



**IEO** | INDEPENDENT  
Evaluation Office

United Nations Development Programme

**ANNEXES**  
**INDEPENDENT COUNTRY PROGRAMME**  
**EVALUATION – PANAMA**

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# ANNEX 1. TERMS OF REFERENCE

## 1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts country evaluations called “Independent Country Programme Evaluations (ICPEs)” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

UNDP Panama has been selected for an ICPE as its country programme will end in 2020. This would be the first country level evaluation carried out by IEO in Panama. The ICPE will be conducted in 2019 to feed into the development of the new country programme. The ICPE will be conducted in close collaboration with the Government of Panama, UNDP Panama country office, and UNDP Regional Bureau for Latin America and the Caribbean.

## 2. NATIONAL CONTEXT

Panama has a total population of 4,037,043<sup>1</sup> and has experienced a regular population growth rate of 1.8 percent from 2000 to 2015.<sup>2</sup> Currently, the urban population represents 67.4 percent of the total population.<sup>3</sup> The country is divided into 10 provinces and 5 indigenous regions, Kuna Yala, Embera Wounaan, Ngäbe Buglé, Kuna Madugandí and Kuna Wargandi, each of them with a regional governor.

With a per capita income of about \$13,519 dollars (the highest in Central America), Panama transitioned to the high-income economy category in 2018<sup>4</sup>. In economic terms, the country continues to show one of the highest GDP growth rates in the Latin American region, with an average annual growth rate of 5.6 percent<sup>5</sup> Unemployment rate is around 5.6 percent, and informal employment 40.2 percent.<sup>6</sup>

The country is the largest exporter and importer at the regional level.<sup>7</sup> Panama’s service-based economy has been complemented with a large set of infrastructure projects such as the expansion of the Panama Canal, the construction of another international airport, the expansion of the capacity of ports, different real estate projects, the construction of line one of the Metro and the culmination of the last phase of the Panama-Colón highway. In the rural areas hydroelectric power plants, first natural gas plant in Central America, wind farm and a large open-pit copper development project.

Panama has also experienced significant social progress, particularly with respect to poverty reduction. Its Human Development Index (HDI) value for 2017 was 0.789, placing the country in the high HDI category,

<sup>1</sup> July 2016. INEC - Report “Panamá en Cifras Completo: Años 2012-2016” <https://www.contraloria.gob.pa/inec/Default.aspx>

<sup>2</sup> UN Data. <http://data.un.org/Default.aspx>

<sup>3</sup> <http://hdr.undp.org/en/countries/profiles/PAN#>

<sup>4</sup> World Bank classification, 2018

<sup>5</sup> <http://www.worldbank.org/en/country/panama/overview>

<sup>6</sup> <http://www.pa.undp.org/content/panama/es/home/countryinfo/>

<sup>7</sup> Idem

ranked 66 out of 189 countries and territories.<sup>8</sup> The economic growth led to significant reductions in the poverty level<sup>9</sup>, changing from 21.9 percent in 2010 to 14.6 percent in 2016.<sup>10</sup> Levels of inequality remains high, as the Human inequality coefficient shows a level of 20.2 percent, almost five percentage points over the rest of High HDI countries.<sup>11</sup> There are also significant gender disparities that need to be addressed; the Gender Inequality Index ranks Panama at the 109<sup>th</sup> position.

Women make up half of the population. Although their educational performance is higher than that of men, they have less access to the labour market and, when they do, the conditions are less favourable: greater informality, salary gap, underemployment, and occupational segregation<sup>1</sup>. Women are also underrepresented in public and private decision-making processes. Although they constitute half of those affiliated with political parties, they represent only 18.3 percent of congressmen, 15 percent of municipal mayors, and 10.6 percent of the representatives of corregimientos. Similarly, the indexes of violence against women are high.<sup>1</sup>

