	3. Responsive, inclusive and accountable institutions improve the quality of democracy and the rule of law. There is no explicit relation with RP outcome indicators.
	Contribution to SDGs	SDG 3. Good health and well-being SDG 5. Gender equality SDG 16. Peace, justice and strong institutions
III. Funding/ Budget	**Total Budget**	$758,000
	Disbursement period	May/2020-Dec/2022
	Status	Ongoing
	Resources by	EU
IV. Results	**Summary of main results**	Progress report for SPOTLIGHT LatAm, 2019. - None of their indicators show improvement, partly because of a delay in implementation caused by COVID-19 crisis. - Achieved to create alliances and dialogue with ECLAC, OIM, UNODC, and the governments of Central America, Mexico and the Doinican Republic sub-region.

6) CAM Evidence-Based Information Management CS - INFOSEGURA		
I. Objective and context	**Objective**	To strengthen evidence-based policy making by improving the quality and comparability of regional citizen security statistics and increasing regional coordination and collaboration on effective citizen security strategies
	Type of programme	Regional
	Country(s) benefited	El Salvador, Guatemala, Honduras, Panama, Belize, Costa Rica, Dominican Republic and Nicaragua.
II. Strategic alignment	**Contribution to RP Outputs and Output Indicators**	3.4. Innovative solutions, analytical tools, knowledge and capacities developed regionally for use by countries to enable information management and gender sensitive, evidence-based policy responses to address insecurity and sexual, youth, gender and identity-based violence. Although not stated explicitly in documentation, the project is related to indicator 3.4.1.
	Contribution RP Outcomes and Outcome Indicators	3. Responsive, inclusive and accountable institutions improve the quality of democracy and the rule of law. Although not stated explicitly in documentation, the project is related to indicator 3.2.

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	Contribution to SDGs	SDG 16. Peace, justice and strong institutions.
III. Funding/ Budget	**Total Budget**	$11,044,320 up to December 2017, $9,373,140 from 2018
	Disbursement period	Sep/2014-Mayo/2021
	Status	Ongoing
	Resources by	USAID
IV. Results	**Summary of main results**	Progress Report (Oct2019-Sept2020): - INFOSEGURA continued to build institutional capacity to produce information at a disaggregated level and to integrate data from different sources. - It has developed a high number of products, including webinars; a quantitative research that included more than 9000 surveys and qualitative research, that conformed a database about youths in contexts of violence, different studies and an Analysis of Citizen Security in Central America. Studies at national levels with adoption of new technologies, specialized in citizen security. Final Performance Evaluation (January, 2019). For El Salvador, Guatemala and Honduras: - Contributed to develop technical units inside the governments to collect and use crime and violence data in the three countries. - Strengthened the capacity of institutions to improve the quality of data, and helped consolidate these capacities to promote sustainability. - Important use of the data generated to inform citizens on security policy.

7) SIGOB-Fortalecimiento de las capacidades de gestión para la gobernabilidad democrática.		
I. Objective and context	**Objective**	Strengthening institutional capacities and management methods in public institutions of all branches of the State, in order to enhance their ability to respond to citizen expectations for voice, effective development, the rule of law and accountability.
	Type of programme	Regional
	Country(s) benefited	Latin America and the Caribbean
II. Strategic alignment	**Contribution to RP Outputs and Output Indicators**	3.1. Regional solutions support strengthened capacities for social cohesion, and peaceful management of emerging and recurring conflicts and tensions, including those related to reinsertion of at risk population. It contributes to indicator 3.1.1.

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	Contribution RP Outcomes and Outcome Indicators	3. Responsive, inclusive and accountable institutions improve the quality of democracy and the rule of law. It contributes to outcome indicator 3.1.
	Contribution to SDGs	SDG 16. Peace, justice and strong institutions.
III. Funding/ Budget	**Total Budget**	From 2018 to 2021, $808,974. Budget until Dec/31/2017, $5,100,138
	Disbursement period	Jan/2014 to Dec/2019; Jan/2020 to Dec/2024
	Status	Ongoing
	Resources by	Service Plans with UNDP COs, plus local cost sharing for national projects
IV. Results	**Summary of main results**	SIGOB's 2018 Annual Progress Report: - They gave technical assistance to 16 COs. - They developed 33 technical proposals and supported 15 COs in the signature and negotiation of 15 projects. - They implemented 21 SIGOB Modules and worked in 17 implementation projects in 8 countries. - They worked with 30 institutions. - 48% of projects were gender-sensitive. Project Evaluation 2014-2018: - SIGOB fulfilled its outputs and outcomes in a satisfactory way, - The implemented systems allow public institutions to have methods, processes and management systems to increase its effectiveness. This allows public institutions to follow their executors and guarantee public administration transparency.

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ANNEX 5. SUMMARY OF MOST SALIENT RESULTS

Summary of most salient results: General

Stakeholder	Examples of salient results identified
Institutional Actors	● Mainstreaming, development of technical capacities, influence of public policy, and overall results of the Gender Cluster team (e.g. Gender equality seal with benchmarking tools and indicators). ● Rapid assessments and roadmaps on actions for recovery on COVID-19. ● UNDP strategic position in new themes and new collaborations (e.g. work with NDC). ● NAMAS (policy intervention development in 7 countries). ● Installation of Accelerator Labs with south-south exchange on innovative practices.
Strategic Informants	● Promotion of an institutional culture of the use of evidence for planning, monitoring, with a more strategic vision and adopted by national and local governments, ministries.
Donors	● Strong knowledge products and public goods that contribute to public policy in the region. ● Progress on work for disaster preparedness. ● Strategic partnership between UNDR and UNDP.
Operatives	● Support of UNDP to meet the obligations of international community. ● The momentum generated by projects at the local level. ● Capacity building of researchers in the region.

