**UNITED NATIONS DEVELOPMENT PROGRAMME**

**(UNDP)**

**Final Evaluation**

**Regional Project**

**AFRO-DESCENDANT POPULATION OF LATIN AMERICA**

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This document presents the Final Evaluation of the "Afro-descendant Population of Latin America" Regional Project, which is developed under the Regional Programme of RBLAC / UNDP 2008-2011, covering all countries of Latin America, although a significant portion of their activities were focused on Panama, Colombia and Ecuador.

The donors of this Project are the European Commission and the Ministry of Foreign Affairs of Norway and, Secretaría General Iberoamericana (SEGIB) as the strategic partner

The evaluation consultancy was performed in three weeks, from November 18 to December 7, 2010

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# EXECUTIVE SUMMARY

The Final Evaluation presented in this document, refers to the Regional Project No. 00057306. "Afro-descendant Population of Latin America", which falls under the Regional Programme of RBLAC / UNDP 2008-2012 framework, in the area of Democratic Governance, being one of its goals: "... to promote inclusive participation and dialogue, especially women and children, young adults, people with disabilities, the Afro-descendants and indigenous populations of Latin America. "

The same has been carried out by the UNDP Regional Services Center for Latin America and the Caribbean, for a period of 19 months (from May 2009 to December 2010) and its activities cover almost all Latin American countries, although with a greater focus on Panama, Colombia and Ecuador.

Project donors include the **European Commission** and the **Ministry of Foreign Affairs of Norway** with **Secretaría General Iberoamericana (SEGIB)** as a strategic partner.

Consulting for the evaluation had an effective duration of approximately one month from November 18, 2010 to December 13, 2010.

The "Afro-descendant Population of Latin America" Regional Project focuses on the Afro-descendant population in Latin America and given their high levels of poverty and historical manifestations of lower living conditions than other population groups, even though they represent 20%-30% of the total population in the region. In Latin America a number of legal instruments that recognize the cultural and ethnic diversity have been generated, but its implementation has been weak. Substantial efforts are needed to stop or at least reduce the various forms of discrimination and disparities facing Afro-descendants.

This Project has sought to contribute to the reduction of such discrimination and disparities through citizenship expansion of the black population, by strengthening their organizational capacities, and the systematization and dissemination of knowledge on social inclusion as well as the effective exercise of civil, political, economic, social and cultural rights.

***Objectives and evaluation method***

This evaluation is done by request of the UNDP Regional Bureau for Latin America, in order to provide a technical opinion on performance, formulate a presentation of actions and outcomes to donors and strategic partner and finally, provide information and appropriate recommendations that will allow the decision-making level to take the best course of action in the future.

Given that the Project implementation ends on December, 31, 2010 a **"Final Evaluation"**[[1]](#footnote-1) is presented based on external documentation that has been deemed appropriate to configure the "without project situation", documentation produced by the same Project and data collected through surveys undertaken by email, telephone conversations and, through personal interviews with beneficiaries in Panama, Colombia, Ecuador, Nicaragua, Chile, Uruguay and Honduras.

In this evaluation the UNDP Manual criteria has been applied and given the nature of the Project, the method used follows the suggestion of several authors and of the UNDP Manual [[2]](#footnote-2), seeking an *integration* of methods and qualitative and quantitative techniques in the programme evaluation activities using a *triangulation* style*.*

***Main findings***

| **Criteria** | **Main findings** |
| --- | --- |
| Relevance | From the technical point of view there are some weaknesses in the Project Design adaptation facing the reality to be intervened, since it does not cover this situation in a comprehensive manner. In addition, it also identifies some coherence problems in the chain of activities- outcomes-results. Beneficiaries state that:* The strategy chosen by the Project was relevant,
* The inclusion of the gender issue was properly implemented,
* It would be advisable to:
	+ Have active participation of the Afro movements throughout the Project cycle in order to become a valid benchmark
	+ Provide greater support to strengthen Afro organizations
	+ Take into account the asymmetries among countries
	+ Adapt curricula and textbooks of elementary school and
	+ Ask participation of the media not only for the activities undertaken under the Project.
 |
| Effectiveness | * Activities have been implemented and all the results that were programmed into the PRODOC results map have been achieved, such as: a) connect Afro-descendant organizations and networks to the internet; b) design , upload information and run the project website; c) conduct studies on international agreements and national plans for social inclusion; d) design and conduct training and dissemination seminars; e) publish and disseminate the results of studies and seminars; f) conduct academic studies on the status and prospects of Afro-descendants people and communities; g) To carry out investigative journalism, h) conduct on site and virtual workshops, among others.

Afro associations that were connected to the Internet by the Project:* had no connection before and this hindered their integration into the network of similar organizations, and
* Some had trouble by delays in receiving funding

Journalists who were trained by the Project think:* The media covered the Project activities and published appropriate news, but no follow up undermines their validity;
* They had never before taken part in an event similar to the one developed by the Project;
* The research undertaken by the Project is excellent and has been a valuable contribution.
 |
| Efficiency | * The financial resources were adequate to implement the Project according to schedule,
* After the adjustment made in the original version of the Project, it had very limited human resources with the technical training needed to support action in the Latin American countries (Panama, Colombia, Ecuador, Uruguay, Nicaragua, etc.).
 |
| Effects | * To achieve effect outcomes, alliances and key partners to implement the Project had outmost importance, this were EU, AECI, Fundación Nuevo Periodismo Iberoamericano, Deutsche Welle Akademie, UNDP Country Offices, etc.

Project beneficiaries feel that:* The production and access to publications and research papers has eased the exercise of Afro-descendant rights, but have not yet reached the leaders or the general population;
* Thanks to the Project participation, Afro organizations have a better understanding of the State's responsibilities towards them;
* They have achieved a higher degree of awareness of political, economic and social development of the Afro-descendant population, while having a closer relationship with the authorities and increased awareness of Afro-descendants concerning their needs and rights.

Afro organizations report that they have:* Internet connection and links with other Afro organizations from participating countries
* Knowledge of other experiences
* Motivation to conduct research, and
* Placed Afro themes on Government agendas.
 |
| Sustainability | The beneficiaries of the Project state:* The results achieved under the Project are self-sustaining after the Project ends
* They will have no problems to continue with the connection once the Project ends its activities

The ***journalists*** trained, think that the results achieved through the Project will not be sustainable once the Project ends |

***Conclusions***

The questions and answers obtained from the evaluation show an effective and efficient implementation. However, it is possible that some weaknesses in relation to the relevance and coherence of the Project, could adversely affect the expected output and sustainability of Project outcomes.

From the standpoint of the Afro beneficiaries and despite the positive rating the Project performance has received, there are still doubts about the sustainability or the ability of beneficiaries to maintain their own systems and other outcomes achieved by the Project. It is possible that the disappearance of the Project will leave beneficiaries and in particular Afro associations, without a transcendent point of support and reference.

***Recommendations***

Considering the implementation that this Project has taken and also the impact achieved with Afro associations in several Latin American countries, there is no other recommendation then to promote the continuation of activities with a new Project that can start from a new and original situation, overcoming some limitations in the current Project were not achieved to perfection in relation to the baseline, the Project's relevance, consistency of design, and the existence of appropriate indicators for monitoring and evaluation.

In this scenario, the main recommendation is to accelerate steps to have a new Project as soon as possible. This should also be accompanied by an extension of the current Project in order to avoid the negative consequences that may arise as a result of a waiting period.

It is important to note that the **United Nations General Assembly adopted resolution A/RES/64/169, wich proclaims 2011 as the "International Year for People of African Descent",**, with a view to strengthening national actions and regional and international cooperation for the benefit of people of African ascent concerning their full enjoyment of economic, cultural, social, civil and political rights, their participation and integration in all political, economic, social and cultural aspects of society, and the promotion of a greater knowledge of and respect for their diverse heritage and culture.

# INTRODUCTION

"Afro descendant Population of Latin America" Regional Project is developed under the framework of the Regional Programme of RBLAC / UNDP 2008-2011, covering all countries of Latin America, although a significant portion of its activities was focused on Panama, Colombia and Ecuador. The donors of this Project are the European Commission and the Ministry of Foreign Affairs of Norway and, Secretaría General Iberoamericana (SEGIB) as strategic partner.

The project was executed in 19 months, starting in May 2009 and concluded its activities on December 31, 2010.

This evaluation is therefore done at the request of the UNDP Regional Services Centre for Latin America, with a threefold objective:

First, examine the relevance and coherence of project design, the effectiveness achieved in its execution, the efficiency gained in the use of resources, the results achieved and the sustainability of the instruments and near future outcomes. All this, with the aim of capitalizing experiences and lessons obtained that may create a positive impact on the design and implementation of other projects of a similar nature.

Second, give an account of actions and results, while taking into account that this project is the result of cooperation from the **Ministry of Foreign Affairs of Norway** and the **European Commission** (EC) and strategic support from the **Secretaría General Iberoamericana** (SEGIB).

Third, make an informed decision about the best course of action in the future while taking into account the unmet needs that may still exist in the social situation which led to the Regional Project. Subsequently, the magnitude and complexity of the social reality in which the Regional Project has been trying to impact, raises a basic question: Can a Regional Project covering several Latin American countries with only 19 months and a budget of $ 1.5 million, make a significant impact on the preexisting political, social, economic, ethnic, and human situation?

It is also desired - in parallel with the first effort - to identify key lessons learnt, which will enrich the potential future phases of this Regional Project.

All this, considering that the General Assembly of the United Nations Organization adopted resolution A/RES/64/169 "International Year for People of African Descent ", which proclaimed 2011 the International Year for People of African Descent in order to strengthen national action and regional and international cooperation for the benefit of the Afro descendant population and their full enjoyment of economic, cultural, social, civil and political participation and integration in all political, economic, social and cultural aspects of the society, and promoting greater understanding and respect for the diverse heritage and culture of these people.

Consequently, the evaluation was done with these fundamental aims and the results in mind and presented in this final document, which has the structure described below.

* In the **"Description of Intervention"** chapter: a) a summary of the " situation without the Project " reflecting the social situation or problem involved with the project and making sure to reflect those aspects that will be valid to assess the relevance of the project, b) a summary of the main objectives of the project is presented, the Intervention Strategy adopted and the Results Framework, seeking to reflect the essential elements to later support the analysis and the coherence of the Project.
* The following chapter, **"Objectives and scope of assessment"**, gives an account of: a) the objectives sought in this evaluation exercise, b) the most outstanding achievements and limitations; c) the criteria applied for evaluation, and d) the working method adopted.
* Third, the **"Approach and method of evaluation"** chapter analyses whether the project can be evaluated, method to apply for the assessment, information sources and procedures for collecting data.
* The fourth chapter deals with **"Data Analysis"** and presents results from the survey and analysis of information, depending on the evaluation criteria applied.
* The fifth step includes the presentation of the main **"Findings and Conclusions"** arising from the exercise of evaluation.
* Two additional chapters are added where one is focused on exposing the most significant **"Recommendations"** and the other oriented towards **"Lessons Learnt"** as a result of this evaluation exercise.
* Finally, in the latter part of the document, some annexes with detailed information are included; they serve as support and have been separated to ease reading the entire document.

# DESCRIPTION OF THE INTERVENTION

In this chapter a summary of the "situation without project" that describes the social objective situation of the intervention and also included is a presentation of the fundamental objectives of the Project and the Results Framework structure.

The content of this chapter is of vital importance to analyze whether the Project can be evaluated as well as the relevance of the strategy adopted and the coherence of the design carried out.

## The Problem – Reality to Intervene

The Project evaluated, "Afro-descendant Population of Latin America", is the outcome of very specific and serious research work, which resulted in the diagnosis that supported the design of this intervention.

In this regard, Dr. Enrique Iglesias expressed – when the diagnosis mentioned was presented – that Latin America is the confluence of three large population groups: the Pre-Hispanic, the Iberian and the Afro-descendant. This ethnic and cultural diversity is not only their trademark, but also one of their greater assets. While this is so, diversity is not always accompanied by accompany equality.[[3]](#footnote-3)

The Afro-descendant population of Latin America is among the most socially and economically disadvantaged, with the worst indicators of income, employment and education. It is poorly represented in governments, parliaments, business directories, and object of academic research, and up to this point, it has been invisible in census and household surveys in several countries of the region.[[4]](#footnote-4)

At the beginning of the bicentennial of its independence, Latin America faces the challenge of living together in equality, and this means being aware and recognizes the real influence this group had in the process of building their identity, contributions and their rich cultures. However we must also consolidate and expand future opportunities for everyone.[[5]](#footnote-5)

In order to put forth these claim mechanisms need to be in place to contribute to visibility as a necessary condition for the promotion of tolerance, support among different groups, and the development of public policies for equality.

In this framework, the "Afro-descendant Population of Latin America" Regional Project whose overall objective is strengthening Afro-Latin American organizations and through this, help them achieve the exercise of their rights[[6]](#footnote-6) with the efforts from this Project carried out by UNDP, SEGIB, with the support of the European Commission.

As mentioned, before designing the Project, specific research was carried out with the aim of collecting data on the reality of the Afro-descendant population, as a key step to build a Project that took into account their needs and demands.

This research was preliminary and exploratory, and while there is a clear lack of knowledge in this area, this is a step that requires new and extensive research to give opportunity to the growing organizational process of Afro-descendants in Latin America. Analyzed data from 161 organizations produced the following conclusions[[7]](#footnote-7):

1. **Invisibility.** The statistical invisibility could be related to organizational invisibility. Regarding this, in recent years, there has been an increase in the number of organizations and they are developing more activities with greater social impact, and therefore gaining more statistical visibility**.**
2. **Required Training.** As demanded by the representatives of the organizations surveyed, TIC training, organizational and business management, are priorities in the face of organizational strengthening. This may be of interest for future cooperation Projects with emphasis on education**.**
3. **Organizational Networks.** Networking seems to be associated with greater strength and organizational visibility, so the promotion of regional mechanisms or platforms, primarily structured around culture would be important for improving the organizational conditions of Afro-descendants**.**
4. **Technology**. The lack of technological equipment is an obstacle in the development of the organization’s activities. Furnishing them with computers is considered important to improve their work performance.
5. **Motivation**. It is important to point out the effort made by organizations to survive in unfavourable conditions such as financial difficulties, lack of representation among decision makers, and statistical invisibility. However in spite of all this, Afro-descendant organizations have increased considerably in recent years (13.31% increase from 1980), to 50% of those studied after 2000. It is noted that the increase follows an exponential trend.
6. **Workers**. A very large number of organizations have university-educated workers among them. (81%)
7. **Agreements with organisms**. About half of the organizations have no agreement or work with international organizations or have any participation in cooperative projects.. so it’s important to encourage them to seek out cooperative agreements aimed at the organizational level of the Afro-descendant population.
8. **Relationship with Universities.** A large number of agreements between the universities and organizations (10%) are summed up, and this indicates interest in research and knowledge generation.
9. **Areas de Agreement.** The cultural, educational, health and advocacy areas are the ones of more agreement among governments and Afro organizations.
10. **Priority Activities**. The activities developed by the organizations are very diverse and in the vast majority of cases correspond to the objectives that have been charted. The most frequent are: culture, education, human rights, political participation and gender advocacy.
11. **Affirmative Actions.** In the study carried out it is shown that some countries have failed to pursue affirmative action policies. Countries which have begun with it, have created institutional spaces. Highlighted is the leadership of Brazil with the creation of SEPPIR, as a possible model for the region.

From this scenario, the Regional Project focuses on the Afro-descendant population in Latin America and their high levels of poverty and historical manifestations of lower living conditions than other population groups, even though they represent 20%-30% of the total population in the region. A number of legal instruments that recognize the cultural and ethnic diversity have been generated in Latin America, but their implementation has been weak. Substantial efforts are needed to stop or at least reduce the various forms of discrimination and inequality faced by the Afro-descendant population.

In that context, although there are documents and literature regarding the rights and achieving the rights of Afro Latin Americans, most of them do not consider all the relevant variables, especially in some countries. Among other reasons stated by the authors, this is consequence of having little information or total absence of disaggregated data and very little systematization of actions and measures that are currently taken by States.

In short, despite the existence of National Legal Frameworks and the creation of institutional diversity to ensure that Afro population’s rights are exercised, we have a long way to go in order to narrow the gaps that separate and Afros and non Afros. This project will work in this direction, with academia, governments and Afro organizations as with the press.

## The Regional Project

For the reasons listed in the preceding paragraph and in accordance with the UNDP Strategic Plan and the Regional Programme (2008-2011) of the Regional Bureau for Latin America and the Caribbean (RBLAC), the "Afro-descendant Population of Latin America" Regional Project acted on several fronts, areas, countries and regions to assist in solving these problems, promoting the expansion of citizenship through inclusive participation of Afro-descendant populations in Latin America and the effective recognition of their civil, political, economic, social and cultural rights and worked towards strengthening their organizations.

The Project, which organically is located in the Democratic Governance practice area of RBLAC and is executed from the UNDP Regional Center Panama, began work in May 2009 and ends on December 30, 2010. The Regional Project contributes to the expected result of the Regional Programme for Latin America and the Caribbean (2008-2012): “... to promote inclusive participation and dialogue, especially with women and children, young people, persons with disabilities, and Afro-descendant population as well as the native population in the Latin American region.”

This project is the result of cooperation from the **Ministry of Foreign Affairs of Norway** and the **European Commission** (EC), with the strategic support of the **Secretaría General Iberoamericana** (SEGIB).

## The Strategy

Regional Project which is under evaluation has the background and foundation of the Durban Declaration and Programme of Action. The agreements reached at the Durban World Conference recognize at least three essential points for the rights of Afro-descendant: (i) that race and poverty are interrelated in such a way that the effect of racism results in the deprivation of necessary rights for human and social development; (ii) that the social division in societies governed by hierarchical inclusion schemes and the persistence of disparities create social tensions that undermine the stability of human and social development, and (iii) that the development of standard measures of social inclusion are a priority to establish a monitoring mechanism capable of direct and help the coordination of international strategies of human and social development.

The vectors selected by the Project to reduce discrimination and reduce the political, social, economic and cultural gaps of the Afro-descendant population in Latin America, are four:

1. Greater participation and greater dialogue of the beneficiaries, i.e. strengthening the "voice" of the Afro population which was envisaged to improve communication skills of Afro organizations and their members, through physical means -webpage, Internet connection- on site media seminars and public forums; and online workshops and public forums. This would be a dialogue process that would consult and give participation to government authorities and those in relation to Afro organizations in ongoing, open and fluid intercultural dialogue.
2. Increased public debate on key issues affecting the Afro populations and their organizations and on the contents of public policies to resolve them through public forums.
3. Compliance with International commitments linked to the rights of the Afro population, the Millennium Development Goals and the dissemination of good practices and public policies in this area.
4. Recognition of their contributions to the culture of the region in its various manifestations which should enable integration with the rest of the population, while reinforcing their own cultural identities.

Considering all these elements, the Regional Project developed a strategy that involved a set of varied media, organized and linked as presented in the following scheme:

|  |  |  |
| --- | --- | --- |
|  |  | **Thematic Vision** |
| Actual Situation and Perspectives | International Agreements | Public Policies | Cultural Heritage |
| **Vision by Processes** | Studies and Research |  |  |  |  |
| Seminars, Workshops and Fairs |  |  |  |  |
| Publications and their dissemination |  |  |  |  |
| On siteand Online Forums |  |  |  |  |
| Dissemination in the Press |  |  |  |  |
| Knowledge Management |  |  |  |  |

The thematic approach is organized around issues related to Current Situation and Prospects, International Agreements, Public Policy (including social inclusion policies) and Cultural Heritage. These issues are crossed by some sequential processes beginning with the Studies and Research (academic and journalistic), seminars, workshops and fairs (to disseminate the findings of the previous process); Publication and distribution of studies and research; the organization and development of online Forums that allow the participation and exchange of views and concepts; Dissemination through the media to ensure public awareness; and Knowledge Management, seeking to capitalize on the good experiences related to the Regional Project.

This approach results in actions aimed to:

* **Strengthening Afro-descendant organizations and their networks and technological communication** (internet connection, online forums and the creation of a web page for Afro-descendants in Latin America).
* **Developing capacities of Afro organizations and networks through online and on-site workshops**. These capacities refer to knowledge, skills and the abilities needed to participate in dialogue processes, deliberation and consultation on social inclusion policies and problems, also to manage programmes and projects.
* **Generating knowledge on the current situation and perspectives of communities and Afro-descendant population, with more emphasis on those countries where there is less accumulated knowledge.** These studies will support the process of public debate and will link universities and think tanks to the study, the discussion and training of these issues. They will also contribute to the awareness and education of public opinion.
* **Disseminating knowledge gained through a seminar with participation of Afro leaders of in the region**, government and international actors. Such knowledge is also disseminated through the Project’s website, the web pages of the national and international agencies involved, and governments of countries in the region and the press.
* **Coordinating actions of public awareness with the social media** (media campaigns, previous work with media during and after each activity and two journalism training workshops on social inclusion of Afro population and communities – Cartagena and Managua).
* **Creating and establishing a forum for public debate as a public institution in each country** (organization, physical space, operating guidelines, agenda for discussion and online platform). These forums will be on site and online as a public body made up of State institutions and civil society, that will contribute to build collective long-term inclusive policies for the Afro communities.
* **Recognizing cultural rights and increasing knowledge about women's cultural production (to combat ethnic and gender discrimination)** considering the Afro-descendant women are even more at a disadvantage than Afro-descendant men.
* **Generating knowledge and learning based on the development of this Project**. Due to this good practices and concrete experiences carried out in the framework of this Project will be systematized and recorded.
* **Involving government authorities from the region.** In order to do this, government officials from agencies related to the Project’s thematic area will be invited to participate in organized seminars and all the information and knowledge generated by the Project, will be sent to them.