Access to basic services is not universal and remains linked to factors such as geographic location, education levels, ethnicity and income levels of households. For example, there are 11 years less in life expectancy for indigenous women and men living in their territories (67.75) versus the overall population (79); and the maternal mortality rate is five times higher in indigenous women who live in their territories versus the national average for all women (462 vs. 80 per 100,000 births).<sup>12</sup> Discrimination against racial minorities is still found, and indigenous groups have struggled to uphold their legal rights with respect to land and development projects.<sup>13</sup>

The national government recognizes the need for reforms informed by public participatory dialogue processes.<sup>14</sup> Improvements in the quality of education, governance, rule of law and the taxation system are some of the main priorities<sup>15</sup>. Freedoms of expression and association are generally respected. However, corruption and impunity are serious challenges, affecting the justice system and the highest levels of government.<sup>16</sup> Only 68 percent of the national institutions monitored act in accordance with the 2002 Transparency law.<sup>17</sup> The share of seats in parliament held by women reached only 18.3 percent in 2017.<sup>18</sup>

In terms of access to justice and citizen security, the government is facing challenges in implementing its new accusatory criminal system (2017<sup>19</sup>), due to the low installed capacity for the system and the lack of economic resources to guarantee its proper implementation at national level. Despite a reduction of three percentual points in the homicide rate per 100 thousand inhabitants (from 12.4 percent in 2015 to 10 percent in 2017), the citizen insecurity perception index increased, from 67 percent in 2014 to 82 percent in 2017<sup>20</sup>.

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<sup>8</sup> [http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/PAN.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/PAN.pdf)

<sup>9</sup> poverty headcount ratio at \$5.50 a day (2011 PPP)

<sup>10</sup> <https://data.worldbank.org/indicator/SI.POV.UMIC?end=2016&locations=PA&start=1999>

<sup>11</sup> Idem

<sup>12</sup> <http://www.worldbank.org/en/country/panama/overview>

<sup>13</sup> Report *Freedom in the World* 2018. <https://freedomhouse.org/report/freedom-world/2018/panama>

<sup>14</sup> CPD Panama 2016-2020

<sup>15</sup> OECD, 2017: Multidimensional Review of Panama. Volume 2: In-depth analysis and recommendations

<sup>16</sup> Report *Freedom in the World* 2018. <https://freedomhouse.org/report/freedom-world/2018/panama>

<sup>17</sup> ANTAI. Informe de Evaluación de Monitoreo Instituciones del Estado. Septiembre 2018. <http://www.antai.gob.pa/>

<sup>18</sup> <http://hdr.undp.org/en/indicators/31706>

<sup>19</sup> “Desafíos y Avances hacia la Implementación del Sistema Penal Acusatorio (SPA) desde la Perspectiva Institucional”, Reporte de Observatorio de Seguridad Ciudadana, CClyAP, 2017-2018.

<sup>20</sup> Observatorio de Seguridad Ciudadana, Informe de la Cámara de Comercio, Industrias y Agricultura de Panamá (CCIAPI):

The Corruption Perception Index of the public sector in Panama was 37 points in 2017<sup>21</sup>, showing a low perception of trust in public institutions, the National Assembly, the Judicial Branch and political parties. Despite efforts to reduce or eliminate this perception, lack of trust in public institutions and credibility in the political parties, as well as government's weakness in addressing national priorities and issues have influenced the increase in the perception of corruption and lack of confidence. This is reflected in the low percentage of government approval, which went from 66 percent approval in 2015 to 22 percent approval in 2017<sup>22</sup>.

From this perspective, one of the essential components of strengthening the political system and democratic governance in Panama has to do with the transformation and modernization of public administration in order to respond to the complex decisions and public policies that the State must deploy to deal with the challenges that the country faces.