Source: Elaboration of the authors with the information from the Evaluation Matrix.

Summary of most salient results: By project

Project	Examples of salient results identified
SIGOB	● Prone to transform public policy from within. ● Appreciation of institutional capacity and government support, effectiveness and clean-up of bureaucracy unnecessary steps (incremental innovation). ● Development and deployment of different tools and methodologies that give a very comprehensive service to their clients (mainly national and local governments, some ministries). ● Knowledge of SIGOB in the region. ● Have technical capacity, but also rely on CO for links with the governments and decision makers, co-creates capacities. ● Great adaptive and response capacity. ● Accumulated knowledge and, thus, a comparative perspective of different public administrations. ● Goal system method and EMPALME module.

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Project	Examples of salient results identified
INFOSEGURA	• There is a reduction in homicides in countries where they work, for example, from 2018-2021, a 39% reduction in homicides. • Data and knowledge generated by the project used for the design of new projects and evidence-based policies (legitimacy of the quality of the data, crime observatory). • Development and deployment of the Index of Prioritization of municipalities (pilot El Salvador, then Honduras and Guatemala) • Strong South-South cooperation and exchange of experiences to replicate what works in other countries. • "Salve" program in Honduras by INFOSEGURA for violence in schools. • Developed and deployed the Index for prioritization of municipalities for "Plan el Salvador seguro". • Crime observatory in Belize has released data that is contributing to public debate, • Geo spatial technology and data for crime and security. • Promoted an articulation between the institutions of the states and civil society.
ATENEA	• Implemented political parity index in 13 countries. • Public Policy influence. • Generates knowledge about trends and how to end political gender violence. • Roadmap towards eradication of violence against women in politics.
SPOTLIGHT	• Good alliances with civil society organizations, academia, CEPAL, UN Women, etc. • Joint work with INFOSEGURA in El Salvador. • Inclusion of men on discussions of toxic masculinity and how to end VAWG. • Capacity building and training with adolescents and civil society to ensure sustainability. • Helped view all the projects with a gender lens and to intersections between projects. • In Belize, they are reviewing the national gender policy.
JCCCP	• Community-driven and community-based results. • Tangible immediate impacts in community people's lives. • Agriculture projects with significant outcomes adopted by ministries supporting continuing technical support. • NAMAS (policy intervention development in 7 countries). • Good management model that involved management units in all COs. • Achieved all outcomes in Phase 1. • Excellent delivery and support system.

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Project	Examples of salient results identified
Acelerando el progreso de los ODS en LAC	● Development of tools to support national governments on mainstreaming and accelerating the implementation of the 2030 Agenda (e.g., PPI and SDG Bonds) ● A lot of capacity building and flexibility to adapt to the countries' different needs. ● Supporting the generation of spaces for dialogue so the decision-making process is more inclusive, highlighting the Governance dialogues, where there was a strong involvement from the UNDP through this project to convene different society stakeholders views including policy makers (e.g. very high-level actors including former presidents, ministers), civil society and academia to validate and agree on some principles of what would be an effective / strengthened governance in the recovery from COVID. The result was the organization of 7 dialogue/discussion tables with the aim to identify which are the governance areas to be strengthened to have a common definition of what constitutes effective governance. ● Strong involvement of government and officials.
EWS	● Strategic partnerships with CDEMA, the International Federation of the Red Cross and the Red Crescent, and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), UNDR. ● Installed capacity to support countries on the development/proposals of their own early warning systems. ● South-South cooperation with knowledge transfer from Cuba. ● Online toolkits in the three different languages of the region.
Being LGBTI in the Caribbean	● Dominican Republic: General Law Against Discrimination. ● Barbados: Law Against Discrimination in the Workplace includes discrimination includes sexual orientation as grounds for discrimination. ● Fostered policy discussion for trans people and socioeconomic inclusion of LGBTI people in the region. ● Increased capacity building for LGBTI organization and for legislators and advanced the public policy agenda in most of the countries where it operates. ● Disaggregated data on LGBTI population and testimonies.
CARISECURE	● Standardization of crime data collection and analysis and digitalization of information systems. ● Management systems have changed the capacity to manage and organize in 8 countries. ● The hub team is fundamental for technical support, reporting, compliance, and making them think.

Source: Elaboration of the authors with the information from the Evaluation Matrix and projects documentation.

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ANNEX 6. KNOWLEDGE GENERATION AND INNOVATION

- Non-discrimination in the workplace law, sexual orientation is now a category of discrimination; general law against discrimination (Barbados, Dominican Republic).
- Gender seals in Dominican Republic its now policy
- CARISECURE: Management systems have changed the capacity to manage and organize in 8 countries.

- SDG bond in Mexico;
- PPI tool pilot in Mexico, Colombia, Peru, and Uruguay;
- Gender technical norms in Mexico, Colombia, Chile, Costa Rica

- INFOSEGURA: Development and deployment of the Index of Prioritization of municipalities (pilot El Salvador, then Honduras and Guatemala)

- SIGOB: improved processes in government management and for public policies in Colombia, Ecuador, El Salvador, Dominican Republic

Source: Elaboration of the authors with information from the Evaluation Matrix and the desk-review.