Under this strategy, and in order to plan and develop effective work in each of these axis, differences between countries, public policy and the reality of the Afro-descendant population and organizations in each country, were taken into account. It is worth mentioning that good relations were established with the governments of: Ecuador, Panama, Colombia and Cali Mayor’s office. The Project also sought suitable agreements between projects and initiatives currently being developed in the region and also created relationships with other agencies and regional institutions to take advantage of existing skills and achieve synergies. Among these agreements we can mention: High Commissioner for Human Rights, UNFPA, UNESCO, UNICEF, AECID, Fundación Nuevo Periodismo Iberoamericano, and Deutsche Welle Akademie.

Activities that would give high **visibility** to both the organizations themselves, and to donors and implementing and executing agencies, were proposed.

## Results Framework

According to PRODOC, the Project’s "expected results" were the following:

1. Capacities strengthened for Afro organizations and networks.
2. Extended citizenship and Afro organizations entrenched, through the systematization of knowledge related to social inclusion and the effective enjoyment of civil, political, economic, social, and cultural rights (policy analysis tools, reality and prospects (Afro communities; good practices ) and their dissemination (media work and institutionalization of public forums)

This Project had activities that were implemented only in Colombia, Ecuador and Panama, and other activities tin other countries in the region. However, through on site and online venues (all organizations from the different countries in the region, that require it, can access the online forums and seminars), it was expected that the results of all these activities were to be perceived by the integration of the Afro-descendant population in Latin America, as well as by the public at large.

In this regard, the participation of Afro-descendant women and young people, as well as Afro women's organizations was expected in all the activities. Government representatives of the region were also invited to participate in these activities.

The Results Framework for the Regional Project indicating the expected outputs that have been effectively achieved are included in Annex 8 of this document.[[8]](#footnote-8)

The main results expected through this project were:

1. **Outcome 1: Capacity strengthening of Afro organizations and their networks**
	1. **Effective communication skills of Afro-descendant organizations**, networks and federations in Latin America, strengthened,
	2. **Develop capacities of Afro-descendants** of Latin America, to achieve better recognition and promotion of their rights in the countries they live, through the production of research, dissemination of actions, ideas, best practices and public policies in the region.
	3. **Contributed to the cultural recognition of Afro-descendants** in Latin America, to ensure that more is known and recognized on the African cultural heritage and its influence on current Latin American cultural events (cultural rights) and on cultural production of women (their fight against ethnic discrimination and gender).
2. **Outcome 2: To systematize knowledge related to social inclusion and citizenship expansion (policy and analysis tools; reality and perspectives of Afro communities; good practices) and broadcast, create public awareness (media work), and create dialogue platforms to foster inclusive participation of citizens and Afros organizations.**
	1. **To generate new knowledge about Afro reality in Colombia, Ecuador and Panama**, that may affect public policies adopted by states.
	2. **To strengthen organizations and their members by greater knowledge about analysis tools and inclusion policies.**
	3. **To strengthen Latin American citizenship through the media** in order to include Afro reality issues, acts of discrimination and social inclusion in the news.
	4. **To deepen public debate on Afro-descendant issues in Latin American order to assist in strengthening public policy for social inclusion of Afro-descendant population**.
	5. **To gather and disseminate good practices of social inclusion of Afro-descendants in Colombia, Ecuador and Panama.**

**Additionally, the Project raises two cross-sectional outcomes. These are:**

* **To summon Afro women's organizations and networks to b**e present in all activities of the programme and benefit from the outputs and outcomes, with gender perspective and improve the situation of double discrimination.
* **To strengthen Afro organizations through links with civil society organizations, political parties and governmental bodies, organizations and international community, national and regional networks.**

From the Project’s implementation point of view, the Project ends on December 31, 2010, after 19 months (from May 2009 in Panama). Virtually all outputs originally planned have been achieved. In 2009, the focus was on Outcome 1, while in 2010 the implementation was focused on Outcome 2.

In this proposal, the European Commission, through Europe Aid, will support the European Initiative for Democracy and Human Rights (EIDHR) and its priorities for 2007 to 2010, that recognizes all human rights (civil, political social, economic and cultural) and considers minorities’ rights relevant, such as Afro-descendants in Latin America, and holds special emphasis on assistance to civil society through community based organizations.

Norway’s support is strengthening its presence in the region and with this proposal is following through on their concrete plans and programmes.

It is important to mention - for the purpose of Relevance analysis – that the Project was designed as an integrated and comprehensive effort, without reference to potential successive stages in its development.

Resources allocated come from three sources, as a result of the strategic partnership with the European Union, Norway, SEGIB and UNDP. Implementation started at UNDP Regional Centre in Panama, June 2009. The following table summarizes the amounts allocated and the source of contributions.

**European**

**Commission**

**Norway**

**UNDP**

**TOTAL**

**Outcome1**

2009

367,454.07

73,000.00

440,454.07

2010

0.00

**Subtotal**

**367,454.07**

**0.00**

**73,000.00**

**440,454.07**

**Outcome 2**

2009

49,355.00

49,355.00

2010

960,673.64

21,650.00

982,323.64

**Subtotal**

**0.00**

**1,010,028.64**

**21,650.00**

**1,031,678.64**

**TOTAL R1+R2**

**367,454.07**

**1,010,028.64**

**94,650.00**

**1,472,132.71**

As resources from the EC had been granted for 11 months and without geographical restrictions, they were spent almost entirely in 2009, on planned activities throughout all Latin American countries Resources from Norway were used in 2010, and activities focused in three countries, selected by Norway - Colombia, Ecuador and Panama- and online activities involving all Latin American countries.

# OBJECTIVES AND EVALUATION SCOPE

## Objectives of the Evaluation

Since the Regional Project is completing its execution in December 2010, this evaluation is carried out by the request of the UNDP Regional Centre for Latin America and the Caribbean, with three objectives in mind according to the TORs included in Annex 1 of this document.

Firstly, to examine the relevance and coherence of the Project’s design, the efficiency achieved in its execution, the efficiency gained in the use of resources, the results achieved and sustainability of the instruments and near future outcomes. All this, with the aim of capitalizing experiences and obtain lessons that may have positive impact on the design and implementation of other projects of similar nature.

Secondly, to give accountability of actions and results, considering that this Project is the result of cooperation from the **Ministry of Foreign Affairs of Norway** and the **European Commission** (EC) and strategic support from the **Secretaría General Iberoamericana** (SEGIB).

Thirdly, to make an informed decision about the best course of action for the future, while taking into account the unmet needs that may still exist in the social situation which led to the Regional Project. Subsequently, the magnitude and complexity of the social reality in which the Regional Project has been trying to impact, raises a basic question: Can a Regional Project covering several Latin American countries in only 19 months and with a budget of $ 1.5 million, make a significant impact on the political, social, economic, ethnic, and preexisting human situation?

It is also desired – parallel to the first effort - to identify key lessons learnt, which will enrich the potential future phases of this Regional Project.

All this, considering that the General Assembly of the United Nations adopted resolution A/RES/64/169 which proclaims 2011 as the "International Year for People of African Descent", with a view to strengthen national action and regional and international cooperation for the benefit of the Afro-descendant population in relation to their full enjoyment of economic, cultural, social, civil and political participation and integration in all political, economic, social and cultural aspects of society, and the promotion of a greater knowledge of and respect for their diverse heritage and culture.

## Evaluation scope

The Regional Project which is located under the area of Democratic Governance practice of the RBLAC and executed from the UNDP Regional Center in Panama, began work in May 2009 and finalizes on December 30, 2010. This information, together with the time available for evaluation, directly determines the scope of this exercise.

1. Application of evaluation criteria, will consider the following conditions: It is the final Project evaluation. There is no impact evaluation because, as stated in the UNDP Manual, the Project recently finished its implementation and therefore real impact cannot be evaluated.
2. Conducting interviews with Project beneficiaries in the different Latin American countries is not feasible. Instead interviews via Skype or email, with some of beneficiaries located in Panama, Colombia, Ecuador, Nicaragua, Chile, Uruguay and Honduras were possible. Focus group analysis of the different aspects covered by the Project was not possible either. The feasibility of surveying in-situ information regarding each product and project activities

## Evaluation Criteria

The **evaluation criteria** applied in the analysis, is the criteria usually applied in the evaluations of UNDP, as presented in the Manual.[[9]](#footnote-9)

* ***Relevance and coherence***

For the purposes of this evaluation Relevance is understood as the appropriateness of the selection of the intervention strategy that will help address the social need or problem that is its origin. In this case, the selected strategy to solve the problems of Afro-descendants will be evaluated to see if it’s appropriate to achieve the necessary positive effects.

**Coherence** can be understood as the existing alignment between the normative, conceptual and instrumental base of the intervention model adopted, as well as the sequential logic between the different levels that make up their foundation: problem identification, goal definition, and generation of products or services, activities considered for implementation and monitoring and evaluation of instruments.[[10]](#footnote-10)

* ***Effectiveness***

**Effectiveness** is a measure of the degree to which the initiative has achieved the desired outcomes (outputs and outcomes) and the degree of progress made to achieve these outputs and outcomes.

* ***Efficiency***

**Efficiency** measures from a financial point of view, whether inputs or resources (such as funds, expertise and time) have been converted into outcomes. It is important to assess whether the amount of financial and human resources made available for the implementation of the intervention model, have been adequate to meet the expected outcomes.

* ***Sustainability***

**Sustainability** measures the extent to which the benefits of the initiatives continue once external aid stops. This approach means that the fundamental changes made in the daily functioning of associations and dependencies of Afro-descendants, are sustained over time and form part of their daily routine, regardless of political situations or changes of government.

* ***Outcomes and Impacts***

It is necessary to distinguish between outcomes and impact evaluation. The latter values its contribution to progress towards the achievement of outcomes, generally identified in the results frameworks of programmes and projects to which UNDP initiatives contribute.[[11]](#footnote-11)

**Impact** measures changes in human development and welfare of the people who received the development initiatives, directly or indirectly, intentionally or unintentionally. Many development organizations assess impact because it generates useful information for decision making and support accountability for delivering outcomes.[[12]](#footnote-12)

Output evaluation is useful when:

* The project or programme has been running long enough so that impacts are visible.
* The scope of the project or program warrants further evaluation.

An output evaluation does not only measure whether objectives have been achieved or evaluate the direct output on beneficiaries. It takes into account a full range of impacts at all levels in the results chain, including the domino effect on families, households and communities, institutional systems, technical or social, and environmental. In terms of a simple logic model it can have multiple intermediary effects over time (short and medium term) that can lead to the impact, some of which may be included in an impact evaluation at a specific time.

Following this and taking into account that the evaluated Project has operated for a relatively short time and is finishing its implementation in December 2010, it has been decided not to include the impact evaluation.

# EVALUATION APPROACH AND METHODS

## Project “evaluability”

In general terms, a project can be easily evaluated when designed in a "measurable" manner. Therefore, the project’s "evaluability" depends on how the results chain was identified and expressed, and also on the specificity of the indicators set for monitoring the implementation, and the existence of a baseline. In addition, the formulation of outcomes at different levels has a number of limitations, as there is some confusion between the concepts of "output" and "outcomes."

The “evaluability” assessment was conducted using the methods established by UNDP, thus completing the analysis presented as annex to the terms of reference. The results are included in Annex 8 of this report. In this annex some aspects that are relevant for the Project’s Results Map are highlighted.

When considering all key aspects under the conclusions of the assessment done by the SEGIB, prior to the formulation of the Project, their interrelation and the focused areas of the Regional Project design, a valid concern arises. It is highly likely that the implementation of a project with limited scope is not enough to have a significant impact on reality. This concern is fully consistent with the Results Map, because in the Project’s case, the implementation of activities and the achievement of outputs will not necessarily achieve results at the output level. This is understandable since achievements of outcomes at the outcome level changes in the institutional role or in the group or individual behaviour, does not depend on one intervention but require joint action with other actors.[[13]](#footnote-13)

Moreover the Project Document contains a Monitoring and Evaluation Table, which shows the Outcomes, the situation "without a project", objectives to be achieved in 2009 and 2010, indicators to assess the achievement of the planned goals and assessment means used.

As indicated in Annex 3, some Outcome indicators are not specific enough and the baseline has not been properly configured to allow subsequent measurement of achievements. The indicators are more appropriate to measure outputs and in many cases, indicators are not accurate to reflect the contribution to results at the outcome level.

## Methodology

It is important to mention this Regional Project cannot be evaluated applying the traditional methodology based on measuring differential impacts –against the baseline– between the target group and a control group.

Some of the reasons are:

1. Although the formulation of the Project was based on a very detailed assessment, the design of this intervention did not include reference to the baseline in terms of measurable indicators. Thus a great number of the indicators included in the Results framework are very general or lack baseline value.
2. The Project´s actions were linked to conceptual variables, focused on the generation and dissemination of knowledge related the invisibility issues of Afro-descendants and the connection and promotion of institutional networks, as a way to increase organizational visibility[[14]](#footnote-14).

Moreover, although the existence of a baseline in this type of social realities may be considered from a theoretical point of view, it is not so obvious when dealing with non-numerical or dichotomous variables.

Maybe the most suggested practice by different authors is the *integration* of qualitative and quantitative methods in activities of programme evaluation, such as *triangulation*, which was largely studied and supported by Denzin (1979). Indeed, through integration, qualitative methods can provide the context to understand quantitative results[[15]](#footnote-15), and their application is also contemplated in UNDP’s Handbook[[16]](#footnote-16). Therefore, this evaluation will use triangulation to validate the findings.

As a conclusion, we may set the following principle: as long as the element or event to be analyzed can be *de-contextualized* from the personal or social structure/system while maintaining its essential nature, current *mathematical techniques* can be effectively used. However, if the element or event to be analyzed is an integral part of the dynamic structure or if we seek to have an understanding of the internal system of such a reality, *systemic-qualitative methods* are essential.

Therefore, this evaluation is based is quantitative data when feasible, provided that some of the events can be de-contextualized from the social structure, focusing on measurable data, such as the number of favorable/non favorable answers to each evaluation question. However, triangulation will also be applied, thus complementing quantitative data with qualitative data in order to enrich the analysis.

## Information sources

As we analyze evaluation criteria, it is possible to identify that some criteria are more linked the external sphere of the Project, while others focus on internal elements.

For example, relevance and sustainability rather relate to external factors, the former to the appropriateness of the project design to the particular reality, the latter to the probability that achievements of the Project can continue beyond the end of the Project. In both cases, such issues can be analyzed by beneficiaries or people that are not involved in the Project, who could have their own opinions on these two matters.

In the second case, the criteria of efficiency and effectiveness are more closely related to the internal sphere of the Project and, therefore, it is possible that they can only be analyzed and discussed by staff involved in the Project coordination. These topics tend to be beyond the knowledge of the beneficiaries of the Project.

Although this requires documentary information, the evaluation of each criterion will require different types of specific information.

Assessing Relevance requires an understanding of the target reality and the Project Document containing the objectives, outcomes and activities, i.e. external and internal information. It is highly likely that the beneficiaries of the Project already have "their own knowledge and interpretation" of the reality receiving the impact and the actions taken by the Project, therefore, they may have preconceived notions about relevance.

The same happens with Sustainability. Beneficiaries know what the Project has implemented and may have their own views on the elements that are necessary to achieve a sustainable change in the target context.

In both cases, availability of the documentation produced by the Project and of opinions from direct beneficiaries is highly valuable. This situation is especially valuable to be confronted through an opinion poll, direct interviews or focus groups.

This evaluation was based on the following sources of information:

1. Documentation produced within the Project, related to the original document, progress reports, and research (See Annex 9).
2. Opinions gathered among an important group of Project beneficiaries in several countries in Latin America, which was only possible through electronic surveys and phone conversations, distinguishing three groups of beneficiaries (Afro-descendant organizations that were connected to Internet by the Regional Project, Afro-descendant organizations involved in workshops, seminars and capacity development and dissemination events, and journalists involved in specific capacity-building and dissemination activities).
3. Personal interviews with representatives of Afro-descendant associations in Panama City; other interviews via Skype or telephone with Afro-descendant organizations from other countries such as Colombia, Ecuador, Nicaragua, Chile, Uruguay and Honduras; interviews with the Project Coordinator and surveys via email to three different groups.

## Selected work methodology

The work method adopted to develop this consultancy was restricted by lack of time.

Analysis was organized in 3 phases:

* Phase 1: Office work
* Phase 2: Field work: to gather information from primary sources
* Phase 3: Work on analysis and elaboration of report

**Phase 1** **(office work)**, focused on the desk review analysis, processing and sorting organizations participating in the Project’s activities and also in work meetings with the Project’s staff and UNDP Regional Services Centre for Latin America and the Caribbean in Panama . During this phase a Results matrix was completed based on an analysis of the Project’s generated documents (see Annex 9) and at the end of this phase the evaluation methodology proposal was presented. Notably, the achievement of the expected outcome was verified - during the second phase - referring to other information sources.

Desk review information includes:

* Policies, strategies and UNDP programmes relevant to the Project.
* Project documents, plans and progress reports.
* Project activities reports.
* Collaboration agreements related to the Project.
* Assessments, research work and publications within the Project related to Afro-descendant group issues in Latin America.
* News published in the media in the Project recipient countries.
* Other documents that were considered relevant, such as the assessment made by SEGIB[[17]](#footnote-17)

According to the methodology recommended by the UNDP, **Phase II (Field Work)** focused on gathering information from primary sources, including - as explained above - personal interviews with representatives of Afro-descendant organizations in Panama City; via Skype or telephone interviews with Afro-descendant organizations from other countries such as Colombia, Ecuador, Nicaragua, Chile, Uruguay and Honduras, interviews with the Project Coordinator and surveys via email to 3 different groups.

Due to time limitations, face-to-face interviews with people from Afro-descendant organizations were not possible in other countries of the region, nor focus group work.

With regard to surveys, 3 different templates were designed using the Google Docs tool, as well as a specific link (which was shared with respondents) and the subsequent processing of the responses received.

E-mails sharing the link and the request to complete the survey were addressed to the following groups:

* Group A: representatives of Afro organizations who participated in various activities organized by the Regional Project.
* Group B: representatives of Afro organizations that were connected to the Internet within the Regional Project.
* Group C: Journalists who participated in various activities organized by the Regional Project.

These three groups were formed after considering that the shared experiences of each group regarding the Project, were three different realities.

Group A comprises Afro-descendants who actively participated in one or more activities organized by the project, such as in-classroom and online seminars, workshops, forums, the meeting of Afro-descendant women in Uruguay, the Fair in Cali, etc. These people, even though they did not have knowledge of the Project document, they had a very direct experience regarding the effectiveness, impact, sustainability, etc. of the activities implemented by the Project.

Group B comprises those Afro organizations supported by the Project by being connected to the Internet. In some cases, support in other areas was provided too, but the main financial support was Internet connection. Therefore, their experience of Project activities is a reality different from the experience capitalized by Group A.

Group C only includes journalists who participated in a training activity in Nicaragua, as well as a Illustrated Feature Workshop in Cartagena presenting “Afro population in Latin America”.. These journalists were also linked to the Project through activities aimed at ensuring dissemination of the remaining actions to be implemented. Consequently, their experiences were limited to very specific processes.

It should be noted that the Regional Project sent an email to every member of these groups, to inform that the assessment team would be contacting them to complete the final evaluation survey. Once the surveys were sent, phone calls were made to ensure that they were actually completed. Some problems arose that needed to be solved, as email addresses and/or telephone numbers were not always available.

All surveys were completed anonymously through the link to Google Docs tool, seeking the greatest degree of freedom in answers.

It should be noted that the completion of the surveys via email is not the best methodology for this type of Project, which -typically- does not deal with numeric or dichotomous variables. This type of survey has some limitations to capture values that refer to certain social, ethnic, political, economic, etc. realities and, to a greater extent, when dealing with an audience that is not necessarily very familiar with e-mail tools.

In-depth interviews could be conducted only with a small group of representatives of the Afro-descendant population of Panama City[[18]](#footnote-18) and some representatives of the Afro-descendant population of other countries in the region. [[19]](#footnote-19)

In face-to-face and phone/Skype interviews, the same template as the one sent by email to people who participated in other activities within the Project was used, but with a focus on Relevance and Sustainability issues, which are the most noticeable to people outside the project staff.

The complete list of people and entities consulted by different methods during the evaluation process is detailed in Annex 10 of this document.

Finally, the **Third Phase** involved the processing and analysis of all the desk review information, classification of organizations and individuals who took part in Project activities, processing and analysis of surveys and interviews and drafting of final evaluation report. Qualitative and quantitative methods were combined to ensure a more comprehensive approach to data analysis. For example, dichotomous choice questions were combined with thematically related open questions; a comparative analysis was also carried out cross referencing the answers provided by different groups seeking to identify the existence of significant differentials, answers obtained in interviews were also cross referenced. This analysis showed a high number in similar responses and a low level of unique responses.

This phase consisted of two sub-phases: (i) preparation and presentation of the first draft report with the information obtained and the analysis thereof, which was subsequently submitted for analysis and consideration to the UNDP Regional Centre and Regional Project Coordination, and (ii) review and preparation of the final evaluation report.

## Evaluation Matrix

The Evaluation Matrix was drawn following the guidelines in UNDP Handbook, and was aimed at setting a map for the evaluation of the regional project and also as a practical way of providing the reader with a summary of the evaluation design and methodology.

The evaluation matrix was drawn based on a table for each of the evaluation criteria and taking into account the existence of the three groups (those interviewed via email, face-to-face and phone interviews) and Regional Project Coordinator.

The Evaluation Matrix is presented in Annex 4 of this document.

## Evaluation questions

Evaluation questions are important to obtain the information required to complement other sources of information and thereby to provide adequate support for decision-making and take action or feed the knowledge database. Evaluation questions improve the evaluation, approach by making explicit the elements of the initiative to be considered when assessing their performance.