In environmental terms, Panama currently ranks 56 out 180 countries monitored in the Environmental Performance Index. Air quality, water and sanitation, heavy metals, biodiversity and habitat are the areas in which the country is performing below the average.<sup>23</sup> Panama is one of the most biodiverse countries in the world and its forests are of critical importance for global conservation. However, forest areas have decreased in 8.4 percent from 1990 to 2015.<sup>24</sup> Within the REDD+ framework the estimated Forest Reference Emissions Levels (FREL/FRL) for the period 2006-2015, was an annual average of -56, 991,334 tCO2e.<sup>25</sup>

The use of renewable energy sources has been increasing over the last years, but it represents only a 21.2 percent of total final energy consumption.<sup>26</sup> Rural population with access to electricity has improved significantly from 61.6 percent in 2010 to 81.3 percent in 2016.<sup>27</sup> Floods represent the main concern in terms of Disaster Risk Reduction (DRR), accounting 86.9 percent of all combined economic losses between 1990 and 2014.<sup>28</sup>

With its recent move to a high-income status, Panama has the challenge of ensuring a stable inclusive and sustainable growth in the coming years. Official Development Assistance (ODA) was \$22.6 million in 2016<sup>29</sup> and has been mainly directed at economic infrastructure and services. The main ODA donors have been the United States, European Union institutions, Japan, UNHCR, the Interamerican Development Bank, the Global Environment Facility and the United Kingdom<sup>30</sup>.

### **3. UNDP PROGRAMME STRATEGY IN PANAMA**

The Country Programme Document (CPD) of UNDP in Panama for the period 2016-2020 is guided by the United Nations Development Assistance Framework (UNDAF) in alignment with the priorities identified by

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<https://www.seguridadciap.com/presentacion-de-indice-de-seguridad-ciudadana-2017/>

<sup>21</sup> Transparency International, 2017, [Corruption Perceptions Index](#)

<sup>22</sup> World Economic Forum, 2017, Executive Opinion Survey.

<sup>23</sup> 2018 Yale University. <https://epi.envirocenter.yale.edu/>

<sup>24</sup> <http://hdr.undp.org/en/indicators/164206>

<sup>25</sup> UNFCCC. Jan. 2018 Official Submission of the Republic of Panama. <https://redd.unfccc.int/submissions.html?country=pan>

<sup>26</sup> <http://hdr.undp.org/en/indicators/163906>

<sup>27</sup> <http://hdr.undp.org/en/indicators/181706>

<sup>28</sup> UNISDR. <https://www.preventionweb.net/countries/pan/data/>

<sup>29</sup> <http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/aid-at-a-glance.htm>

<sup>30</sup>

[https://public.tableau.com/views/OECD-DACAidataglancebyrecipient\\_new/Recipients?:embed=y&:display\\_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no](https://public.tableau.com/views/OECD-DACAidataglancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no)

the Government in its 2015-2019 Government Strategic Plan (PEG) "... in order to grow more and better, with more fairness, balance, environmental sustainability, and with greater social, ethnic, cultural, and territorial integration and cohesion."<sup>31</sup>

The CPD is also aligned with the UNDP Strategic Plan 2014-2017 and takes into account earlier drafts of the Sustainable Development Goals (SDG) articulated in four main areas: 1) Basic services, 2) Voice and democracy, 3) Sustainable development and 4) Security and justice. The overall focus of the CPD relies on inequality reduction, institutional capacity strengthening and sustainable development. Moreover, it also has considered gender equality, risk management and resilience building as cross-sectoral elements along the four main areas.

**Table 1: Country Programme outcomes and indicative resources (2016-2020)**

Country Programme Outcome	Indicative Country Programme Outputs	Indicative resources (US\$)	Expenditure to date* (US\$)
Outcome 1 (25): By 2020, the State implements comprehensive public policies and provide quality social services with a focus on equity, gender equality and attention to priority populations, according to international standards of human rights.	<ul style="list-style-type: none"> <li>- Institutions strengthened for the coordinated implementation of policies that increase equality and inclusion.</li> <li>- Indigenous Peoples Integrated Development Plan designed and under implementation.</li> <li>- Research and development initiatives to generate knowledge for incidence on public policies and to catalyse developmental innovations.</li> </ul>	CPD: 54,002,322  Budget received to date*: 39,748,726	21,349,062
Outcome 2 (26): By 2020, the Government will have progressed in the implementation of institutional reforms that strengthen a system of governance that is democratic, participatory, inclusive and coordinated on a local level.	<ul style="list-style-type: none"> <li>- Institutional Public reforms supported.</li> <li>- Effective participation of citizens in public affairs of the country.</li> <li>- Transparent access to public information strengthened.</li> </ul>	CPD: 21,850,000  Budget received to date*: 48,315,160	34,352,089
Outcome 3 (27): By 2020, the State has strengthened its capacities to design and implement policies, plans and programs that contribute to	<ul style="list-style-type: none"> <li>- Improved compliance of commitments to international environmental agreements.</li> <li>- Municipalities integrate Disaster Risk Management and Climate Change in their management plans.</li> </ul>	CPD: 7,512,000  Budget received to date*: 35,401,351	22,870,192

<sup>31</sup> Plan Estratégico de Gobierno (PEG) "Un Solo País", 2015-2019. <http://www.mef.gob.pa/es/transparencia/Paginas/9.3-Plan-Estrategico-de-Gobierno.aspx>

**Table 1: Country Programme outcomes and indicative resources (2016-2020)**

Country Programme Outcome	Indicative Country Programme Outputs	Indicative resources (US\$)	Expenditure to date* (US\$)
environmental sustainability, food and nutrition security, adaptation to climate change, disaster risk reduction and resilience build-up.	<ul style="list-style-type: none"> <li>- Inclusive and innovative energy efficiency measures, access to energy in rural communities and diversification of the energy matrix, designed and implemented.</li> <li>- Priority rural productive units improve their productive capacities, diversify their activities and generate livelihoods, by incorporating into local economic development strategies.</li> </ul>		
Outcome 4 (28): By 2020, the State will have a more effective system for the prevention and comprehensive care of all kinds of violence, including gender, for the administration of justice and the implementation of public security strategies, respectful of Human Rights and cultural diversity.	<ul style="list-style-type: none"> <li>- Judicial institutions strengthened to ensure access to justice and to reduce legal delays.</li> <li>- Information and monitoring systems of (public and private) violence incorporating criteria of equality and of quality of institutional response strengthened.</li> <li>- Level of institutional response to citizen security and conflict mediation improved.</li> </ul>	CPD: Other: \$6,000,000  Budget received to date*: 4,760,905	3,130,873
Total		CPD: 89,364,322 Budget received to date*: 128,226,142	81,702,213

Source: UNDP Panama CPD 2016-2020; Atlas financial data for budget and expenditures. \*Data from Dec. 28<sup>th</sup>, 2018.

#### **4 SCOPE OF THE EVALUATION**

The ICPE will focus on the current programme cycle (2016-2020) but will also consider the cumulative results of the previous programme cycle and how it contributes to the outcome of the current cycle to provide forward-looking recommendations as input to UNDP Panama's formulation of its next country programme.

It will assess UNDP's contributions to the national development, as defined at the outcome and output level in the CPD, and in any underlying strategies that may have been developed during the period under review and were not necessarily captured in the CPD.

The entirety of UNDP's development programmes in Panama, including interventions funded by all sources during this period will be covered. In addition, the ICPE will also consider the 'non-project' activities and other development services provided by UNDP Panama that are not necessarily part of a project, and that have been relevant for the attainment of the planned outcomes and are crucial for the political and social agenda of the country. These might include, but are not limited to, regional initiatives, advocacy support, facilitation of south-south or triangular cooperation, policy-making support, activities related to mainstreaming and implementing the Sustainable Development Goals (SDGs), etc.

## 5 METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards<sup>32</sup> and will address the following three key evaluation questions.<sup>33</sup>

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

To address question 1, a Theory of Change (ToC)<sup>34</sup> approach will be used in consultation with stakeholders, as appropriate, to map the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes, which should provide a better understand of how and under what conditions UNDP's interventions are expected to lead to the desired outcomes.