The number of questions for each criteria of evaluation, could be infinite. However, evaluations –such as the one reported here– are limited by time, budget and resources. Therefore it’s important to act strategically and determine what information is most needed and prioritize evaluation questions. It is better to answer a few questions in depth rather than many superficially. A clear and concise set of more relevant questions ensures that assessments be targeted and reasonable, cost-effective and useful.

For the question list, we considered those included in the Terms of Reference, others taken from the UNDP Handbook and a few others that emerged from analysis of the Project’s reality and activities.

Some questions were raised seeking for dichotomous responses, when considered –after analysis– that there would be no significant benefit in requesting a conceptual response. In other cases, when dealing with important issues, it was considered necessary to request more conceptual information, in addition to the dichotomous response.

The information on all the surveys sent and answers received, for each group, are presented in the next table.

Detail of the questions asked in each survey is included in Annex 5 of this evaluation report.

**Survey (A) addressed Afro-descendant organizations**

|  |  |
| --- | --- |
| Total Afro-descendants included in the Regional Project’s database | 141 |
| Number of surveys sent by e-mail (some organizations had more than one e-mail address, others none). | 56 |
| Number of surveys received | 20 |

**Survey (B) addressed to Afro-descendant organizations that were provided with Internet connection**

|  |  |
| --- | --- |
| Total Afro-descendant organizations with Internet connection provided by the Regional Project | 38 |
| Number of surveys sent by e-mail (some organizations had more than one e-mail address) | 43 |
| Number of surveys received | 8 |

**Survey (C) addressed to journalists**

|  |  |
| --- | --- |
| Total journalists that participated in the Workshop for Latin-American Media in Managua (Nicaragua, October 6, 2010). Topic: Rights of the Afro-descendant Population | 95 (23 were journalists) |
| Number of surveys sent by e-mail  | 29 |
| Number of surveys received | 12 |

**Personal Interviews with Afro-descendant Representatives in Panama City and phone/Skype interviews and with Representatives from other countries in the region**

The questions in these interviews were basically the same than those asked to Group A, with a focus on Relevance and Sustainability.

**Interview with the Project Coordinator**

The interview focused on the Relevance and Coherence, Effectiveness and Efficiency.

## Sampling

The surveys were not sent to a previously calculated sample. Given the limited time available and the possibility of low level of response, it was decided to send surveys to all associations of Groups A and B and also to all Journalists of Group C, as long as email addresses were available.

Many of the surveys sent could not be delivered due to incorrect addresses. In these cases, when there was a phone number, calls were made to get the right address and forward the surveys. When no other contact detail was available, nothing could be done.

The surveys were sent between December 2 and 3, 2010; and only responses received before December 7, 2010, were processed. Reminders were sent before the due date through email and by phone.

The size of the sample is fully representative and therefore acceptable in terms of the characteristics of this evaluation exercise.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Group A** | **Group B** | **Group C** |
| Total associations or individuals viable for the interview | 141 | 38 | 95 |
| Total surveys sent  | 56 | 43 | 29 |
| Total answered received (effective surveys) | 20 | 8 | 12 |
| **Sample size calculated on total individuals and associations**: Percentage of sample (effective surveys as% of total associations or individuals viable for the interview) to be interviewed) | **14.2%** | **21.1%** | **12.6%** |
| **Sample size calculated on the total of interviews sent:** Sample percentage (effective survey on % of total surveys sent) | **35.7%** | **18.6%** | **41.4%** |

# DATA ANALYSIS

The data analyzed to perform the evaluation of the Regional Project can be grouped as follows:

1. **Desk review information produced by the Project:** including the PRODOC and the rest of the documentation produced during the implementation of the Project, highlighting documentation linked to each of the Project’s outcomes and particularly documentation linked to progress reports.
2. **Desk review information related to the theme, but produced outside the Project:** evaluation carried out by SEGIB and other documents, publications, books, websites of Afro-descendant organizations, etc.
3. **Information compiled through e-mail surveys, telephone and personal interviews, particularly the interviews with the Project Coordinator.**

## Desk review information

The Desk review information produced by the Project was used to establish the orientation of the intervention and the structure of the Results Map. These elements supported the “evaluability” and coherence analyses and the analysis Project’s design relevance. Progress reports were used along with the Results Map to carry out the effectiveness and efficiency analysis.

Appendix 2 shows the “evaluability” analysis table, and Appendix 6 shows the efficiency analysis table, from the original Results Map and the verification of achievements based on the progress reports.

The information produced outside the Project allowed us to know the real situation in order to intervene and to complete the analysis of its relevance.

## Information gathered through e-mail surveys

The information gathered through surveys and interviews, generated enough elements that helped complete the relevance evaluation and carry out the sustainability analysis and output.

Very valuable information for the Project’s evaluation was gathered through e-mail surveys, direct interviews with representatives of Afro-descendant organizations and particularly the interview with the Regional Project Coordinator. The questions are presented in Appendix 5 and the results in Appendix 6 of this evaluation report.

The process of sending the survey and receiving and processing the answers was implemented using the Google Docs tool, people in the survey were provided with a link so they could answer and enter the questions themselves. This tool helped to process the answers, especially when dealing with dichotomous questions, getting the frequency statistics and creating graphs.

The questions that required a conceptual answer were analyzed, in order to verify the similarities that would provide a frequency measurement of the different concepts expressed by those surveyed. It is worth pointing out that the answers show a variety of issues.

This chapter presents the results of the information analysis, focusing on the origin of the information, whether it comes from e-mail survey (according to the different groups), personal interviews or the specific interview with the Regional Project Coordinator.

Detailed responses to the opinion surveys distributed by email are included in Annex 6 of this evaluation document.

## Information gathered through personal interviews

Detailed responses and information obtained through semi structured interviews are included in Annex 6 of this evaluation document.

## Methodology limitations

The main limitations for a rigorous implementation of the evaluation methodology were the following:

* Lack of time to carry out the evaluation.
* Weaknesses that affect the Results Map: a) inconsistencies in the logic integration of objectives, results, outcomes, and activities; b) the identification of inadequate indicators for the measuring of outcomes.
* The lack of a baseline in accordance with the indicators selected for measuring results.
* The complexity of the project and the wide coverage range of the action plan.

The distribution of surveys via e mail left out a large group that does not have internet access. Conducting surveys via email, does not give enough reassurance that the people interviewed understood the justification and scope of the questions. This does not happen with semi-structured interviews where the situation has been presented at the beginning.

The limitations faced by the evaluation did not invalidate the main conclusions and findings. The application of qualitative analysis and triangulation among these and the quantitative data, produced an acceptable confidence interval to these main findings. The cross reference between the responses obtained through electronic surveys and those achieved through semi-structured interviews reveal the existence of a high degree of convergence in both points of view.

## Information on the Evaluator’s Background and Code of Conduct

 Annex 11 contains a background summary of the Evaluation Consultant and the Technical Assistant who helped in the development of the activities. The team is committed to ethical standards and during the evaluation process the United Nations *code of conduct* was observed (Annex 12).

# FINDINGS AND CONCLUSIONS

## Findings

The important findings are closely related to the evaluation criteria implemented in this exercise. There are a series of aspects that stand out over the rest, and which help characterizing the Project’s performance, in relation to each one of the criteria.

By analyzing the information obtained through different sources (documentation, surveys, interviews, etc.) and focusing on the evaluation criteria, we reached the situation presented in these tables:

|  |
| --- |
| **Criteria: RELEVANCE** |
| * The project is fully consistent with the United Nations mandate, considering that the **General Assembly of the United Nations Organization adopted resolution A/RES/64/169, which proclaims 2011 as the "International Year for People of African Descent"**.
* From a technical point of view, the design of the project is not the most appropriate to achieve the expected results of the intervention.
* Results from the survey with Project recipients:
* More than 90% of the surveyed recipients say that the strategy selected for the Project was appropriate.
* 50% say that the objectives and outcomes expected with the adopted model of intervention were not realistic or specific (which contrasts with the aforementioned opinion).
* 70% think that there were other important objectives and outcomes that were not taken into account in the project.
* More than 50% do not know if the inclusion of cross-cutting issues increased the quality of the intervention (maybe they were not properly informed about the nature of these cross-cutting issues), however, they also think that the inclusion of the gender issue was appropriately implemented.
* More than 50% don’t know if the inclusion of cross-cutting issues increased the quality of the intervention (maybe they were not properly informed about the nature of these cross-cutting issues); however, but they also think that gender equality was appropriately implemented.
* The participants find that inclusion of the following points would have been very positive: a) an active participation of Afro-descendant movements during the Project, to turn it into a benchmark for their community; b) strengthening of technical and administrative capacities of the Afro-descendant organizations; c) considering the existing asymmetries between countries; d) considering the creation of a fund for the implementation of micro-enterprises entrepreneur ; e) granting the Afro-descendant population access to the financial sector.
* Some of them think that in order to have an important effect on the identity and rights of the Afro-descendant population, the Project would have to take part in the creation of the elementary schools curriculum and text books.. Is it necessary to change the education paradigm, especially in elementary education?
* They think that a Regional Project with a less than two-year duration is not going to bring about substantial advances.
* They think that the Social Inclusion Fair in Cali, Colombia “Somos Afro” (in the Petronio Álvarez Musical Festival) was very positive (music, dance, food, inter-generational dialogue and citizen integration).
* It would be advisable not to limit the participation of the press only to cover the activities carried out under the framework of the Project; they should be more work with the media to achieve more accurate transmission of information about the Afro communities, as was done in Managua and Cartagena..
 |

|  |
| --- |
| **Criteria: COHERENCE IN THE OUTCOMES MAP** |
| * The Results Map shows some inconsistencies in its internal coherence: the achievement of the outputs does not necessarily guarantee the achievement of the higher outcomes, and attaining the outcomes does not guarantee the achievement of the Objectives. (See detailed comments in Appendix 3)
 |

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| **Criteria: EFFECTIVENESS** |
| * As shown in Annex 8, the activities have been implemented and all the outcomes that were programmed into the PRODOC results map have been achieved, such as: a) To connect Afro-descendant organizations and networks to the internet; b) To design , upload information and make the Project’s website operational; c) To Conduct studies on international agreements and national plans for social inclusion; d) To design and conduct training and dissemination in seminars; e) To publish and disseminate the results of studies and seminars; f) To conduct academic situation and perspective studies of the communities and Afro-descendants people; g) To carry out investigative journalism, h) To conduct on site and online workshops, among others.
* The Project set up an Internet connection for 50% of the associations, which didn’t have any type of connection before.
* Two of the Afro-descendant associations had problems with their Internet connection, because of delays in the funding received through UNDP’s national offices.
* Some of the Afro-descendant associations that got an Internet connection were later informed that they were not eligible for it.[[20]](#footnote-20)
* Results from the survey filled by journalists trained by the Project:
* 90% of the journalists said that the media covered the Project’s activities.
* 90% think that the news regarding the Project’s activities were relevant.
* 90% said that they had never participated in an event like the Project’s training on Afro-descendant population.
* They think that the news published after the Project’s activities were never repeated.
* **They think that the training they received allowed them to have better grasp on the Afro-descendant population, and to differentiate them from other communities**.
* They think that the inclusion of a gender-based approach through the organization of specific events for Afro-descendant women helped establishing a greater interaction between Afro-descendant women across Latin America as well as empowering Panamanian women.
* They think that the research carried out under the Project’s framework is excellent and that it is a very valuable contribution because the information and type of analysis were not available before.
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| **Criteria: EFFICIENCY** |
| * The financial resources were adequate for the implementation of the Project in its entirety. In this regard, there was a good balance between what was needed and the donors’ contributions.
* After the adjustment in the original version, the result was a Project with human resources with limited technical training to support an action that involves several Latin American countries (Panama, Colombia, Ecuador, Uruguay, Nicaragua, etc.). There was only one person working in the Project with the technical background specific to the subject (the Coordinator), and three people for administrative support, translations, periodic reports, etc. However, thanks to the UNDP’s hiring policy, there were public calls every time an expert consultant was needed to perform different tasks on different subjects. The experience and knowledge of the consultants are as important as their ethnic origin; the Project made efforts to hire Afro-descendant professionals. For example, two of the administrative assistants were Afro-descendant (from Panama and Jamaica); three of the four professionals hired to report on the rights of Afro-descendant population were Afro-descendant also; and out of the 27 authors of the book “Afro-descendant Women and Latin American Culture”, 26 are Afro-descendants.[[21]](#footnote-21)
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| **Criteria: OUTPUTS** |
| * To achieve results at the outcome level, alliances and key partners to implement the Project were very important. These are AECI, Fundación Nuevo Periodismo Iberoamericano, Deutsche Welle Akademie, UNDP Country Offices, etc.
* Results from the survey filled out by Project beneficiaries:
* 50% of the surveyed recipients think that the production and access to studies, books, publications, materials and research documents of the Project has improved the rights of the Afro-descendant population.
* 40% think that the Afro-descendant organizations have a better knowledge of the State’s responsibility towards them, thanks to the Project’s efforts. But 50% of the surveyed recipients are not sure that this is actually true.
* They think that the Project’s achievements are, among others: a) an increase of awareness with regard to the political, economic and social conditions of the Afro-descendant population; b) a closer relation with the authorities; c) an increase of awareness concerning the Afro-descendant population’s needs and rights.
* They think that the achievements with regard to Afro-descendant organizations are: a) setting up Internet connections for the organizations; b) establishing links between the Afro-descendant organizations of the participant countries; c) knowledge of other experiences; d) motivation to start research; d) including Afro-descendant issues on the government’s agenda.
* They think that the access to discussion forums about public policies was successful.
* They think that the research and documents produced are appropriate but they still haven’t reached any leaders or the population in general.[[22]](#footnote-22)
* They think that there is still a big gap in the implementation of socio-economic inclusion policies for the Afro-descendant population.
* Results from the survey filled out by Afro-descendant organizations with an internet connection set up by the Project:
* 40% of the organizations regularly visit the Regional Project’s website, to get information about UNDP.
* They think that the internet connection: a) has revolutionized young people’s lives, offering them information, training and opportunities; b) facilitates the participation in seminars and courses; c) improves the integration with members of the organization; d) in Colombia it allows communication despite the armed.
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| **Criteria: SUSTAINABILITY** |
| * 50% of the surveyed Project recipients think that the **Outcomes achieved by the Project are sustainable** after the completion of the project.
* 80% Afro-descendant organizations with an internet connection set up by the Project think that they will not have any problems maintaining the connection once the Project is completed.
* Afro-descendant organizations with an internet connection set up by the Project hope to maintain the connection through self-management.
* 60% of the journalists trained by the Project think that the outcomes achieved will **not be sustainable once the Project is completed** (it is possible that this view may refer to different results than the ones taken in to account by the direct beneficiaries).
* Sustainability cannot be an absolute but has to take into account different levels of sustainability and dynamism. Many of the achievements will not disappear if the project comes to an end on 31 December 2010. Other efforts will continue to grow slowly and without the feeling of being part of a large scale movement.
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## Conclusions

The analysis of the situation upon the completion of the Project, should be made from two points of view: the Project’s and the beneficiaries’.

From the Project’s point of view, the evaluation questions and the answers obtained show that their implementation was effective (all the activities were carried out and all the outlined outcomes were achieved, as explained in Appendix 8) achieving all the outputs that were programmed into the PRODOC results map, such as: a) To connect Afro-descendant organizations and networks to the internet; b) To design , upload information and operating the project website; c) Conduct studies on international agreements and National plans for social inclusion; d) To design and conduct training in seminars and their dissemination; e) To publish and disseminate studies and results of the seminars; f) To conduct academic studies on the status and prospects of communities and Afro-descendants; g) To carry out investigative journalism, h) To conduct on site and online workshops, among others.

It has also been efficient, since its implementation has been finalized at the foreseen timeframe and within the budgetary framework, with a small professional staff.

However, it is possible that the issues of relevance and coherence described above could have a negative effect on the foreseen results and the sustainability of the Project’s outputs, since the Project’s implementation deadline is on December 31, 2010.

As mentioned before, there were some problems with the Project’s design, especially the appropriateness of the strategy selected to intervene in that social reality.

The Relevance of the Project was affected because the Project’s design offered only a partial solution to all the problems of the Afro-descendant community in Latin America as presented in several studies, especially in an assessment study conducted by SEGIB[[23]](#footnote-23). This assessment presented a “tree of problems”, these problems include: lack of identity, invisibility, lack of organizational and managerial training, weakness, lack of communication between associations, lack of education, health problems, housing problems, etc.

This “tree of problems” should have been the starting point to consider – in the results map of the Project – a coherent “tree of solutions”. However, this idea was not included in the version of the Regional Project that was finally implemented. **According to the information gathered, there was a previous design for the Project that contemplated more coverage, but also involved more budgets; this led to changes that resulted in a second version to the one that is the subject of this evaluation.**

The Regional Project was designed with very specific activities and results, all related to the creation and dissemination of knowledge. The Project’s intervention strategy was based on many activities and processes of knowledge creation, publications, seminars, training workshops, and the subsequent dissemination through the media to raise awareness in the public opinion.

However, in the Results Map, these activities and outputs were linked to Results at the

Outcome level, they point to more relevant achievements, such as the consolidation of Afro-descendant organizations, the development of their communication and analysis skills, and definition of inclusion policies.

After analyzing the Project, it seems that it was designed to solve only a portion of the Afro-descendant population’s problem tree. Lack of a wider approach resulted in the impossibility to achieve more complex objectives and results.

The Project is perceived as a first stage intervention, although it was never expressed on those terms. A stage that is anchored in the generation and dissemination of knowledge - pointing to the issue of invisibility - as a first step, so that in the future, results and objectives linked to address affirmative action.

From the point of view of the Afro-descendant beneficiaries, the situation is really important. Judging from the results of the e-mail surveys and personal interviews, beneficiaries have felt the impact of the Project’s work, and they are already recommending activities for a possible future intervention. Many of their suggestions point in the direction of the Relevance of the Project and the coherence of the Results Map.

It is necessary to stress the theme of Sustainability. In the present situation, ending the Project will probably leave beneficiaries, especially Afro-descendant organizations, without a reference. The Project, through its activities, outputs, website, research, etc. has been a valuable point of reference and a way to bring together wills and ideas.

We need to protect, promote and strengthen the link we have created, for the benefit of the Afro-descendant population in Latin America.

# RECOMMENDATIONS

Considering the implementation of this Project as well as the impact achieved in Afro-descendant organizations from several Latin American countries, the recommendation is to promote the continuation of activities with a new project that starts from a new original situation, which overcomes the baseline, design, indicators and operational limitations that affected the Project, which is the object of this report.

The formulation of the new Project should take the problem tree, developed in the SEGIB assessment, as the starting point, completed with the experience gained with the implementation of the current Regional Project. In addition, surveys by e-mail and other activities allowed for the identification of a set of recommendations and proposals will likely contribute to the improvement of the new design and new intervention strategy in the formulation process of a new project.

It is important to note that the United Nations General Assembly adopted resolution A/RES/64/169, which proclaims 2011 as the "International Year for People of African Descent ", with the objective of strengthening national actions and regional and international cooperation for the benefit of the Afro-descendant population concerning their full enjoyment of economic, cultural, social, civil and political rights, their participation and integration in all political, economic, social and cultural aspects of society, and the promotion of a greater knowledge and respect for their diverse heritage and culture.

In this scenario, the main recommendation is to take further steps towards a new project as soon as possible. This should also be accompanied by an extension of the current Project in order to avoid the negative consequences that may arise as a result of an interruption.

# LESSONS LEARNT

The final evaluation of the Regional Project highlights the importance of the following elements:

1. The design of a Project arises after having conducted a research and proposing the "problem tree" on which to intervene. Knowledge and sound understanding of the "without project situation" is fundamental support to base the formulation of a project that has a suitable degree of Relevance.
2. It is important to achieve logical coherence in the chain of activities and outcomes to ensure the implementation of the former is necessary and sufficient to achieve the expected outcomes and impacts. .
3. It is important to consider very carefully and thoroughly, the feasibility and desirability of concrete alliances and partnerships with other institutions - national and international - with visions and concerns of a similar nature.
4. Special attention must be paid to the consideration of sustainability of the Project’s outcomes. The beneficiaries are the ones who will suffer from the consequences of the lack of sustainability upon completion of the project.
5. It is also advisable to carry out more frequent evaluations during the implementation of a project, even some partial assessments upon completion of some critical events, instead of waiting until its completion. Such partial evaluations will strengthen or correct the direction taken; final evaluations do not have positive effects on the project under evaluation.

# ANNEX

## ANNEX 1: Terms of Reference for the Evaluation

**TERMS OF REFERENCE**

**RFQ-2010-013/RC LAC**

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|  | **UNITED NATIONS DEVELOPMENT PROGRAMM E REGIONAL CENTRE FOR LATIN AMERICA AND THE CARIBBEAN** |

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| **Consultancy Information**  |
| **Title of the consultancy:** FINAL EVALUATION OF THE REGIONAL PROJECT AFRO DESCENDANT POPULATION OF LATIN AMERICA **Approximate start date:** November 11, 2010.**Estimated date of completion:** December 10th, 2010**Duration of contract:** 22 working days**Contract Type:** Professional Services Contract**Location:** Base of the Project: Panama. The consultancy can be done from another country. **Supervisor:** Director of Regional Centre for Latin America and the Caribbean (RSCLAC) |
| **II. Organization context** |
| **Background and context****Project Duration:** 19 months**Executor:** UNDP Regional Services Centre for Latin America and the Caribbean, **Funding partners:** European Commission, Government of Norway**Strategic Partner:** General Secretariat of Iberoamerica (SEGIB)The “. The "Afro-descendant Population of Latin America" Regional Project focuses on the Afro-descendant population in Latin America, because of their high levels of poverty and historical manifestations of lower living conditions than other population groups, even though they represent 20%-30% of the total population in the region. In Latin America a number of legal instruments that recognize the cultural and ethnic diversity have been generated, but its implementation has been weak. Substantial efforts are needed to stop or at least reduce the various forms of discrimination and disparities facing Afro-descendants.This project has sought to contribute to the reduction of such discrimination and disparities through citizenship expansion for the Afro-descendant population, by strengthening their organizational capacities, and the systematization and dissemination of knowledge on social inclusion and the effective exercise of civil, political, economic, social and cultural rights.This project falls under the Regional Programme of RBLAC / UNDP 2008-2011, in the area of Democratic Governance, with one of its goals: “... to promote inclusive participation and dialogue, especially with women and children, young people and persons with disabilities, Afro-descendant and indigenous population of Latin America.”  |
| **III. Project Objectives** |
| 1. To strengthen the capacities of Afro organizations and their networks.
2. To develop knowledge systematization related to social inclusion and citizenship expansion (and policy tools analysis, reality and perspectives of Afro communities, good practices) and broadcast, public awareness (media work), and instantiate dialogue, to foster inclusive participation of Afro citizens and organizations, particularly in Colombia, Ecuador and Panama
 |
| **IV. Roles and Responsibilities** |
| 1. **The evaluator must first take into account the evaluation questions formulated below (non exhaustive list), as one of his/her responsibilities:**

**Evaluation questions:**This list is not exhaustive and it is expected that the evaluator can provide expertise and experience, in order to define an approach and an appropriate evaluation methodology.* What contributions did the actions of the project have in improving the political, economic or social barriers of Afro-descendants participation in Latin America, in national public policies, considering that the project lasted 18 months?
* What factors positively or negatively influenced the implementation of objectives and outcomes? Was the implemented strategy and focus appropriate?
* How effective was the inclusion of cross-cutting issues to improve the quality of the intervention? What were the results?
* What progress was achieved at the capacity building level, for Afro-descendant organizations in Latin American region? Are these gains sustainable?
* Was the methodology appropriate to improve the situation of Afro-descendant organizations and people in the region?
* Was the strategy of forming alliances effective?
* Were technical and financial contributions achieved among the agencies? Were these contributions effective and efficient? Did UNDP provide a specific value, given the nature of its organization? What was the added value of working from a regional approach?
1. As part of their duties and responsibilities, the evaluator should take into account the methodology outlined below:

**Methodology**Evaluation will be conducted in three phases:[[24]](#footnote-24)**The first one** will focus desk review information gathering and analysis, including, * Policies, strategies and UNDP programmes related to the Project.
* Project documents, plans and progress reports.
* Reports on project activities.
* Collaboration agreements related to the Project.
* Diagnosis, investigations and studies related to the problems of Afro-descendant groups in Latin America.
* Other documents deemed relevant.

**The second phase** will be dedicated to gathering information from primary sources, including interviews, surveys, and focus groups with groups or organizations participating in Project activities, and others who have not done so. This will be done by surveys sent by e-mail and skype.The evaluator should seek to establish a monitoring mechanism that would value the Projects contribution in increasing the target group’s capacities and performance to impact on public policies..Regarding the systematization of knowledge on the subject and its dissemination, a review of studies and activity reports, lectures given, research, , evaluating approaches and dissemination strategies is expected. Since there is no baseline, the evaluator must assess the impact of activities in the performance of certain organizations and media coverage, reviewing possible changes from the implementation of actions.In this phase, interviews may be conducted through electronic means in addition to the review of websites and media organizations involved in Project activities.**The third phase** consists of two sub-phases: (i) the preparation and presentation of a first draft report / preliminary information found, with its corresponding discussion with the UNDP Regional Centre and Project implementation unit, the Project partners, as well as members receiving the benefits of the Project. Finally, (ii) the preparation and submission of the final report. Dissemination of the final report is expected.**3. As part of duties and responsibilities carried out, the evaluator must submit the required reports at the time prescribed, as detailed below:**The evaluation should be carried out and the final report delivered on December 10, 2010 the latest. The evaluator must submit the Evaluation inception report, with a work plan, schedule and methodological approach, by November 18, 2010 the latest.This initial report should include a matrix showing each evaluation criteria, questions and sub-questions that the evaluation should address as well as data collected for each question and the methods used to collect data. In addition, the preparatory or inception report should be specific concerning the underlying theory or assumptions about how the collected data will help understand the results , -attribution, contribution, process, implementation, and others- and the methodology in data collection logic analysis and report preparation that have been chosen. It should show the evaluator’s understanding on what they are going to assess and why they are proposing a series of evaluation questions, evaluation methods, data sources and data collection procedures.The evaluator will submit a draft report / preliminary assessment no later than November 30, 2010, before a meeting with the Project and the Democratic Governance Cluster. Following that meeting, the evaluator will incorporate suggestions and comments on the final report.After discussion with the Regional Center and partners, the final evaluation report, should be delivered no later than December 10, 2010. **4. His/her responsibility will also be to achieve the outputs listed below according to the format required, considering the parties mentioned in this paragraph and consult the documents also included in this section:**1. **A document: Evaluation Report**

The report (final report) should be a maximum of 30 pages excluding annexes. It is expected that the written report should be accompanied by the use of tables, graphs and visual art to present ideas. The evaluator should also find appropriate ways to present views with the consent of the interviewees.The report should be submitted in physical and electronic form in Spanish. Its structure must match the UNDP format for a final evaluation report, which may be found in the Manual of Planning, Monitoring and Evaluation of Development Results. It is important to present clearly the report findings, conclusions and recommendations.1. **Format required for the final report of the assessment:** See "Manual for Planning, Monitoring and Evaluation of Development Results", Annex 7, Template for Assessment Report and Quality Standards.
2. **Interested parties and key partners to be considered for the consultancy:**

Direction of UNDP Regional CenterProject Implementation UnitSecretaría General Iberoamericana (SEGIB)European CommissionNorwegian CooperationParticipants of the meetings (seminars, forums, etc.) Regional ProjectDelegates from governments with whom the Project workedUNDP country offices where the Project workedOffice of the High Commissioner for Human RightsThe National Council of Black Ethnicity (Decree No. 116 of 2007) of PanamaAfro-Ecuadorian Development Corporation (CODAE)The Sub-Committee on Afro-Ecuadorian National Congress The High Level Advisory Committee in Colombia Institutions responsible for Regional Project studies: Universidad de las Regiones Autónomas de la Costa Caribe Nicaragüense – URACCAN, Universidad Federal de Río de Janeiro; FLACSO-Ecuador; Instituto de Estudios Africanos de la Universidad Nacional de Córdoba/CONICET; Regional Project consultantsOrganizations connected to the internet product as it relates to activities of the Project 1. **Documents to consult:**

Project DocumentUNDP. Evaluation Standards in the United Nations System. UNEG, April 29, 2005.UNDP. "Afro descendant Population of Latin America" Regional Project’s Activity Report: "Afro descendant Women and the Latin American Culture: Identity and Development" Regional Seminar. Montevideo, October 2009.( “Las mujeres afrodescendientes y la cultura latinoamericana: identidad y desarrollo”)UNDP. "Afro-descendant Population of Latin America" Regional Project’s Summary Report of the "Afro-descendant Women and the Latin American Culture: Identity and Development" Regional Seminar. Montevideo, October 2009.UNDP. "Afro-descendant Population of Latin America" Regional Project’s Activity Report: "Rights of the Afro-descendant Population of Latin America: Challenges for their Implementation" Regional Seminar (“Derechos de la población afrodescendiente de América Latina: Desafíos para su implementación”). Panama, December, 2009.UNDP. UNDP "Afro-descendant Population of Latin America" Regional Project: Final Project Report to the European Union. 172/257 DCI-ALA. Panama, December6, 2009.UNDP. UNDP "Afro-descendant Population of Latin America" Regional Project. First Progress Report for Norwegian Cooperation. Panama, December12, 2009.UNDP. Project Document: Regional Project on the Afro-descendant population in Latin America.UNDP. "Manual for Planning, Monitoring and Evaluation of Development Results". New York, 2009 <http://www.undp.org/evaluation/handbook/>UNDP. Regional Programme Document 2008-2011 Latin America and the Caribbean. New York, September 2007.UNDP. Summary of Progress for LAC\_OUTCOME31<http://www.afrodescendientes-undp.org>The project implementation unit will provide the necessary documentation, relevant to the evaluators, after signing the consultancy contract.1. **It is part of the evaluator´s responsibilities, to consider whether the Project can be evaluated according to UNDP rules.**

Any project can be evaluated and this may lead us to verify outcomes and objectives performance to be evaluated while measuring the evaluation of its impact, and it can evaluate the performance of activities depending on the quality of the project design, and if it has indicators, targets and baseline information, needed to measure the change that is a direct result of the Project´s actions. The criteria to be taken into account while assessing whether the Project can be evaluated are established by the UNDP in its current regulations:

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| Questions about the feasibility of the evaluation: | Yes | No | Remarks |
| Does the subject to be evaluated have a clear Results map? Is there a common understanding of which initiatives are going to be submitted for evaluation? | X |  | You can read about different initiatives in the PRODOC that should be evaluated, but they could have more clarity in the overall performance level of the region and those restricted to certain countries. |
| Is there a **well-defined results framework for the initiative** that is being evaluated? Are the objectives, the outcomes statement, outputs, inputs and activities clearly defined? Are there SMART indicators (specific, measurable, achievable, relevant and time limited? | X |  | There is a results framework that serves a base for the evaluation. However, it´s difficult to ascribe the whole scope of the outcomes to the project according to the written version in the PRODOC.On the other hand, if we interpret the results in light of the indicators, we find that the objectives and results are very general with very specific indicators, some more related to the activities than the outcomes. The indicators of objective indicators are general, and recognize the goal, but their measurement is complicated, as it should have control of the formulation of all public policies and programmes of some Latin American countries.The results are written in a general way and it is unlikely that this results fall into the range of the Project. . It would be convenient for them to be to be limited by time, country, and number of organizations.In general, the greatest weakness lies in the broad wording of the objectives and results, and the selection of quantitative indicators without targets.The indicators do not have the characteristics needed for measurement, and they also do not express quality. In general, the indicators could be improved if they adhered more to the Project’s action framework. This means that in essence that they are measurable, but will not necessarily contribute to Outcomes 1 and 2 |
| Does the initiative have enough capacity **to provide the data needed for evaluation**? For example, is there a data base? Was enough data collected during follow up and in agreement with the objectives? Are there well-documented progress and field visits, surveys and appraisals? | X |  | There is sufficient data to evaluate the Project. This assertion is based on the documentation received from the implementing unit, which provided progress and activity reports. There are activities still being implemented which will contribute to accomplish this. The weakness of the inexistent baseline can be overcome by new techniques. There may be some starting points that could help, but without a baseline, verification can be done to see if the support is being given to the great majority or the minority of organizations in a country. ,  |
| Given that the context has changed, is the planned evaluation **still relevant**? In other words, is there still a demand for assessment? Is the purpose of the evaluation clearly defined and, in general, is it shared by stakeholders? | X |  | Being part of a Regional Program, it is important to evaluate this specific Project. There is still the unresolved issue of Afro-descendant population’s rights that has not been resolved in the region and it is thus appropriate to assess whether the strategy used had any effect on the human rights situation for this social group, which is of considerable size in the region and is a prioritized group in the United Nations strategies. |
| **Do the political, economic and social conditions allow for an effective evaluation** and its use as previously established? | X |  | There are no obstacles found which might hinder an efficient evaluation and is still a contribution for the evaluation of the Regional Programme. |
| Are there **enough** **resources** allocated towards the evaluation (human and financial)? | X |  | It is believed to be so. |

**5. Responsibilities will also be focused on carrying out the evaluation according to the ethical principles, standards and norms defined by UNDPG:**  (<http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21>; <https://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21>) 1. Evaluators must have personal and professional integrity.
2. Evaluators must respect the right of the institutions and individuals, to provide information confidentially and ensure that in the case of sensitive information this will not be traced to its source. Evaluators must take care that those involved in evaluations have a chance to examine the statements attributed to them.
3. Evaluators must be sensitive to beliefs, manners and customs of the social and cultural environments in which they work.
4. In accordance with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender inequality.
5. Evaluations sometimes uncover evidence of wrongdoing. Such cases must be reported discreetly to the competent investigation agency. Likewise, evaluators should not evaluate the personal performance of individuals and, in assessing the management functions, must give due consideration to this principle.

The assessment must meet the standards and norms for evaluation in the UN system. Evaluators must sign the Code of Conduct for Evaluators of the UN system. " |
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## ANNEX 2: Project Assessment and Feasibility

Herewith is the analysis on the feasibility of the Project, based on current UNDP norms and considering the information already included in the TORs of this consultancy.

| **Questions on the feasibility of the evaluation:** | **Yes** | **No** | **Remarks** |
| --- | --- | --- | --- |
| Does the evaluation have a **clearly established results map**? Is there agreement on which of the initiatives will be evaluated? | X |  | PRODOC includes the different initiatives that should be evaluated, however:1. The matrix of objectives, outcomes, and activities is not clearly stated in the PRODOC. There are notions that are mentioned in the beginning as project outputs and then as project objectives, but using a different wording, thus entailing less commitment by the project. Such is the case of the outputs presented on page 1 of the PRODOC and objectives and outcomes that appear on page 12, and those included in the Results Framework.
2. It is not clearly stated whether the indicated Outcomes are enough to achieve the Objectives. In some cases the Objectives (page 1 and Results Framework) are very ambitious for a one-year-and-a-half project, with allocated resources. The attainment of Outcomes does not guarantee the achievement of the Objectives.
3. There is a clear inconsistency between the Project’s Results Map and the Assessment Conclusions (SEGIB) used to draft the PRODOC. The Project –such as it is formulated- does not have the proper design to have a substantial impact on the initial situation.
4. It would have been advisable to have greater clarity on the general outcome at the regional and country levels. This would have allowed that the Project focused more on them.
 |
| Is there a **well- defined Results framework for the initiative** that will be evaluated? Have the objectives, effects, outputs, inputs and activities been clearly defined? Are the SMART indicators (specific, measurable, attainable, realistic and time-bound)? | X |  | 1. There is a Results Framework that serves as a base for the evaluation, although it is difficult to deem if the project has achieved the outcomes in the way they are presented in the PRODOC.
2. On the other hand, if we construe the outcomes in light of the indicators, we find that objectives and results are too broad and the indicators, too specific, and some are more related to activities than to outcomes.
3. Some of the objective indicators are too general and their measurement would be practically impossible in the time frame assigned to this evaluation, and in order to do it, we would need all the information on public policies and programmes available for Latin America. Furthermore, gaining Results does not guarantee achievement of Objectives. The Project is probably focused on very partial outputs, which will not have a significant impact on the situation that was in place at Project start-up.
4. Outcomes are worded in very general terms and there are few possibilities of attributing these outcomes to the Project. It would be advisable to have more specific outcomes, limit them in time, place and number of organizations.
5. The greatest weakness overall is the very broad concept used for the objectives and outcomes, and the selection of quantitative indicators, without goals.
6. Indicators lack important features for their measurement; they have no time frame and no references to quality.
7. In general, indicators could be improved if they adhered more to the Project’s action framework. This means that in essence they are measurable, but they will not necessarily contribute to Outcomes 1 and 2.
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| Does the initiative have the capability to provide **the necessary data for the evaluation**? For instance, is there baseline data? Has enough data been collected on all objectives during the monitoring process? Are there well-documented progress reports, field visit reports, prior studies and evaluations? | X |  | 1. There is enough data on activities implemented and products achieved. This assertion is based on documents received from the implementing Unit, which provided activity and progress reports, etc. There are activities still being implemented which will contribute to accomplish this.
2. The Project did not implement any mechanism to ensure updating of contact info. This affected the effectiveness and efficiency of surveys sent by e-mail.
3. There is no baseline and no idea about the relative size and importance of Project interventions.
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| Given that the context has changed, is the planned evaluation still relevant? In other words, is there still a demand for assessment? Has the purpose of the evaluation been clearly defined and, overall, do stakeholders share that objective? | X |  | 1. The evaluation and identification of the most important lessons learnt is absolutely relevant. The problems and limitations of Afro-descendant populations have not yet been overcome, and there is still a lot to be done in the future to improve the current situation.
2. The Project only lasted 19 months and had limited resources compared to the reality it had to address; it covered objectives and outcomes only partly related to the conclusions presented in the SEGIB Diagnosis.
3. The Project seems to have been drafted within an absolutely limited scope in lieu of the reality it had to address. Taking into account the interrelation with the topics of the SEGIB Diagnosis, it is possible that this limitation in the conception of the Project can bring about the achievement of outcomes but not of objectives.
 |
| Will the **political, economic and social conditions** allow an efficient evaluation that can be used as previously established? | X |  | 1. At present there are no impediments to carry out an efficient evaluation, which can also be used as an input for evaluating the Regional Programme.
 |
| Have **sufficient resources** been allocated to the evaluation (human and financial)? | X |  | 1. There is not enough time to properly carry out the evaluation.
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## ANNEX 3: Comments on the indicators used in the Project Monitoring and Evaluation Matrix

| **CONCEPTS FROM THE MONITORING AND EVALUATON TABLE**  | **COMMENTS** |
| --- | --- |
| **Outcome 1: Capacities of Afro Organizations and their Networks Strengthened.** | The selected indicators are not appropriate to reflect achievement of this Outcome.  |
| **Starting Point:** weak communications, interconnection and networking capabilities of Afro organizations; limited knowledge and analysis of inclusion-oriented international agreements and implementation of national plans; and limited knowledge of African cultural roots.  | In all cases the expressions used to set up the baseline are not very specific. The use of expressions such as “weak”, “scarce knowledge” or “limited knowledge” is not useful to appropriately characterize the baseline. |
| **2009 OBJECTIVES** | **INDICATORS** |  |
| 1.1. Todevelop communicational capabilities of the Afro-descendant organizations and networks.  | • Number of urban organizations and networks connected and working in the Internet | This indicator is not specific to capabilities. Being connected to the Internet may be an indicator of better communication possibilities but does not entail the capability to communicate. There is no baseline data for this.  |
| 1.2. To generate knowledge on international agreements related to the rights of the Afro-descendant population and national plans (Durban and post Durban, MDG and other related ones).  | • Number of sub-regional studies produced and disseminated. | The indicator can be appropriate to measure knowledge “generation”. Although the objective only mentions “to generate”, the indicator also includes dissemination. Both concepts do not complement each other totally. . |
| 1.3. To raise more awareness on the cultural rights of Afro-descendant population and the fight against ethnic and gender discrimination. | •Number of representatives from organizations, women and government agencies in seminars• Number of mass media publishing information on the seminars.  | The notion of “having information” is put on equal grounds with “being aware” about the matter. The participation of government representatives is not necessarily an indicator of awareness-raising. Neither is the number of mass media publishing information on the seminars enough. |
| **Outcome 2: Enhanced citizenship and strengthened Afro organizations through the systematization of knowledge on social inclusion and the effective enjoyment of rights and their dissemination.** |  |
| **Starting point:** Poor coordination of organizations and networks; lack of knowledge and use of instruments to analyze and define inclusion policies; scarce generation of knowledge on Afro-related issues at universities and academic centers; little presence of the Afro-related topics in the media; inexistence of public forums to discuss inclusion policies for Afro-descendant populations.  | Non specific expressions are used to set up the baseline. For instance, poor coordination, scarce generation of knowledge, little presence of Afro-related topics in the mass media, etc.  |
| **2009 OBJECTIVES**  | **INDICATORS** |  |
| 2.1. To generate knowledge on the current situation and prospects for Afro-descendant communities and peoples in Colombia, Ecuador and Panama. . | • Number of academic studies produced and disseminated.  | The number of academic studies produced can be an appropriate indicator of knowledge generation. However, the indicator also includes dissemination, which is not a part of knowledge generation.  |
| **2010 OBJECTIVES**  | **INDICATORS** |  |
| 2.2. To strengthen capacity building on analysis and definition of inclusion policies for Afro-descendant organizations and networks.  | • Number of urban organizations and networks in Colombia, Ecuador and Panama connected to the Internet and networking.• Number of Afro organizations trained to manage analysis tools and definition of inclusion policies..• Number of university professors and public officials that are aware and are proficient with analysis tools and the definition of inclusion policies. teachers and public officials that are aware and capable of managing instruments for inclusion policy analysis and definition.  | The same comment applies here as in 1.1. on the connection to the Internet. With regard to training, the outcome seeks to “build capacities” and the indicator states the “number of trained organizations”. The indicator is defined in the same manner as the outcome. How is that capacity measured? Something similar happens with university teachers and public officials “who are capable of”. How is that capacity measured? |
| 2.3. To carry out public opinion awareness-raising actions in Colombia, Ecuador and Panama. | • Number of journalism investigations carried out and disseminated. • Number of press articles on surveys, and research results, round table discussions and fairs published in regional, national and local media.  | The indicators can be considered appropriate. However, there is an issue of continuity of research dissemination in order to achieve awareness-raising. The indicators only reflect dissemination through the press and does not make any reference to the extent of this dissemination.  |
| 2.4. To create and institutionalize a public debate forum in Ecuador, Colombia and Panama. | • Number of public face-to-face round tables to discuss topics of Afro-descendants’ social inclusion.• Number of organizations and institutions that attend such round tables.• Number of virtual public round tables to discuss topics of Afro-descendants’ social inclusion.• Number of organizations and institutions that participate in these virtual round tables. | The outcomes includes two notions: the creation and institutionalization of round tables, whilst the indicators only refer to the existence of the round table and participation of institutions, but not to institutionalization; understanding as such the organizational adjustments that ensures the sustainability of a given work routine.  |
| 2.5. To systematize best practices and innovative social inclusion policies in the region.  | • Number of best practices identified, documented and disseminated.  | The indicator is appropriate to reflect the outcomes but includes the systematization and dissemination of best practices, whilst the outcomes only mention systematization.  |

## ANNEX 4: Evaluation Matrix

| **Evaluation Criteria** | **RELEVANCE** |
| --- | --- |
| **Key questions** | GROUP A: Representatives of Afro-descendant organizations and personal interviews (face to face or by telephone)* Was the strategy selected when formulating the project appropriate?
* Were the objectives and outcomes outlined in the model of intervention realistic and specific?
* **Do you think that the Project’s objectives and outcomes were a meaningful goal with regard to the situation of Afro-descendant organizations and the activities that they have been carrying out on their own?**
* Do you think that there are other important objectives and outcomes that were left out by the Project?
* **How did the Project, within its 18-month duration, improve the political, social and economic conditions for the participation of the Afro-descendant population in national public policies in Latin America?**

GROUP B: Representatives of Afro-descendant organizations who were connected to the Internet by the Regional Project* Did you have access to Internet before benefiting from the Project’s support?
* **What were the main consequences of not being connected?**
* How is the Internet connection being used?
* Do you use the website created by the Project?
* If "Yes", for what purpose?

PROJECT COORDINATOR* Was the strategy selected when formulating the Project appropriate?
* Were the objectives and outcomes outlined in the model of intervention realistic and specific?
* Do you think that there are other important objectives and outcomes that were left out by the Project?
 |
| **Key sub-questions** | Questions included in reference to a potential 2nd phase of the Project, to indirectly identify shortcomings of present design in terms of relevanceGROUP A: Representatives of Afro-descendant organizations and personal interviews (face to face or by telephone)* If the Project were to be extended, what should be the orientation of the second phase?
* What would be the most relevant objectives and outcomes when considering a second phase?
 |
| **Information sources** | Documentation produced by the ProjectAfro-descendant associationsAfro-descendant organizations connected to the Internet.Project Coordination |
| **Data gathering methods/tools** | E-surveysPhone interviewsFace-to-face interviews |
| **Success indicators/standards** | Proportion of responses vis-à-vis number of mailed surveys  |
| **Data analysis methods** | Quantitative analysis of dichotomous questions and conceptual analysis of the remaining questions. |

| **Evaluation criterion** | **EFFECTIVENESS** |
| --- | --- |
| **Key questions** | GROUP A: Representatives of Afro organizations and personal interviews (face to face or by telephone)* What results were achieved in the organizations as a result of Project activities?
* What were the achievements in strengthening the capacities of Afro-descendant organizations in Latin America?
* Did the inclusion of cross-cutting issues increase the quality of the intervention? In what way?
* Have the Project activities been essential for the performance improvement of Afro-descendant organizations?
* Has understanding the present conditions increased the effective participation of Afro-descendant groups in public policies, with their strengths, weaknesses, opportunities and threats?

GROUP C: Journalists who participated in various activities organized by the Regional Project* Was there media coverage of the activities developed by the Project?
* Were their activities covered in the news?
* Do you feel that the news published after the Project's activities have changed in any aspect?
* If "YES", how?
* Had you previously participated in similar events?
* Has the training promoted the interest of others to participate in it?
* Has the training promoted the improvement of the material used for news coverage about Afro-descendant people?
* Have publications on this subject generated reactions from the government, private companies or social groups?
 |
| **Key sub-questions** |  |
| **Information sources** | Documentation produced by the ProjectCompleted Results MatrixAfro-descendant AssociationsJournalists |
| **Data gathering methods/tools** | E-surveysPhone interviewsFace-to-face interviews |
| **Success indicators/standards** | Proportion of responses vis-à-vis number of mailed surveys  |
| **Data analysis methods** | Quantitative analysis of dichotomous questions and conceptual analysis of remaining questions. |

| **Evaluation criterion** | **EFFICIENCY** |
| --- | --- |
| **Key questions** | PROJECT COORDINATION* Are the financial and human resources destined to the implementation, monitoring and evaluation of the project adequate after the resulting outcomes?
 |
| **Key sub-questions** |  |
| **Information sources** | Documentation produced by the ProjectProject Coordinator. |
| **Data gathering methods/tools** | Face-to-face interviews |
| **Success indicators/standards** | Proportion of responses vis-à-vis number of mailed surveys  |
| **Data analysis methods** | Quantitative analysis of dichotomous questions and conceptual analysis of remaining questions. |

| **Evaluation criterion** | **SUSTAINABILITY** |
| --- | --- |
| **Key questions** | GROUP A: Representatives of Afro organizations and personal interviews (face to face or by telephone)* Are the results achieved by the Project activities sustainable?

GROUP B: Representatives of Afro-descendant organizations who were connected to the Internet by the Regional Project* Upon completion of the Project, will your organization be able to continue working online with other Afro-descendant organizations on a national, regional or local level?
* What are the requirements for the organization to continue with the activities (Internet connection, online communication with other organizations, etc.)?

GROUP C: Journalists who participated in various activities organized by the Regional Project* Are the results achieved by the project activities self-sustainable?
* What specific actions do you recommend to achieve or maintain the self-sustainability of the Project’s results?
 |
| **Key sub-questions** |  |
| **Information sources** | Documentation produced by the ProjectAfro-descendant OrganizationsAfro-descendant organizations connected to the Internet.Journalists  |
| **Data gathering methods/tools** | E-surveysPhone interviewsFace-to-face interviews |
| **Success indicators/standards** | Proportion of responses vis-à-vis number of mailed surveys  |
| **Data analysis methods** | Quantitative analysis of dichotomous questions and conceptual analysis of remaining questions. |

| **Evaluation criterion** | **OUTPUTS** |
| --- | --- |
| **Key questions** | GROUP A: Representatives of Afro organizations and personal interviews (face to face or by telephone)* Do you think that the production and access to studies, books, publications, materials and research documents of the Project has improved the rights of the Afro-descendant population?
* In what way do you think these materials have improved the rights of the Afro-descendant population?
* Do you think that the Afro-descendant organizations have a better knowledge of the State’s responsibility towards them thanks to the Project?
* Why?
* How was this achieved?

GROUP B: Representatives of Afro-descendant organizations who were connected to the Internet by the Regional Project* What impact did the Internet access have on the organization?
 |
| **Key sub-questions** |  |
| **Information sources** | Documentation produced by the ProjectAfro-descendant AssociationsAfro-descendant Organizations connected to the Internet. |
| **Data gathering methods/tools** | E-surveysPhone interviewsFace-to-face interviewsProject’s data |
| **Success indicators/standards** | Proportion of responses vis-à-vis number of mailed surveys  |
| **Data analysis methods** | Quantitative analysis of dichotomous questions and conceptual analysis of remaining questions. |

## ANNEX 5: Evaluation Questions

**Survey (A) sent to Afro-descendant Associations and used for Personal Interviews**

|  |  |
| --- | --- |
| Total number of Afro-descendant Associations that existed in the Regional Project’s database.  | 141 |
| Number of surveys sent by e-mail (some associations had more than one contact e-mail; in other cases we had no way of contacting them) | 56 |
| Number of surveys received  | 20 |

Questions forwarded:

**Relevance**

1. Was the selected strategy for Project formulation appropriate?
2. Were the expected objectives and outcomes of the adopted intervention model realistic and specific?[[25]](#footnote-25)
3. Do you believe that the objectives and outcomes pursued by the Project were a significant goal with regard to the current situation of Afro-descendant organizations and the activities they had been carrying out with their own resources?[[26]](#footnote-26)
4. Do you believe there are other important objectives and outcomes that were not taken into account by the Project?
5. Should a decision be made about the project’s continuation, which should be the direction for that second phase?
6. Which would be the most relevant objectives and outcomes for a second phase?
7. What contributions did the Project’s activities make towards improving the political, economic or social conditions for the participation of Afro-descendant populations in national public policies in LA, considering that the Project lasted 18 months?

**Effectiveness**

1. What outcomes were obtained by the organizations as a consequence of Project activities?
2. What progress was achieved in strengthening the capacities of Afro-descendant organizations in LA?
3. Did the inclusion of cross-cutting topics increase the quality of the intervention?
4. If yes, how?
5. Have Project activities been decisive to improve the performance of Afro organizations?
6. Has knowledge increased about the current conditions for the effective participation of Afro-descendant groups in public policies, with their strengths, weaknesses, opportunities and threats?

**Sustainability**

1. Are the outcomes achieved as a consequence of Project actions sustainable?

**Outcomes and Impacts**

1. Do you believe that production and access to Project studies, books, material, publications and research documents has enabled the exercise of Afro-descendants’ rights?
2. Why has such material ENABLED OR NOT the exercise of Afro-descendant rights?
3. Do you think that thanks to their participation in the Project, Afro-descendant organizations have a better knowledge of the State’s responsibility towards them?
4. Why do you think this happens or not?
5. How has this happened?

**Survey (B) sent out to Afro-descendant organizations that were provided with Internet.**

|  |  |
| --- | --- |
| Total number of Afro-descendant Associations with access to the Internet thanks to the regional Project. | 38 |
| Number of surveys sent by e-mail (some associations had more than one contact e-mail) | 43 |
| Number of surveys received  | 8 |

Questions:

**Relevance**

1. Did you have access to the Internet before receiving Project support?
2. What were the main consequences of not being connected?
3. What use is given to the Internet connection?
4. Do you use the web page created by the Project?
5. If YES, for what purposes?

**Sustainability**

1. Once the Project has been completed, can your organization continue interconnecting and networking with other Afro-descendant organizations at the local, national or regional levels?
2. What would be required for the organization to continue with ongoing activities (connectivity to the Internet, electronic contact with other Afro organizations, among others)?

**Outcomes**

1. What kind of impact did the connection to the Internet have on the association?

**Survey (C) addressed to journalists**

|  |  |
| --- | --- |
| Total number of participants in the Workshop for Mass Media in Latin America, held in Managua (Nicaragua, October 6, 2010. Topic: The rights of the Afro-descendant population  | 95 out of which 23 were journalists |
| Number of surveys forwarded by e-mail.  | 29 |
| Number of surveys received  | 12 |

Questions:

**Effectiveness**

1. Have the mass media covered the activities?
2. Were any news published about them?
3. Do you believe that the news published after the implementation of Project activities have somehow changed?
4. If YES, in what manner?
5. Had you ever participated in similar events?
6. Has training encouraged other people to request access to such training?
7. Do you believe training has improved the material used to provide news coverage on the Afro-descendant population?
8. Have news coverage on the topic brought about reactions by the government, private companies or specific social groups?

**Sustainability**

1. Are the outcomes achieved as a consequence of Project actions sustainable?
2. What specific actions do you recommend to maintain or achieve sustainability regarding outcomes obtained as a consequence of Project actions?

**Personal interviews with Afro-descendant representatives in Panama City and interviews over the phone or by Skype with representatives from other countries in the region**

Questions were basically the same as those posed during Group A interviews, focusing on Relevance and Sustainability.

**Interview with the Project Coordination**

**Relevance**

1. Was the selected strategy for Project formulation appropriate?
2. Were the expected objectives and outcomes of the adopted intervention model, realistic and specific?
3. Do you believe there are other important objectives and outcomes that were not taken into account by the Project?

**Efficiency**

*Measures whether inputs or resources (such as funds, experience and time) have been turned into economic outcomes* .

1. Are the financial and human resources assigned to implementing, monitoring and evaluating the Project appropriate in light of the outcomes achieved?

## ANNEX 6: Responses obtained through opinion surveys distributed by e mail.

### Survey (A) for the Final Evaluation of the Regional Project “Afro-descendant Population of Latin America” addressed to Afro-descendant Organizations

**Dichotomous questions**

| **Questions** | **Si** | **No** | **NS/NC** |
| --- | --- | --- | --- |
| 1. Was the strategy selected when formulating the Project appropriate?
 | 19 | 1 | 0 |
| 1. Do you think that there are other important objectives and outcomes that were left out by the Project?
 | 14 | 3 | 3 |
| 1. Did the inclusion of cross-cutting issues increase the quality of the intervention?
 | 4 | 1 | 11 |
| 1. Have the Project activities been essential for the performance improvement of Afro-descendant organizations?
 | 6 | 3 | 11 |
| 1. Has the understanding of the present conditions increased the effective participation of Afro-descendant groups in public policy, with their strengths, weaknesses, opportunities and threats?
 | 13  | 4 | 3 |
| 1. Are the outcomes achieved by the Project sustainable?
 | 10 | 7 | 3 |
| 1. Do you think that the production and access to studies, books, publications, materials and research documents of the project has improved the rights of the Afro-descendant population?
 | 10 | 7 | 3 |
| 1. Do you think that the organizations of Afro-descendant population have a better understanding of the State’s responsibility towards them?
 | 8 | 2 | 10 |

**Answers to conceptual questions**

**If the project were to be extended, what should be the orientation of the second phase?**

* Active participation of Afro-descendant movements in the Project from formulation to implementation. The organizations should not only be recipient, but also have an active role in the management of the Project.
* Taking into account the capacity of human resources capacity of Afro-descendant networks and movements in the region, respecting their cultural values.
* Strengthen the administrative and technical capacities of Afro-descendant organizations.
* Taking into account existing asymmetries between countries.
* Considering the creation of a fund for the implementation of NGO micro-entrepreneurs, according to the needs of each country.
* Considering alternatives to overcome poverty, i.e. through the “entrepreneur” figure - creating new businesses – e.g. business hub. Access to financing sources and technical and administrative advice. (2)
* Strengthening the research and mapping capacities of the black population, and their process of internal and regional migration.

**What would be the most relevant objectives and outcomes when considering a second phase?**

* Ethno-racial and gender indicators. (2)
* Formulation of laws and regulations to facilitate easy access to benefits from economic and social development programs.
* Access to the financial sector, on equal terms, to improve the education and the enterprising capacities of the Afro-descendant population.
* Strengthen the population’s ethno-racial identity.
* Obtaining detailed information on the social indicators of the Afro-descendant population.
* Recognizing the Afro-descendant population’s contribution to the culture and development of a nation.
* Strengthening entrepreneurship and financing of innovative ideas. (3)

**How did the project, within its 18-month duration, improve the political, social and economic conditions for the participation of the Afro-descendant population in national public policies in Latin America?**

* Some countries do not have public policies for the Afro-descendant population.
* The Afro-descendant population hasn’t monitored the public policies that affect them.
* There was an increase of awareness concerning the Afro-descendant population. (3)
* By bringing the Afro-descendant population and the authorities closer together.
* By contributing to the knowledge about Afro-descendant identity and exchanging of views between civil servants and researchers.
* By making the Afro-descendant population aware of their needs and rights. (2)

**What results were achieved in the organizations as a result of Project activities?**

* Documentation.
* Internet connection.
* Creating exchange and links between the Afro-descendant organizations of the participating countries.
* Debate with the authorities.
* Understanding of the cultural identity and situation of the Afro-descendant population.
* Motivation to start new investigations.
* Knowledge of other experiences.
* Getting ourselves known.
* Including Afro-descendant issues on the government’s agenda.
* Making visible the Afro-descendant outputs and projects.
* Not all the Afro-descendant organizations received the same opportunities to participate.

**What were the achievements in strengthening the capacities of Afro-descendant organizations in Latin America?**

* Knowledge generation and methodology dissemination.
* Regional meetings and experience exchange.
* Strengthening cultural identity, integration and communication capacities.
* Access to round table discussions about public policies; these were activities with no follow up and had very low impact.
* Feeling involved despite the long distance.
* There can’t be many achievements in a less than two-year project. More time is necessary, as well as a more effective contact with Afro-descendants organizations and research groups.
* Recognition (2).
* Communication.

**If your answer to question 3 is Yes, in which way?[[27]](#footnote-27)**

* The inclusion of the gender issue granted a bigger participation of women in the activities.
* Petronio Álvarez cultural meeting: music, dance, food, intra-generational dialogue and citizen integration.

**With regard to question nº 7: In what way do you think these materials have improved the rights of the Afro-descendant population?[[28]](#footnote-28)**

* By gathering statistics and information from the different countries.
* The participation of Universities was positive.
* Knowing the actual situation of the Afro-descendant population, and the dissemination of materials.
* The materials were produced out in the field by researchers committed to the Afro-descendant population cause.
* They provide the tools and knowledge needed for implementing the development strategies of the Afro-descendant population.
* The documents alone don’t bring about any changes; the information has to be disseminated among the Afro-descendant population. The documents are appropriate but they still haven’t reached Afro-descendant leaders or their population in general. (5)
* Information is a basis for the construction of projects and the creation of solutions.
* The information reaches organized groups in urban settings, but doesn’t manage to create an impact on the affected population, because there is no real link between upholding their rights and solving their most basic needs. Moreover, State’s authorities in charge of social policies, don’t take into account the reports about Afro-descendant rights and there is an important gap in the implementation of socio-economic policies of inclusion.

**Do you think that the Afro-descendant organizations have a better knowledge of the State’s responsibility towards them thanks to the Project?**

* Creating mechanisms to make the situation of the Afro-descendant population visible.
* Effective implementation of anti-discriminatory policies and regulations.
* Promotion of cultural expressions of Afro-descendants groups.
* Creation of local, departmental and national committees for the development of Afro-descendant groups.
* More opportunities for political participation.

### Survey (B) for the Final Evaluation of the Regional Project “Afro-descendant Population of Latin America” addressed to Afro-descendant organizations provided with access to Internet.

**Dichotomous questions**

| **Questions** | **Si** | **No** | **NS/NC** |
| --- | --- | --- | --- |
| 1. Did you have access to Internet before benefiting from the Project’s support?
 | 4 | 4 | 0 |
| 1. Do you use the website created for the Project?
 | 3 | 2 | 3 |
| 1. Upon completion of the Project, will your organization be able to continue working online with other Afro-descendant organizations on a national, regional or local level?
 | 6 | 0 | 2 |

**Answers to conceptual questions**

**What impact did the Internet access have on the organization?**

* The connection brings about integration. Online communication with our families, affected by the internal conflict in Colombia, brings us together despite the long distance.
* It has revolutionized the possibilities for integration, training, and opportunities of young people in our district.
* It saves us time, enriches us with access to information and allows us to make new friends.
* Makes communication easier with less traveling.
* Facilitates participation in seminars and courses.
* Improves the integration among members in the organization and people involved in the cause.
* It allows us to share our work.

**What is your main purpose when accessing the Project’s website?**

* We had problems setting it up, so we haven’t been able to use it yet.
* To get information about UNDP’s activities and ask for support.
* Reference tool.

**What are the requirements for the organization to continue with the activities (Internet connection, online communication with other organizations, etc.)?**

* Funding/allowance to maintain the connection.
* Establishing links with other organizations to keep in touch, exchanging institutional and private addresses, telephone numbers, etc.
* Trying to maintain the internet connection through self-management.
* The organization had problems with the internet connection, didn’t receive the money from the programme and we cannot pay the supplier. We do not know what to do.

**What were the main consequences of not being connected?**

* Lack of information, technical and communication isolation between people and institutions on a regional, national and international level.
* An Internet connection was essential due to the distances between our areas of work in rural areas. Unfortunately, the programme failed to deliver it. (2)
* Without an Internet connection, there is no access to the latest information and no contact with other Latin American Afro-descendant organizations.
* The lack of economic resources prevents us from having access to technology and up-to-date information, which is crucial in a globalized world.
* Communication occurs mainly via Internet, and not receiving information on time represents a problem. Whether we are a rural or urban group, there is no communication without Internet access.

### Survey (C) for the Final Evaluation of the Regional Project “Afro-descendant population of Latin America” addressed to journalists

**Dichotomous questions**

|  |  |  |  |
| --- | --- | --- | --- |
| **Questions** | **Si** | **No** | **NS/NC** |
| 1. Has the media covered the Project’s activities?
 | 10 | 2 | 0 |
| 1. Were there any news published about the Project?
 | 11 | 1 | 0 |
| 1. Do you feel that the media coverage of the subject has changed after the Project’s activities?
 | 5 | 7 | 0 |
| 1. Had you ever taken part in similar events?
 | 1 | 11 | 0 |
| 1. Do you think that the training has increased people’s interest to take part in it?
 | 8 | 4 | 0 |
| 1. Do you think that the training has improved the materials about Afro-descendant population used in media coverage?
 | 4 | 1 | 7 |
| 1. Are the outcomes achieved by the Project sustainable?
 | 3 | 7 | 2 |

**Answers to conceptual questions**

**If your answer to question 3 was Yes: In which way?**

* More media coverage is still necessary; the subject is news for a while and then it is dropped. It requires more follow-up.
* The relevance of the subject has been shown in Latin America, with limited scope, but it is an advance nonetheless.
* As a result, the general public knows the real situation of the Afro-descendant population.
* It allowed the journalists to have better grasp on the subject, to learn to differentiate the Afro-descendant population from other marginalized communities.
* Language is the most sensitive issue.

**Have the publications on the subject provoked a reaction in the Government, the private sector or any specific social groups?**

* Specific social groups (8)
* Private sector (1)
* Government (3)

**What specific actions do you recommend, to achieve or maintain the sustainability of the Project’s results?**

* Establishing a communication network with the media informing about progress, changes, etc.
* In each country groups should demand more support from their governments to achieve the proposed changes.
* Organizing lectures in schools, universities and workplace to inform the public, raise awareness and create a common interest.
* Local actions are needed in order to reach the core population. The events take place in metropolitan areas; only a few people know grass-root Afro-descendant organizations.
* Stressing the needs of involved institutions, such as funding, staff, objectives and plans, in order to improve the situation of the Afro-descendant population. Trying to have the media cover the subject frequently.
* It is important to share the available information through social networks. Organizing lectures and workshops in Universities with an emphasis on Human Rights, and in NGOs, is a way to attain sustainability.
* The institutions involved with this population group are weak, and their actions limited. It is necessary to strengthen the coordination and understanding between the social organizations that work on the subject.
* Promoting the implementation of the national plan against discrimination. However, I am not aware of any specific outcomes obtained from this Project’s activities (which do not mean they don’t exist).
* Social groups have to reinforce the work of the organizations in each country.
* Improve training and give them in places where the situation of the Afro-descendant population is less known.

**Sustainability**

1. **Are the results achieved by the Project sustainable?**
* Sustainability cannot be thought of as an absolute, but associated to different levels and dynamics of said sustainability. Many of the achievements will disappear if the Project comes to an end on December 31, 2010. Other efforts will continue to grow, but slowly and at a smaller scale.

**Outputs and Impacts**

1. **Do you think that the production and access to studies, books, publications, materials and research documents of the Project has improved the rights of the Afro-descendant population?**
* It is true that the production and access to studies, books, research documents, etc. has a positive impact on identity-building and eligibility of rights of the Afro-descendant population. However, the impact would be bigger if a curricula reform was done and took part in the selection of textbooks in the elementary education, which is necessary to create a new paradigm for this community.

### Information gathered through personal interviews

**Relevance**

Interviews were focused on two of the evaluation criteria, Relevance (including coherence of the Results Map) and Efficiency in the implementation of the Project.

1. Was the strategy selected when formulating the Project appropriate?
2. Were the objectives and outcomes outlined in the model of intervention realistic and specific?
3. Do you think that there are other important objectives and outcomes that were left out by the Project?

**Approach**

The approach to Relevance emphasized an important situation. After analyzing the assessment of Afro-descendant populations and the Outcomes map of the Project, it seems that the Project fell short on outlining the Objectives and Outcomes and also regarding Outcomes, Outputs and Activities.

This diagnosis of the assessment considers a series of realities that are all linked, forming a somewhat vicious circle of poverty, lack of identity, weakness, invisibility, lack of organizational and managerial training, lack of education, health, housing problems, etc.

The creation and dissemination of knowledge can be an important first step to overcome invisibility and set out for more ambitious goals. However, the Project is not presented as a first step with subsequent phases in the future.

In synthesis, it seems that the Project did not adopt an appropriate strategy to achieve a substantial and sustainable impact on the reality of Afro-descendant populations.

There are also inconsistencies in the Results Map since the achievement of the Outputs does not guarantee the achievement of the Outcomes, and likewise does not guarantee the achievement of the Objectives.

**An Important Aspect**

According to the information obtained the original design of the proposal, even before it became a project, was wide and contemplated a series of activities concerning many of the issues in the diagnosis assessment, among others. There were actions related to visibility, specific training actions for creating micro-enterprises to promote the development of small production projects, affirmative action in relation to social inclusion policies, etc. It was an ambitious proposal that served more as an exercise and could be seen as something realistic.

The resources reached approximately 1 million USD (not including in-kind resources), and the resources from the European Commission had to be spent within the first year, that is, the first seven months of the project’s duration. That is why the project had to be re-designed considering not only the existing resources but also the timing and the cooperation targets of the donors.

These are the reasons why the project’s document adopted the form, length, and characteristics that it has today.

**Coherence**

**Approach**

Why are there inconsistencies in the internal coherence of the Results Map? The analysis of the Map shows that the achievement of the Output does not necessarily guarantee the achievement of the Outcomes, and that attaining the Outcomes does not guarantee the achievement of the Objectives. (See comments on the table in Annex 3)

On top of these problems, there is an important inconsistency. On page 1 of the PRODOC, the “expected outputs” of the Project are the following:

* Strengthening the capacities of Afro-descendant organizations and their networks.
* Extended citizenship and consolidation of Afro-descendant organizations through the systematization of knowledge related to social inclusion and the effective enjoyment of civil, political, economic, social and cultural rights (analysis tools and policies; reality and perspectives of Afro-descendant communities; good practices) and its dissemination (work with the press and the institutionalization of public forums).

Note the highlighted words. First we have “strengthening capacities”, and second “consolidation of Afro-descendant organizations”. In the second case they add “through the systematization of knowledge … and its dissemination”, as if implying that the systematization of knowledge and its dissemination are enough to consolidate the Afro-descendant organizations.

However, on page 12 of the PRODOC, the expected objectives of the Project are the following:

* To strengthen the capacities of Afro-descendant organizations and their networks.
* To Systematize of knowledge related to social inclusion and extended citizenship (analysis tools and policies; reality and perspectives of Afro-descendant communities; good practices) and dissemination, raise awareness in the public opinion (work with the press) and create dialogue to promote the inclusive participation of the citizenship and the Afro-descendant organizations.

There are two important changes. First, these two aspects are now considered Objectives and not Outputs. Secondly, the second objective doesn’t refer to the consolidation of Afro-descendant organizations, and it is a better expression of the Project’s responsibility.

However, in the Results Map, the two concepts become Outcomes and are expressed in the same way as Outputs on the first page of the PRODOC.

**An Important Aspect**

Once the size of the original version was re-adjusted, the Results Map had to be re-designed. However, the new version had to be changed again, adapting it to the Atlas system of the Finance Administration. Some of the problems are the consequence of this re-adjustment.

**Specific answer and questions**

1. **Was the strategy selected appropriate when formulating the Project**?
* Afro-descendants in Panama do not identify themselves with the Project.
* The Project is seen as a top-down initiative, created and designed without the participation of the future beneficiaries.
* The Project is not seen as something “of their own”.
* The Project does not become a benchmark for the Afro-descendant community.
* The Project’s involvement changes depending on the conditions of each country. For example, the situation in Panama is different than the rest of Latin American countries, especially in regard to the Government’s commitment to the Afro-descendant community. It is also true that the Afro-descendant community in Panama is not as eager to establish an identity and to achieve inclusion, recognition, equal rights, etc. as other communities might be. In Colombia, the Afro-descendant population has a clear idea of their identity and rights, and very elaborate proposals to develop new actions.
* The general feeling is that the Project is largely dependent on government’s decisions, which determine what needs to be done. The Project’s activities are determined by the Government’s agenda on the Afro-descendant community.
* The Project had a communication “from the top down” with the Afro-descendant population. The choice of Internet as the only channel of communication was not a very good option: there are many organizations, particularly in the rural areas of the country, that don’t have access to Internet.
1. **Were the objectives and outcomes outlined in the model of intervention realistic and specific?**
* The regional project focused on knowledge and its dissemination. The project was not meant to cause a major impact on the reality of Afro-descendant populations.
1. **Do you think that the objectives and outcomes of the Project constituted a significant goal with regard to the situation of Afro-descendant organizations and the activities that they have been carrying out on their own?**
* The Project did not plan on causing a major impact on Afro-descendant associations. There were events to make the research known, funding for Internet connections, etc., but these events didn’t bring about any substantial changes in the dynamics of Afro-Panamanian organizations.
1. **Do you think that there are other important objectives and outcomes that were not taken into account?**
* The support for the National Population and Housing Census (Censo Nacional de Población y Vivienda) of Panama was not included in the Project, and it is an important aspect in the issue of invisibility. The Project did support the Census, but it was not one of the specific objectives outlined.
1. **If the Project was extended, what should be the orientation of the second phase be?**
* Ensuring that representatives from the Afro-descendant organizations participate in the development of the Project, from its creation to its implementation. It is not clear which procedures were used to select the people that participated on some of the events, both inside and outside the country.
* The Project has to reflect the interests and expectations of the Afro-descendant population.
* There should be an increase in the number of Afro-descendant staff members and consultants.
* Different national organizations (political, social and cultural) should have their say in the Project; communication should not be channeled through one single organization. This is what happened in Panama, not because of the Project, but because of competition between the Afro-descendant organizations.
1. **Which would be the most relevant objectives and outcomes when considering a second phase?**
* Supporting Afro-descendant communities to manage their own legal status. Today, most associations work without legal status.
* The Project should be able to finance activities of Afro-descendant organizations, through proposal competitions.
* Creating libraries that work as information centers about the reality of the Afro-descendant population.
* To have an important impact on the identity and rights of this community, the Project has to take part in a curricula reform and choice or textbooks for the elementary schools. It is necessary to change the model of education for primary and secondary schools.
* The Project should focus on a theme that had great social and political importance a few years ago: the formulation and development of a national social inclusion plan.
* The participation of the media should not be limited to the activities carried out under the framework of the project; they should take part in the creation of a more positive paradigm for the Afro-descendant population.
* Analysis of census data (despite the problems that stem from the specific questions of the census) to help overcome the invisibility issue, and reflect the real economic and social situation of this community.
1. **Considering the duration of the Project, how did the Project’s activities improve the political, economic and social conditions for the participation of the Afro-descendant population in national public policies in Latin America?**
* Afro-descendant associations have been working long before the Regional Project was implemented. This movement is not a recent event. However, the Project is important in the following aspects: a) it helps bring together and give orientation to all the organizations’ activities, which used to work separately; b) it contributes to the creation of a unifying “vision”; c) it creates and disseminates knowledge so all the associations are informed of what is happening in Latin America with regard to Afro-descendant population; d) since it is a United Nations Project, it provides a recognized and relevant support for the aspirations of the Afro-descendant communities.

**Efficiency**

1. **Which were the organizations’ outcomes, as a consequence of the Project’s activities?**
* It is important to highlight the broad coverage of the project (including several countries in Latin America), despite the short duration (18 months) and limited resources. The

Project has only one person with a technical background (the Coordinator) and the rest are administrative staff; it is impossible for one person to coordinate, manage and give technical support to the performance of all the activities.

1. **What were the achievements in strengthening the capacities of Afro-descendant organizations in Latin America?**
* Some of the Project’s activities helped strengthen the organizations’ capacities, such as: a) research (about the present situation of Afro-descendant populations; their rights, social inclusion, etc.) and the distribution of the final documents, which allowed the associations to have detailed information about the subject area; b) setting up an internet connection for several associations, which allowed them to have more communication, strengthening their network and increasing their mutual knowledge; c) the participation of people, linked with the associations in regional events which resulted in an exchange of information and getting to know the work of other associations.
1. **Did the inclusion of cross-cutting issues increase the quality of the intervention? In what way?**
* The inclusion of a gender-based approach through the organization of specific events for Afro-descendant women helped establishing a greater interaction between Afro-descendant women across Latin America as well as empowering Panamanian women.
1. **Have the Project activities improved the performance of Afro-descendant organizations?**
* In Panama’s case, the Project’s activities have not been a determinant for Afro-descendant organizations, because the organization itself is largely influenced by the Government’s agenda. When the National Council of the Black Ethnic Group (Consejo Nacional de la Etnia Negra) was created a few years ago, it was part of the Presidency, and it received public budget resources. But even though the Council has a majority of representatives of Afro-descendant associations, the Executive Secretary is appointed by the Government. In this sense, the influence of the Regional Project has not been relevant.
1. **Has the understanding of the present conditions increased the effective participation of Afro-descendant groups in public policies, with their strengths, weaknesses, opportunities and threats?**
* The research carried out under the Project’s framework is excellent. It constitutes a valuable contribution because that information and type of analysis was not available before.

**Efficiency**

Were the financial and human resources destined to the implementation, monitoring and evaluation of the Project adequate in light of the achieved results?

After the adjustment in the original version, the result was a Project with human resources of limited technical training to support action in several Latin American countries (Panama, Colombia, Ecuador, Uruguay, Nicaragua, etc.). There was only one permanent person with a technical background working in the Project (the Coordinator) and a small group of three people for administrative support, translations, periodic reports, etc.

Thanks to the UNDP’s hiring policy, there are public openings every time an expert consultant is needed to perform different tasks. The experience and knowledge of the consultants are as important as their ethnic origins; the Project needs Afro-descendant professionals. For example, two of the administrative assistants were Afro-descendant (from Panama and Jamaica); three of the four professionals hired to report on the rights of Afro-descendant population were Afro-descendant; and out of the 27 authors of the book “Afro-descendant Women and Latin American Culture”, 26 are Afro-descendant.

The financial resources were adequate for the implementation of the Project in its entirety. In this regard, there was a good balance between what was needed and the donors’ contributions.

## ANNEX 7: Results of Opinion Survey

The following charts show the responses to the surveys sent via email.

**Survey (A) sent out to Afro-descendant Associations, for the Final Evaluation of the Regional Project "Afro-descendant Population of Latin America"**

19

1

**Was the selected strategy appropriate for Project formulation?**

YES

NO

7

3

**Were the objectives and expected outcomes**

 **of the adopted intervention**

**model realistic and specific?**

YES

NO

16

3

**Do you believe that the objectives and results pursued by the**

**Project were a significant goal regarding the current situation**

**of Afro-descendant organizations and to the**

**activities they already conduct with their own resources?**

YES

NO

14

3

**Do you believe there are other important objectives and**

**outcomes that were not taken into account by the**

**Project?**

YES

NO

Should the Project continue, which should be its direction in this second phase?

* Ensure active participation of Afro movements throughout the Project cycle, from its formulation to its implementation. Besides being benefitted by Project management, the associations must play a leading role.
* Take into account the capacities of the existing human resources in Afro-descendant networks and movements in the region, respecting their cultural values.
* Strengthen administrative and technical capacities of the Afro-descendant organizations.
* Take into consideration existing asymmetries among countries.
* Consider a forum for the implementation of NGO micro businesses according to each country.
* Consider alternatives to overcome poverty through “entrepreneurs”, by setting up new businesses – e.g. business hub. Access to sources of funding and technical and administrative advisory services. (2)
* Strengthen the mapping and research capacities of black ethnic groups and their internal and regional migration process

Which would be the most relevant objectives and outcomes to be considered during a second phase?

* Consider ethnic-racial and gender indicators. (2)
* Draft laws and regulations to facilitate access to the benefits of the economic and social development programmes.
* Ensure access to the financial sector on equal grounds, to improve education and entrepreneurship of the Afro-descendant population.
* Strengthen the ethnic-racial identity of the population.
* Obtain accurate information on the social indicators of Afro-descendants.
* Make visible the Afro population’s contributions to the culture and building of a sense of Nation. .
* Strengthen the entrepreneurial profile and spirit and access to funding of the new ideas. (3)

Considering that the Project lasted 18 months, what contributions did the Project’s actions make to improve the political, economic or social conditions for the participation of Afro-descendant populations in national public policies in LA?

* Some countries do not have public policies for Afro-descendant populations.
* Afro-descendant populations have not monitored or followed up on the public policies of their region.
* Greater awareness was achieved on the political, economic and social conditions of the Afro-descendant population (3).
* Approach with authorities.
* Contribution to knowledge on the Afro-descendants identity, opinion exchange with some public officials and researchers.
* Awareness-raising of the Afro-descendant population concerning their needs and rights. (2)

What outcomes were obtained in the organizations as a result of Project activities?

* Documents
* Connection to the Internet.
* Exchange of ideas and establishment of bonds among Afro-descendants’ organizations in the participating countries.
* Debates with authorities.
* Knowledge on the cultural identity and situation of the Afro-descendant population.
* Motivation to carry out research work
* Knowledge about other experiences.
* Share our heritage.
* Place Afro-related topics on the government’s agenda.
* Make Afro-related products and projects visible.
* Not all Afro-descendant Associations had the same opportunities to participate in the Project.

What progress was achieved in strengthening the capabilities of the Afro-descendant organizations in LA?

* Knowledge generation and methodology dissemination.
* Regional meetings and exchange of experiences.
* Strengthening integration, communications and cultural identity capacities.
* Access to public round table policy discussion was a very specific activity, with little impact and continuity.
* Feeling supported, even at a distance.
* A project lasting just under two years will not have made great progress. More time is needed, as well as more effective contact with Afro organizations and research groups.
* Visibility (2)
* Communication.

4

1

5

**Has the inclusion of cross-cutting topics increased the**

**quality of the intervention ?**

YES

NO

Don’t know or don’t respond

If your answer is YES to the previous question, please explain how.

* Inclusion “gender equality” issues were appropriately implemented and gave rise to a greater participation of women in the activities.
* Petronio Álvarez cultural event: music, dancing, gastronomy, inter-generational dialogue, citizens’ integration.

6

3

**Have Project activities been a determining factor to**

**improve the performance of Afro organizations?**

YES

NO

13

4

**Has knowledge increased on the current conditions**

**for the effective participation of Afro-descendant groups**

**in public policies, with their strengths, weaknesses,**

**opportunities and threats?**

YES

NO

10

7

**Are the outcomes achieved as a result of Project actions**

**sustainable?**

YES

NO

10

7

**Do you believe that the production of and access to Project**

**books, material, publications and research documents**

**made the exercise of Afro-descendants rights easier?**

YES

NO

Why do you believe this material HAS or HAS NOT facilitated the exercise of Afro-descendants rights easier?

* It collects statistics and information from the different countries.
* The participation of Universities was positive.
* It has led to more knowledge on the real conditions of the Afro-descendant population and to a better dissemination of materials.
* Material was prepared in the field by researchers committed to the cause of the Afro-descendant population
* It provides tools and knowledge to be implemented in development strategies for Afro-descendant communities.
* Documents do not bring about changes by themselves; it is necessary for such information to be disseminated and adopted by the Afro-descendant population. The documents are very good but have not yet reached the Afro-descendant leaders or this sector of the general population. (5).
* This information supports project building and the quest for joint solutions.
* Most of the information reaches out to the organized groups and their leaders, mostly at the urban level, and does not have a decisive impact on the affected populations, since there is no real linkage between their rights and the solution of their most compelling needs. Likewise, in practice, State agencies responsible for social policies do not seem to attach great importance to the reports on these rights, because there is a great loophole in the implementation of inclusion-targeted socioeconomic policies.

8

2

**Do you believe that thanks to their participation in the**

**Project the Afro-descendant Organizations have a better**

**knowledge of State responsibilities towards these groups?**

YES

NO



0

2

4

6

8

10

12

14

Greater possibilities of political participation

Creation of local, departmental, national committees

for the development of Afro-descendant groups.

Momentum to cultural expressions of

Afro-descendant groups.

Effective enforcement of anti-discrimination

policies and regulations .

Mechanisms for making the conditions of the

Afro-descendant population more visible

**Do you believe that thanks to their participation in the Project**

**Afro-descendant organizations have a better knowledge about the State’s**

**responsibilities towards this group? How has this happened?**

**Survey (B) sent out to Afro organizations favored by access to the Internet, for the Final Evaluation of Regional Project "Afro-descendant Population of Latin America ".**

4

4

**Did they have connection to the Internet**

**before receiving Project support?**

YES

NO

3

2

**Do they use the web page created**

**by the Project?**

YES

NO

What impact has connection to the Internet had on the Afro organizations?

* Internet connection improves integration. The country’s conflict separates us and online communication with our families affected by the domestic conflict in Colombia, is a great opportunity to bring us together despite the distance.
* It has radically changed our local reality especially regarding information, training and opportunities for youths in our district.
* It helps us save time, enriches us with access to a wealth of information and allows us to make new friends.
* It facilitates communications and decreases trips.
* It facilitates participation in seminars and courses.
* It improves integration of the organization’s members with those who address Afro-related topics at the national and international levels.
* It allows us to share what we do.

If your answer is YES, for what purpose?

* We have undergone connection failures and, therefore, have not used it.
* To learn about what UNDP is offering and request their support.
* Tool for consultation.

6

**Once the Project is completed, can your**

**Afro-descendant organization continue**

**interconnecting and networking with other**

**Afro-descendant organizations at the local,**

**national or regional levels?**

YES

NO

What would be needed for the organization to continue with ongoing activities (connectivity to the internet, electronic contact with other Afro organizations, among others)?

* Subsidy funds to maintain connection to the internet.
* Keep in contact with other Afro-descendant organizations; not end this contact, have them leave their institutional and personal e-mails, telephone numbers and all data that will allow us to keep in contact.
* We hope to be able pay the connection through self-management.
* The organization had connection problems. The Programme was unable to send us funds and we had to pay the provider. We do not know how we will manage.

What were the main consequences of not being connected?

* The lack of information, and communicational and technological isolation from different people and institutions in the region, the country and the world.
* Since our work takes place in rural and remote areas, it is important for us to be connected to the INTERNET but unfortunately the Programme lacked seriousness, after a year we were told that we could no longer apply. (2)
* When one is not connected, you have no access to the latest information and, above all, you do not have contact with other Afro Latin American organizations.
* In this globalized world, it is necessary to have recent information and technology, but this, of course, is a problem for those who do not have access to money.
* The main difficulty is not receiving timely information. We are living in a technological era in which communication takes place via the internet. No matter whether we are a part of rural or urban groups, if we are not connected, we cannot communicate with one another.

**Survey (C) sent out to journalists, for the Final Evaluation of "Afro-descendant Population of Latin America "‏ Regional Project.**

10

2

**Has the media covered**

**the Project’s activities?**

YES

NO

11

1

**Did the media publish news in this regard?**

YES

NO

5

7

**Do you think that the news published**

 **after Project activities had taken place,**

**has somehow changed?**

YES

NO

If your answer to the above question was “YES”, in what way?

* More media coverage is needed; the topic is addressed at a given time and then left in oblivion. Follow-up is required.
* The topic has been visible in L.A., in a limited environment, but this is a positive sign.
* It has been useful for the non-Afro population to become aware of the true situation of Afro-descendants.
* It has allowed journalists to better deal with the topic, get to know the Afro-descendant population and differentiate it from other marginalized communities. Afro-descendants are not refer to as the poorest or as victims. Their features, goals and achievements are highlighted. Their representatives are proactive individuals, although we know there is still a lot to be done.
* Language is the most sensitive issue.

1

11

**Have you participated in**

**these kinds of meetings before?**

YES

NO

8

4

**Has training generated more interest**

 **in others to access such training?**

YES

NO

4

1

**Do you believe that training**

**has promoted the improvement of**

**the material on Afro-descendant**

**population used for press coverage?**

YES

NO

0

2

4

6

8

Government

Private companies

Specific social groups

**Have publications on the topic generated reactions from**

**the government, private companies or specific social groups?**

3

7

**Are the outcomes gained from**

**the Project actions sustainable?**

YES

NO

What specific actions do you recommend to maintain or achieve sustainability of the outcomes gained from the Project’s actions?

* Maintain a communications network with the media, reporting progress, changes, etc.
* That each group at country level requests/urges government support to bring about the proposed changes.
* Organize talks at schools, universities and the workplace to inform the population and raise interest and awareness.
* Local actions are required, that is to say, reaching out to constituents. Many times meetings are organized in the metropolitan areas, i.e., in the cities and very few are aware about the origin of Afro-descendant organizations.
* Insist on the fact that institutions addressing these topics should have a budget, staff, objectives and plans, to move ahead in improving the situation of the Afro-descendant population. Seek to have the topic placed on the mass media agenda as frequently as possible.
* It is important to share the information available is very important to share with social networks. Holding workshops and teaching courses emphasizing human rights, at universities or in NGOs, is a way of achieving sustainability.
* The offices related to this population group are institutionally weak and, therefore, their actions are very limited. Their strengthening, coordination and good understanding with social organizations working on the same topic, is necessary.
* It is also necessary to support the implementation of a national plan against discrimination and in order to achieve this round of consultations should be carried out. On the other hand, I am not aware of specific results (although there may be some) based on actions stemming from this project.
* At social group level, the work of the organizations within each country must be reinforced.
* Improve training and take it to places that are unaware of the Afro-descendants reality in Latin America and Europe.

## ANNEX 8: Project Results Framework (Outputs foreseen and achieved)

|  |
| --- |
| **Expected outcomes according to the “Resources and Results Framework” of the Regional Project Document** *Priority Area 2: Democratic Governance. Key Outcome 2.1. Promotion and participation, particularly of women, children, youth, the disabled, Afro-descendant population and indigenous groups* |
| **Results Indicators as they appear in the "Resources and Results Framework " of the Regional Project document, including the starting point and objectives:***Starting point or baseline: Limited participation of vulnerable and excluded groups in the formulation and implementation of development strategies and public programmes. Objective: To provide support to ten (10) countries with a view to improving civic participation of vulnerable and excluded groups, particularly youth and women. Outcome Indicators: 1. Number of national strategies and public programmes that include broad public consultation with the participation of one or more vulnerable and excluded groups; 2. Number of target countries that have implemented policies to increase political participation (of vulnerable groups)* |
| **Outcomes 1: Capacities of Afro organizations and their Networks Strengthened**  |
| **Outcomes**  | **Expected Outputs** | **Achieved Outputs**  |
| * 1. To build communication capacities of Afro-descendant organizations and networks.
 | * + 1. To connect at least 20 Afro organizations and networks to the Internet (except for Colombia, Ecuador and Panama)
 | 16 Afro-descendant organizations connected to the internet. Bolivia 2, Brazil 5, Costa Rica 1, Honduras 2, Nicaragua 2, Paraguay 1, Peru 3. |
| * + 1. To design, upload information and launch a web site “Afro-descendant Population of Latin America”
 | Web site designed and uploaded http://www.afrodescendientes-undp.org/ |
| * 1. To generate knowledge on international agreements related to the rights of Afro-descendant populations and on National Plans (Durban and post Durban, MDGs and other related ones).
 | 1.2.1. To carry out 4 (four) studies on international agreements and national inclusion plans, by sub-regions, considering their different features and broken down by gender.  | * + - Four (4) studies on the rights of Afro-descendants, focusing on the application of international agreements on the civil, cultural, economic, political and social rights of Afro-descendants. The Universities and Institutes that carried out the studies took into account the wide gap between the agreements and their effective enforcement. The gap was analyzed and measured in four (4) sub-regions: (1) Central America and Mexico - *Universidad de las Regiones Autónomas de la Costa Caribe Nicaragüense* (URACCAN) (2) Colombia, Ecuador, Venezuela and Peru- FLACSO, (3) Brazil and the Southern Cone - *Universidad Federal de Rio de Janeiro, Brazil* (4) Bolivia- *Instituto de Estudios Africanos de la Universidad Nacional de Córdoba* (CONICET).
 |
| * + 1. **To design** and hold a seminar on international agreements and national inclusion plans, with the participation of at least 5 government representatives, 5 international organization representatives, and 10 Afro-descendant leaders out of which half were women and youths.
 | Panama, November 30 and December 1, 2009. Regional Seminar on “The Rights of the Afro-descendant Population in Latin America: challenges for their Implementation”.68 registered participants (35 men and 33 women), 12 government representatives, 17 international organization officials, 41 Afro leaders of Afro-descendant organizations and 11 youths. |
| 1.2.3. **To publish** studies and outcomes of the seminar on the Project’s web page, as well as on the pages of related governmental and international organizations, and of all interested governments in the region.  | Book on "*Derechos de la población Afro descendiente de América Latina: Desafíos para su implementación*". Eight hundred (800) copies published, 799 distributed.* + - It was uploaded to the Project’s website: [http://www.afrodescendientes-undp.org/FCKeditor\_files/Files/DER AFRO](http://www.afrodescendientes-undp.org/FCKeditor_files/Files/DER%20AFRO) PRESENTACION Y PRO.pdf
 |
| 1.2.4. **To disseminate** information in the media**.**  | Two (2) media outlets covered the seminar in Panama. Managua, Nicaragua (October 6, 2010), Workshop for mass media throughout LA. Topic: the rights of the Afro-descendant population. 95 participants attended the workshop (46 men and 49 women), out of which 23 were journalists, 23 were Afro-Nicaraguan leaders; 3 Nicaraguan government officials; 2 chairpersons of Afro organizations and 16 UN officials. A video of the meeting was prepared and will be disseminated in January 2011.100 CDs from the book “*Derechos de la población afro descendientes de América Latina: Desafíos para su implementación*” were provided at the Special General Meeting of the Central American Black Organization (ONECA), in December 2010. |
| 1.3. To raise greater awareness on the cultural rights of the Afro-descendant population and fight against ethnic and gender discrimination. | * + 1. To design and carry out the seminar on “Afro-descendants’ Cultural Heritage in the Current Latin American Culture: Afro and non Afro-descendant women related to the dialogue on contributions of the Afro culture to Latin American” with the participation of at least 30 women (Afro and non Afro-descendants)
 | Montevideo, Uruguay (27-29 September 2009).Seminar “Afro-descendant Women and Latin American Culture: Identity and Development”.It was attended by 43 women from all LA countries, 30% under the age of 25, and officials from the UN, European Community and AECID. |
| * + 1. To publish papers and conclusions on the Project’s web site, and on the sites of international organizations, and those interested universities and governments of the region.
 | Book "*Las mujeres Afro descendientes y la cultura latinoamericana: identidad y desarrollo*". 800 copies published, 795 distributed. |
| * + 1. At least 10 media outlets reflect and disseminate activities.
 | 16 printed, radio and TV mass media disseminated the activity and held interviews.  |
| 1.4. To provide technical and administrative support to achieving expected outcomes and outputs. |  | ATP, administrative assistant and web page expert.  |
| **Result 2: Citizenship Expansion and Afro-descendant Organizations Reinforced through the Systematization of Knowledge related to Social Inclusion and the Effective Enjoyment of Rights and their Dissemination**  |
| **Results**  | **Foreseen outputs**  | **Achieved outputs** |
| 2.1. To generate knowledge on the current situation and prospects of Afro-descendant communities and people in Colombia, Ecuador and Panama. | 2.1.1. To carry out three (3) academic studies on the situation and prospects of Afro-descendant communities and people considering differences between countries (Colombia, Ecuador and Panama), and the special situation of Afro-descendant women in each of them.  | Two studies were carried out by the *Universidad Nacional de La Plata*, Argentina: one in Ecuador and, the other, in Colombia on the socioeconomic situation of the Afro-Ecuadorean and Afro-Colombian populations, in the light of the Millennium Development Goals.In Panama it was not carried out because primary data was missing. The Project cooperated with the 2010 Census in Panama (announcements on 20 radios, 20 street banners and 100 thousand brochures) since, for the first time, the ethnic variable was included in the census survey as a suitable way of obtaining primary data.  |
| 2.1.2. Carry out three (3) journalism investigations (Colombia, Ecuador and Panama) on the situation and prospects of the Afro-descendant communities and people.  | Studies were carried out by a Colombian journalist and PhD candidate, Camilo Tamayo, who analyzed discrimination and the Afro-Colombian population in the media.. Ecuadorean professor and FLACSO researcher, Prof. Carlos de la Torre was commissioned to carry out the study on the media and the Afro-Ecuadorean population.Modesto Tuñón, a journalist of the *Universidad de Panama* carried out a study on the media and the Afro-Panamanian population.  |
| 2.2. To build capacities for analyzing and defining inclusion policies for Afro-descendant organizations and networks. | 2.2.1. To connect to the **internet** at least 10 Afro-descendant organizations in Colombia, Ecuador and Panama that are not yet connected.  | 22 organizations connected: in Colombia 13, Ecuador 7, Panamá 2. It must be pointed out that one of the connections in Panama benefits a whole town. |
| * + 1. To hold three (3) national **workshops** which were attended by 65 participants (30 in Colombia, 20 in Ecuador and 15 in Panama), out of which at least 30 will be women, six (6) university teachers and six (6) government representatives.
 | Bogotá, Colombia (July 12, 2010). “Analysis of Policies and Interventions for supporting the Afro-Colombian Population” Seminar: Base Document: “Public Policies to Support the Afro-Colombian Population”. Attended by 46 participants, most of them Afro-Colombians, out of which 17 were women and 3 were Colombian government representatives. Book published on "*Políticas públicas para el avance de la población afrocolombiana. Revisión y análisis*". 600 copies published, 562 distributed.Panama (September 22nd). “Social inclusion Policies and Programs for the Afro-Panamanian Population” Seminar: Base Document: Afro-Panamanians in their Labyrinth: Analysis and Standards, Programs, Projects and Policies.” Attended by 78 persons out of which 58 had registered as participants; 44 were women, and 4 government representatives. Related supplementary activity: Fourth National Meeting of Afro-Panamanian Women (August 27-29, 2010), requested by the "*Red de Mujeres Afro panameñas*” (Network of Afro-Panamanian Women).Ecuador. No workshop was held because the Ecuadorean government stated their new national priority was to support the awareness-raising campaign of Afro-Ecuadorian populations for the 2010 Census. |
| * + 1. To hold three (3) **online workshops** on the management of instruments for analyzing and defining inclusion policies, with the participation of at least 30 Afro-descendant organizations, out of which five (5) were Afro-descendant women.
 | 75 participants, out of which 47 were women from 11 LA countries.Two Online Courses were held on public policies to favour human development, with an emphasis on inclusion policies for the Afro-descendant population (September 14th to December 10, 2010).Related supplementary activity: agreement with the Latin American Network Project "PROLOGO" in Colombia for co-funding the “Diploma in Governance and Political action of the Afro-descendant Population in Cartagena”, with the purpose of strengthening the competences of the Afro-descendant youths, women and men from Cartagena de Indias. |
| 2.2.4. **To disseminate and publish** journalistic studies and research in Forums and through other means such as the Project’s web page, and the web page of involved government agencies and international organizations, universities and interested governments in the region. | Books "*Situación socioeconómica de la población afro colombiana en el marco de los Objetivos de Desarrollo del Milenio*” and “*Situación socioeconómica de la población afro ecuatoriana en el marco de los Objetivos de Desarrollo del Milenio*”. 600 copies of each book published and 562 of each distributed.Books "*Medios de comunicación y población afro-ecuatoriana*" and "*Medios de comunicación y población afro-colombiana*". 500 copies are currently being published of each book and they will be distributed in January 2011.Documents have been posted in PDF format on the Project’s web page. |
| 2.3. To carry out public opinion awareness-raising actions in Colombia, Ecuador and Panama.  | 2.3.1. To design and hold journalist training workshops on the social inclusion of Afro-descendant communities, with the participation of at least 20 journalists and social communicators of the most important media in Colombia, Ecuador and Panama. | Multimedia Blog “SOMOS AFRO”, created by the Seminar’s participants.http://somosafro.com/  |
| 2.3.2. To carry out a press campaign in the media in at least three (3) countries. | **Ecuador**: agreement was formalized with CODAE (Afro-Ecuadorian Development Corporation) – an Ecuadorian government agency that works to meet the needs of the Afro-Ecuadorians. Support was rendered to the “Information and awareness-raising communication campaign to eradicate racial discrimination and promote the rights of the Afro-Ecuadorians. Project collaboration was provided to 5 radio slots that have been broadcasted on 6 national radio broadcasting stations; it also helped in preparing an interactive multimedia DVD and 5 TV commercials that has broadcasted up to 90 times a month; and a TV interview. **Colombia:** agreement signed in the month of August 2010 with Caracol Radio; four-month ad campaign on national broadcasting stations “Caracol Básica” and “Oxígeno Adulto” and on local stations such as “Radio Mira” and “Radio Buenaventura”. Messages are broadcasted on important radio programmes with big audiences and good information quality. Ten radio spots were prepared to convey Afro-Colombian pride, or conveying a clear message, with background music; furthermore, positive messages are recorded and broadcasted to members of the Afro-Colombian population on what it means to be an Afro-Colombian.**Panama:** Support was rendered to an awareness-raising campaign of the Afro-Panamanian population - planned by the Panamanian government- within the framework of the country’s Census on May 16, 2010, through radio spots that were broadcasted on 10 different radio broadcasting stations.  |
| 2.4. To create and institutionalize a public debate forum in Colombia, Ecuador and Panama. | 2.4.1. To organize and establish a face-to-face forum for public discussions on the social inclusion of Afro-descendants in at least three countries (Colombia, Ecuador and Panama), attended by at least 15 organizations and/or institutions.  | Forums were held in Panama and Colombia.Colón, Panama: 19 representatives from Afro-Panamanian civil society organizations Villa Rica, Colombia: “Forum on: Regional and Municipal Governance for the Afro-descendant Population in Northern Cauca”, 137 people attended of whom 3 elected mayors, 1 representative from the Departmental Assembly of Cauca, 8 Afros from the civil society organizations from Cauca attended. In Ecuador Forums were not held at the request of the Ecuadorian government but instead a campaign was launched for eradicating racial discrimination and promoting the rights of the Afro-Ecuadorian population.  |
| 2.4.2. To design and create an online space to carry out at least 3 (three) forums with the participation of at least 20 organizations. | Four (4) online forums were organized with a total of 154 participants; 86 women and 68 menPreparation of a "educational booklet" |
| 2.4.3. To disseminate in the media, online and face-to-face forums. | Colón, Panama. Regional Forum on “Afro-descendant Population in Latin America” (July 5, 2010). Three (3) journalists/communicators participated.Villa Rica, Colombia. Two (2) journalists/communicators participated.Face-to-face and online forums are posted on the Project’s web page, and on the web page of the UNDP Regional Centre in Panama.  |
| 2.5. To systematize best practices and innovative social inclusion policies | 2.5.1 To create a Knowledge Management Unit in the Project to select and document at least 30 best practices related to social inclusion. | In the quest for best practices: 1. Application for the selection process was posted on the Regional Project’s and on the UNDP Regional Centre’s web site. 2. Over 300 invitations were sent to Afro-descendant Civil Society organizations. 3. Application for the selection process was disseminated by UNDP country offices and UN organizations linked to the topic. |
| * + 1. To organize and carry out a regional meeting/fair
 | At least 500 visitors went to the fair.Within this framework: 1. One institutional strengthening seminar was organized, as well as a conference with a keynote speaker and a meeting on ethnic education.2. Ten printed products were created, among them, a magazine (500 copies) 3. Two videos were prepared.4. A fair report was posted on the Regional Project’s web site. |
| * + 1. To disseminate fair-related activities in the press.
 | 26 mass media (radio, television, printed press) at the local, regional and national levels. Coverage in three (3) printed newspapers, three (3) digital newspapers, three (3) radio broadcasting stations and five (5) TV channels.  |
| 2.6. To provide technical and administrative support to achieve outcomes and outputs.  |  | ATP, administrative assistant, web page expert and project assistant. Temporarily: a consultant in knowledge products and a project assistant for tenders and procurement.  |

## ANNEX 9: List of supporting documentation examined

Project Document

UNDP. United Nations Evaluation Group (UNEG) norms for evaluation in the UN System, 29 April 2005.

UNDP. “Afro-descendant Population of Latin America” Regional Project Activity Report: Regional Seminar *Las mujeres Afro descendientes y la cultura latinoamericana: identidad y desarrollo* (Afro-descendant Women and Latin American Culture: Identity and Development). Montevideo, October 2009.

UNDP. “Afro-descendant Population of Latin America” Regional Project SUMMARY REPORT of Regional Seminar “*Las mujeres Afro descendientes y la cultura latinoamericana: identidad y desarrollo*” (Afro-descendant Women and Latin American Culture: Identity and Development). Montevideo, October 2009.

UNDP. “Afro-descendant Population of Latin America” Regional Project Activity Report: Regional Seminar: “*Derechos de la población Afro descendiente de América Latina: Desafíos para su implementación*” (The Rights of the Afro-descendant Population of Latin America: Challenges for their Implementation). Panama, December 2009.

UNDP. UNDP “Afro-descendant Population of Latin America” Regional Project: Final Project Report to the European Union. DCI-ALA 172/257. Panama, December 6, 2009.

UNDP. UNDP “Afro-descendant Population of Latin America” Regional Project. First Progress Report for the Norwegian Cooperation Agency. Panama, December 12, 2009.

UNDP. Project Document: Regional Project on Afro-descendant Population of Latin America.

UNDP. Handbook for Planning, Monitoring and Evaluating for Development Results. New York, 2009. http://www.undp.org/evaluation/handbook/

UNDP. Regional Programme Document 2008-2011 Latin America and the Caribbean. New York, September 2007.

UNDP. Summary of Progress for LAC\_OUTCOME31.

<http://www.afrodescendientes-undp.org>

<http://www.afrodescendientes-undp.org>

## ANNEX 10: List of organizations and people in contact with the Project and who were considered in the exercise of this evaluation

###  Organization Contacts

1. María Lamadrid, Fundación África Vive.
2. Miriam Gomes, Presidenta de Sociedad Caboverdiana de Buenos Aires.
3. Jorge Medina Barra, CADIC (Centro Afroboliviano para el Desarrollo Integral y Comunitario) / MOCUSABOL (Movimiento Cultural Saya Afroboliviano).
4. Juan Angola Maconde, FUNDAFRO (Fundación de Afro Descendientes Pedro Andaverez Peralta).
5. Wilson Café, EPI (Escola de educaçao percusiva integral).
6. Marcelo Paixao, Profesor de la Universidad Federal de Río de Janeiro, Coordinador de LAESER (Laboratorio de Análisis Económico, Histórico, Sociales y Estadísticos de las Relaciones Raciales) y co-autor libro de Derechos
7. Marta Rangel, Consultora CEPAL en Chile.
8. Cristian Baez, Presidente Lumbanga.
9. Jaime Saldarriaga, Director de Población de Alcaldía de Cali.
10. Jesús Natividad Pérez Palomino, Líder Afrocolombiano.
11. Rafael Palacios, Director de Corporación Cultural Afrocolombiana SANKOFA.
12. BURNY LUCAS PEREA GIL, Presidente y cofundador de GEINNOVA.
13. Carmen Julia Palacios, Presidenta de la Asociación Concheros de Nariño Asconar.
14. Manuel Reyes Bolaños, Director Fundación Champeta Criolla.
15. Luis Fernando CASSIANI HERRERA, Gerente de Producción de la Organización Social de Comunidades Negras Angela Davis.
16. MIGUEL OBESO MIRANDA, Coordinador del Proyecto Corporación de Docentes y Maestros Investigadores de la Etnoeducación (CORETNOEDUCACION).
17. Jhon Anton Sánchez, Investigador de FLACSO, co-autor del libro de Derechos.
18. Sonia Viveros, Presidenta de " AZUCAR" Fundación de Desarrollo Social y Cultural AfroEcuatoriana.
19. Celeo Álvarez, Presidente de Organización de Desarrollo Étnico Comunitario Honduras (ODECO) y ex presidente de Organización Negra Centroamericana (ONECA).
20. SIDNEY FRANCIS, Presidente de ONECA (Unica federación de organizaciones Afro).
21. ZULMA VALENCIA, Organización de Desarrollo Étnico Comunitario (ODECO).
22. Alta Hooker Blandford, Rectora Universidad de las Regiones Autónomas de Costa Caribe.URACCAN y co-autora libro de Derechos.
23. Bernadine Dixon, Directora de CEIMM/ Adscripto a URACCAN - Miembro del consejo.
24. Dorotea Louise Wilson Thatum, Presidenta Red de Mujeres Afrolatinoamericanas, Afrocaribeñas y de la Diáspora (Única Red Latinoamericana de Mujeres Afro descendientes).
25. Cecilia Moreno Rojas, Centro de la Mujer Panameña.
26. Enrique Sánchez, Presidente del Consejo de la Etnia Negra en Panamá.
27. Gerardo Maloney, Presidente Centro de Estudio Afropanameño (CEDEAP).
28. Ricardo Weeks, Secretario Ejecutivo del Consejo de la Etnia Negra de Panamá.
29. Roberto Sharpem Asistente del Secretario Ejecutivo del Consejo de la Etnia Negra de Panamá.
30. Lázaro Medina / José Carlos Medina Alonso, Organización Afro-Paraguaya Cambá Cuá.
31. Alicia Esquivel, Presidenta de UAFRO y Directora del Dpto. de las Mujeres Afrouruguayas.
32. Beatriz Ramírez Abella, Directora del Instituto Nacional de las Mujeres de Uruguay.
33. Beatriz Santos Arrascaeta, Coordinadora de la Unidad Temática Municipal por los derechos de los Afrodescendientes.
34. Edgardo Ortuno, Subsecretario de Industria, Minería y Energía.
35. Eunice Meneses.
36. Joseph Gersan.
37. Sidney Francis Martin.
38. Marta Palomares.
39. Cecilia Moreno Rojas, Centro de la Mujer Panameña.

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### Afro-descendant Organizations Connected to the Internet

1. Centro Afroboliviano para el desarrollo integral y comunitario – CADIC.
2. Movimiento cultural saya Afro boliviano - MOCUSABOL.
3. CRIOLA.
4. Escola de eduacao percussiva integral-EEPI.
5. Geledes instituto da mulher negra.
6. Instituto negra do Ceará-Inegra.
7. Rede mulheres negreas do Paraná.
8. Asociación para la investigaciones culturales del choco – ASINCH.
9. Asociación mutual para el desarrollo de la Afrocolombianidad y el empresarismo.
10. Fundación nuevo milenio
11. Fundación cultural tierra patria
12. Fundación instituto para el desarrollo cultural y educativo de las etnias -FUNIDESCUDET
13. Red nacional de mujeres Afrocolombianas Kambiri
14. Corporación festival de tambores y expresiones culturales de palenque
15. Corporación empresarial y ambiental Shadai
16. Consejo comunitario de islas del rosario
17. Consejo comunitario de barú
18. Consejo comunitario de arroyo de piedra
19. Consejo comunitario de bayunca
20. Fundación arte y cultura del pacifico - FUNDARTECP
21. Centro de mujeres Afrocostarricenses
22. Coordinadora nacional de mujeres negras - CONAMUNE
23. Federación de comunidades, organizaciones negras de Imbabura y Carchi
24. Fundación de desarrollo Afroecuatoriana Azúcar
25. Proceso Afroamérica XXI
26. Asociación de profesionales y afines para el desarrollo social - APAADES
27. Escuela de formacion Martin Luter King - CANE
28. Federación de organizaciones Afro de Sucumbios - FOAES
29. Organización negra centroamericana - ONECA
30. Organización Afrohondureña de la juventud-OAFROHJU
31. Nicaribbean black people association (NBPA)
32. Red de mujeres Afrolatinoamericanas, Afrocaribeñas y de la diaspora
33. Centro de estudios Afro panameño - CEDEAP
34. Infoplaza de palenque
35. Asociación Afroparaguaya kamba cua (AAPKC)
36. Asociación negra de defensa y promocion de los derechos humanos-ASONDEH
37. Asociación cultural de promoción y desarrollo "todas las sangres"
38. Grupo cultural Afroperuano las Sabu de Isamar

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4. Cristian Baez, El Morocotudo, Chile.
5. Waleska Rocha Cisne, Radio Universidad, Nicaragua.
6. Elkiriam Caballero, TVN-2, Panamá.
7. Elizabeth Garrido, La Prensa, Panamá.
8. Jorge Eduardo Rooses, RNDC, Nicaragua.
9. Leidy Hoyos Cubioles, Caracol Radio, Colombia.
10. Oscar Iraheta, El Diario de Hoy, El Salvador.
11. Sergio Cruz, Com Crítica, Nicaragua
12. David Quintana, Radio de C., Nicaragua
13. Mariana Contreras, Semanario Brecha, Uruguay
14. Andrés Colman Gutiérrez, Diario Ultima Hora, Paraguay
15. Mariana Isasi, Periodismo Social, Argentina
16. Claudia Velásquez, Nuestro Diario, Guatemala
17. Glenda Girón, La Prensa Gráfica, El Salvador
18. José Adán Silva, Periodista El Nuevo Diario/Corresponsal para Nicaragua de IPS. Interpress Service
19. Xiomara Laguna, Coordinadora General de Proyecto de las capacidades del periodismo Nicaraguense Departamento de Comunicación, Facultad de Humanidades de la Universidad Centroamérica (UCA)
20. Kensy Sambola, Presidenta de la Asociación Garifona Nicaraguense, AAGANIC
21. Dixie Lee, Vice-presidente, NBPA (Asociación Afrodencendiente del Caribe)
22. Pearl Watson, Coordinadora PASMA GTRK GTRK
23. Martina Thomas, Dirigente Rama AMIR
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## ANNEX 11: Brief Biographies of the Evaluators and Justification of Team Composition

**PERSONAL INFORMATION**

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**PROFESIONAL EXPERIENCE**

Daniel Martin is an independent consultant with a very large international professional experience in negotiation processes with government authorities and private corporation managers (specially in technical fields), coordination and leadership of multi-discipline professional teams (national and international levels), result based management, capacity development, strategic planning, budgetary process, project formulation (international technical cooperation and public investment financing), medium term programming, project evaluation, M&E and impact evaluation, integrated financial administrative systems (IFAS).

From 2006 to 2010, Mr. Martin was acting as Chief Technical Advisor of an IDB/UNDP´s technical cooperation project in Panamá for improving the quality of government´s investment and also supporting capacity development for investment programming, monitoring and evaluation (M&E). Some important outputs were focused on a specific administrative reform, new information systems and standard methodologies, public investment program 2009/2014 and the corresponding public sector officials training. In addition, it must be mentioned the analysis of public expenditures efficiency in education and the formulation of a technical cooperation project for promoting an entrepreneurial opportunity network for poor families. Besides that, Mr. Martin is also acting as Associate Expert in Capacity Development, Regional Service Center for Latin American and the Caribbean, United Nations Development Programme (UNDP).

In addition, since 1991, Mr. Martin performed as independent consultant and also as partner and General Manager of Econosul Consulting. During the last nineteen years, most of his professional activities has been linked with large private projects assessment (energy, housing, agro-industry and agricultural production for external markets, mass transportation systems, etc.), the analysis and evaluation of public corporations for privatization purposes (mass transportation, financial institutions, water and sanitation, etc.), impact evaluation of public sector projects in several Latin American countries (public services efficiency and equity in Panamá, SGP financial transfers from national level to local governments and decentralization policies in Colombia, etc.), public sector investment and technical cooperation systems, public sector management monitoring systems, etc. Most of these assignments were carried out as a result of bidding processes and consultancies financed by the Interamerican Development Bank (IDB), the World Bank (IBRD) and the United Nations Development Program (UNDP) in Argentina, Colombia, Panamá, Honduras, Ecuador, U.S.A., Israel, Aruba, El Salvador, Venezuela, Bolivia, México, Uruguay, etc.

From 1985 to 1990, he was performing as Interregional Adviser at the Department of Technical Cooperation for Development (DTCD) of the United Nations (UN), with duty station in New York. In this position, he was in charge of technical cooperation projects – related to capacity development in the fields of public investment and international cooperation – in almost all Latin American and Caribbean countries and some African ones. His responsibilities implied the identification of potential needs, formulation of technical cooperation projects, negotiation with government authorities, recruitment of new experts and consultants, provision of technical support and monitoring and evaluation. It must be mentioned the coordination of activities with the Latin American Institute of Socio Economic Planning of the Economic Commission for Latin American and the Caribbean (ILPES/ECLA), the organization of international and regional seminars on public investment administration and programming and the participation as a lecturer in several training events organized by the IDB, IBRD, UN, GTZ and other institutions (Argentina, Peru, Bolivia, Venezuela, Panamá, Costa Rica, El Salvador, Nicaragua, México, Equatorial Guinea, Guinea Bissau, Congo, etc.). Mr. Martin was also representing DTCD/UN in several internal and external coordination meetings as well as in other coordination events with the IDB and the IBRD.

Before that assignment, Mr. Martin was acting as international expert for DTCD/UN, IDB and OAS, in Guatemala, El Salvador, Panamá and Chile. His activities were also linked with capacity development for improving public sector investment and international technical cooperation.

Finally, before the initiation of his career as international expert, Mr. Martin was performing in Argentina as university researcher and professor of economic development, public finance and micro-economics as well as the head of the investment coordination office in the Government of Mendoza.

**ACADEMIC BACKGROUND**

**University studies**

* Master of Public and International Affairs, Graduate School of Public and International Affairs (GSPIA), University of Pittsburgh, U.S.A. (1974)
* Graduate in Latin American Studies, Center for Latin American Studies, University of Pittsburgh, U.S.A. (1974)
* Licenciado en Ciencias Económicas, Facultad de Ciencias Económicas, Universidad Nacional de Cuyo, Mendoza, Argentina (1970)
* Contador Público Nacional (Certified Public Accountant), Facultad de Ciencias Económicas, Universidad Nacional de Cuyo, Mendoza, Argentina (1968)

**Awards and honors**

* 1970 - Diploma and Gold Medal to the best Graduate in Economic Sciences, granted by the School of Economic Sciences of the National University of Cuyo (Mendoza, Argentina).
* 1968 - Diploma and Gold Medal to the best Graduate as Certified Public Accountant, granted by the School of Economic Sciences of the National University of Cuyo (Mendoza, Argentina).

**Additional professional training**

* 2010 – Capacity Development Certified Expert, UNDP Regional Office for Latin America and the Caribbean, Panama, 2010. Contract RSC LAC LTA 049-10, Associate Expert in Capacity Development, Regional Service Center for Latin American and the Caribbean, United Nations Development Programme (UNDP).
* 1980 – 2010 – Several training courses on project formulation and evaluation, investment programming and budgeting, project M&E and international financing, Catholic University of Chile, IDB, UNDP, DTCD.
* 1977 – Logical Framework and Project M&E, AID/GTZ, Guatemala.
* April to November 1970 - Public Investments Programming, organized by the School of Economic Sciences of the National University of Cuyo (Mendoza, Argentina), the Governments of Mendoza and San Juan and the Regional Office of the National Development Council (CONADE).
* August 1969 - Economic Development Problems, United States Embassy in Argentina and the Fulbright Foundation, Buenos Aires.

**CONSULTANCIES**

**International consultancies (from 1990)**

Since 1990, Mr. Martin has been carrying out several international consultancies for the UN, the IDB and the IBRD. These consultancies were developed in Honduras, Uruguay, Guatemala, El Salvador, Nicaragua, Costa Rica, Panama, Aruba, Bolivia, United States of America, Suriname, Mexico and Argentina.

Most of these consultancies were focused on: a) Impact evaluation of public sector projects; b) Public Investment Systems, Projects Data Banks and formal integration with budgetary processes and Integrated Financial Administrative Systems (IFAS); c) Methodologies for project assessment in different sectors; d) Public sector investment policies; e) Public officials' training in project formulation and evaluation (social and private evaluation) and investment programming; f) Formulation of medium term public sector investment programs; g) Government Performance M&E Systems; h) Legal structure for public investment systems; i) International cooperation systems; j) Conceptual design and computer development of an Information System for improving Technical Cooperation among Developing Countries (TCDC); k) Coordination of international and regional seminars on public investments programming

**National consultancies – Public Sector (from 1990)**

Mr. Martin carried out several consultancies in Argentine, financed by the IBRD, the IDB and the UN. These consultancies were related with: a) Analysis and improvement of national public investment programs; b) Public investment systems and projects data banks; c) Public officials' training in project formulation and evaluation, investment programming and projects M&E; d) Privatization of public corporations (economic and financial appraisal, risk analysis and organization of bidding processes); e) Public services reorganization; f) Concession of public services provision; g) Project evaluation for energy generation, highways and urban transport, health, regional information, technical and financial support to small and medium agricultural producers, creation of financial entities for investment promotion, etc.

**Private sector (from 1990)**

Most of these consultancies were oriented to: a) Projects formulation and evaluation for hydroelectric sector, urban transportation, freight transportation at national and international level, airport concessions and air transportation, agriculture and agro industrial projects, housings and urbanization, tourism, health, etc.; b) Risk analysis and corporate qualification for privatization processes (water and sewage, energy, transportation and financial institutions), etc.; c) Training of financial corporations’ officials in project evaluation and risk analysis, technical advice to financial institutions for risk analysis, and technical support for the constitution of a Capital Risk Fund.

**Permanent Positions and Long Term posts at international level**

* July 2006 to 2008: IDB – Chief Technical Adviser of a technical cooperation project for Strengthening the Panama´s National Investment System (NIS), including the design and implementation of an Investment Projects Data Bank, reorganization of the Investment Programming Unit of the Economic and Finance Ministry, preparation of methodologies for project formulation and evaluation, training programs for public sector officials, legal regulations for improving the performance of the NIS, and the preparation of a medium term public investment program (2009/2014)
* January 1985 to December 1989: UN/DTCD. Interregional Adviser with duty station in New York (U.S.A.). Responsible for the organization of technical cooperation projects, technical support, selection of experts and consultants and supervision of technical cooperation projects in several countries of Latin America and Africa (Argentina, Aruba, Bolivia, Chile, El Salvador, Guatemala, Guinea Bissau, Equatorial Guinea, Honduras, Mexico, Panama, Peru, Dominican Republic and Venezuela).
* January 1980 to December 1984: UN/DTCD. Long Term Expert in Investment Analysis and Regional Development (Project CHI/79/004 – Analysis, Investment Evaluation and Training at Regional level) with duty station in Concepción and Santiago, Chile.
* March 1979 to January 1980: OAS. Long Term Expert in Project Formulation and Evaluation, with duty station in El Salvador.
* May 1977 to January 1979: IDB – Chief Technical Advisor of a technical cooperation project (ATN/TF-1422-GU) for the Creation of a Projects Central Unit at the General Secretary of the National Council for Economic Planning (SEGEPLAN). Technical cooperation project with 5 long term international experts and 8 long term national consultants.

**TEACHING AND CONFERENCES**

**Teaching at University Level**

* Microeconomics and Project Evaluation at the University of Concepción (Chile)
* Economic Development, Public Finances II and Economics I at the School of Economic Sciences of the National University of Cuyo
* Project Evaluation at the University of the Neuquén (Neuquén, Argentina)
* Microeconomics, International Economics and Macroeconomics at the School of Economic
* and Social Sciences “San Francisco" (Mendoza, Argentina)

**Special courses, seminars and conferences**

Coordination and lecturer in several training Seminars on project formulation and evaluation, financial analysis, risk analysis, projects monitoring and evaluation (M&E), investment programming and projects data banks, etc. These training events were organized by the IBRD, the IDB and the UN, in Argentine, Chile, Peru, Venezuela, Colombia, Honduras, Guatemala, El Salvador, Aruba, Dominican Republic, Panama, etc.

**RESEARCH AND PUBLICATIONS**

Mr. Martin has written several technical papers (some of them published in books, specialized magazines and newspapers) dealing with provincial and national economic performance and perspectives in Argentine; financial mathematics; project evaluation; financial analysis; economic and financial appraisal of public and private corporations; formal linkages between pre-investment, investment and public budgeting processes; government reform; water and sanitation, electrification and transportation projects; public sector investment systems; international technical cooperation; privatization of public corporations; public investment programming and administration; regional systems for technical cooperation management; projects data banks; pre-investment analysis; impact analysis of public investment projects; financial mechanisms for public sector pre-investment promotion; regional development; etc.

**SCHOLARSHIPS**

* September 1972 to January 1974 - Scholarship of the Organization of the American States (OAS) for Master studies at the Graduate School of Public and International Affairs (GSPIA) of the University of Pittsburgh (University of Pittsburgh, USA).
* September 1969 - Scholarship of the United States Embassy in the Argentine Republic and the Fulbright Foundation to attend the Seminar on “Economic Development Problems", Buenos Aires, Argentina.
* 1968 - Scholarship for Research, granted by the Research Promotion Commission of the National University of Cuyo, Mendoza, Argentina.
* 1966 and 1967 - Scholarship granted by the School of Economic Sciences of the National University of Cuyo, Mendoza, Argentina.

## ANNEX 12 Ethical Code of Conduct for UNDP Evaluations

Evaluations of UNDP-supported activities need to be independent, impartial and rigorous. Each evaluation should clearly contribute to learning and accountability. Hence evaluators must have personal and professional integrity and be guided by propriety in the conduct of their business

Evaluators:

Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded

Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.

Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people’s right not to engage. Evaluators must respect people’s right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.

Evaluations sometimes uncover evidence of wrongdoing. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.

Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders’ dignity and self-worth.

Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.

Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

*This statement is to be included in the Terms of Reference for each evaluation*.

For details on the ethics in evaluation, please see UNEG Ethical Guidelines.



Daniel Martin

1. An impact evaluation was not carried out because - as stated in the UNDP Handbook - the Project is just completing its implementation and therefore has not yet had sufficient time to mature to identify the real impacts of its implementation. [↑](#footnote-ref-1)
2. UNDP Handbook on Planning, Monitoring and Evaluating for Development Results (Ch. 7, p.. 127) [↑](#footnote-ref-2)
3. Enrique Iglesias, Secretario General Iberoamericano, Prefacio - Actualidad Afro-descendiente en Iberoamérica. Estudio sobre organizaciones civiles y políticas de acción afirmativa (Cuadernos SEGIB/PNUD, Nro 1). [↑](#footnote-ref-3)
4. Ibidem. [↑](#footnote-ref-4)
5. Ibidem. [↑](#footnote-ref-5)
6. Rebeca Grynspan (Under-Secretary-General and Associate Administrator for Latin America and the Caribbean of the United Nations Development Programme UNDP), Prólogo - Actualidad Afrodescendiente en Iberoamérica. Estudio sobre organizaciones civiles y políticas de acción afirmativa (SEGIB/PNUD Notebooks, No 1) [↑](#footnote-ref-6)
7. Actualidad Afro descendiente en Iberoamérica. Estudio sobre organizaciones civiles y políticas de acción afirmativa (Cuadernos SEGIB/PNUD, Nro. 1) [↑](#footnote-ref-7)
8. This table showing the Results Map was prepared by the consultants, based on the PRODOC document, progress reports generated through the implementation of the Project and interviews with Project staff. [↑](#footnote-ref-8)
9. UNDP Handbook on Planning, Monitoring and Evaluation of Development Results (UNDP, 2009), p. 166 [↑](#footnote-ref-9)
10. EPADEQ S.C. (Studies and Strategies for Development and Equality), Work Plan and Methodology for Assessing the Relevance, Efficiency, Effectiveness and Sustainability of the "Gender Equality Model of the Zacatecas State Government" (MEGGEZ), p. 8. [↑](#footnote-ref-10)
11. UNDP Handbook on Planning, Monitoring and Evaluation of Development Results (UNDP, 2009), p. 129 [↑](#footnote-ref-11)
12. UNDP Handbook on Planning, Monitoring and Evaluation of Development Results (UNDP, 2009), p. 134 [↑](#footnote-ref-12)
13. UNDP Handbook on Planning, Monitoring and Evaluation of Development Results (UNDP, 2009, p. 54-55) [↑](#footnote-ref-13)
14. Actualidad Afro descendiente en Iberoamérica. Estudio sobre organizaciones civiles y políticas de acción afirmativa (Cuadernos SEGIB/PNUD, No. 1). Conclusions. [↑](#footnote-ref-14)
15. Differences can be found even among qualitative methods: different purposes arise from a variety of questions, interpret results according to different conceptual frameworks; to the point that some authors (Patton, 1990) consider that “each theoretical framework is a *mini-paradigm* with its own internal logical assumptions” (p. 87). [↑](#footnote-ref-15)
16. UNDP, Handbook on Planning, Monitoring and Evaluation for Development Results (Chapter 7, p. 127) [↑](#footnote-ref-16)
17. SEGIB, Actualidad Afrodescendiente en Iberoamérica. Estudio sobre organizaciones civiles y políticas de acción afirmativa (Notebook SEGIB/UNDP, No. 1) [↑](#footnote-ref-17)
18. Ms. Cecilia Moreno Rojas, Panamanian Women’s Centre, Panama City; Mr. Gerardo Maloney, Professor of Universidad de Panamá, FLACSO Programme Panama; Mr. Enrique Sánchez, President of the Consejo de la Etnia Negra, Panama City. [↑](#footnote-ref-18)
19. Burny Lucas Perea, Geinnova, Colombia; Gustavo de Roux. International Consultant and author of the book on public policy, Colombia; Sonia Viveros, Organización Azúcar, Ecuador; Beatriz Ramírez, Director of the Women’s National Institute and Afro-descendant Leader, Uruguay; Cristian Báez, Organización Lumbanga, Chile; Sidney Francis, President of ONECA, Nicaragua. [↑](#footnote-ref-19)
20. Some associations, after being selected, did not send the documents requested and therefore could not be connected. [↑](#footnote-ref-20)
21. Information supplied by the Regional Project’s Coordinator. [↑](#footnote-ref-21)
22. The Project Coordinator stated that have been distributed over 2,500 books through the organizations and individuals who had participated in activities of the Project throughout Latin America, [↑](#footnote-ref-22)
23. SEGIB, Afro-descendant Situation in Latin America. Study of civil organizations and affirmative action policies (Notes SEGIB/UNDP, Nº 1). [↑](#footnote-ref-23)
24. Final decisions on the design and methods will be defined in consultation with the Project coordination office, the evaluator and interested key stakeholders. [↑](#footnote-ref-24)
25. Question asked in personal interviews. [↑](#footnote-ref-25)
26. Question asked in personal interviews. [↑](#footnote-ref-26)
27. Question 3 was the following: Did the inclusion of cross-cutting issues increase the quality of the intervention? [↑](#footnote-ref-27)
28. Question 7 was as follows: Do you think access to studies, books, publications, materials and research documents of the Project has improved the rights of the Afro-descendant population? [↑](#footnote-ref-28)