The effectiveness of UNDP's programme will be analysed in addressing evaluation question 2. This will include an assessment of the achieved outputs/outcomes, as indicated in the CPD results framework, and the extent to which these outcomes have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect unintended changes or results will also be considered. A desk review of programme/ project documents and reports will be conducted and a pre-mission questionnaire will be administered to the country office to identify main results, as well as challenges faced by the country office in implementing its CPD.

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 3. In assessing the evolution of the CPD, UNDP's flexibility and

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<sup>32</sup> <http://www.uneval.org/document/detail/1914>

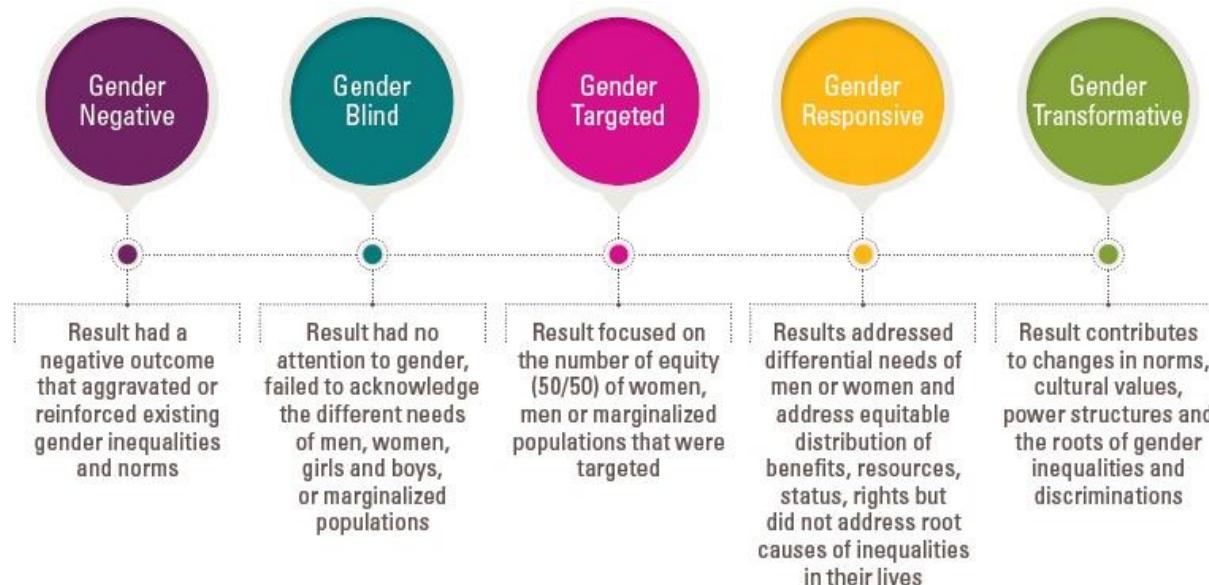
<sup>33</sup> The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

<sup>34</sup> Theory of Change is an outcome-based approach which applies critical thinking to the design, implementation and evaluation of initiatives and programmes intended to support change in their contexts. At a critical minimum, theory of change is considered to encompass discussion of the following elements: (1) context for the initiative, including social, political and environmental conditions; long-term change that the initiative seeks to support and for whose ultimate benefit; process/sequence of change anticipated to lead to the desired long-term outcome; and (2) assumptions about how these changes might happen, as a check on whether the activities and outputs are appropriate for influencing change in the desired direction in this context; diagram and narrative summary that captures the outcome of the discussion. Source: Vogel, Isabel , "Review of the use of 'Theory of Change' in International Development" (April 2012), DFID.

capacity to adapt to the changing context and respond to national development needs and priorities will be examined. The existing and (potential) sustainability of results will be assessed using three criteria: national ownership and appropriation, level of national capacity and degree of enabling environment. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (i.e. private sector and through south-south or triangular cooperation), and the extent to which the key principles of UNDP's Strategic Plan<sup>35</sup> have been applied in the CPD design and implementation are other aspects that will be assessed under this question.<sup>36</sup>

Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. To assess gender, the evaluation will consider the gender marker<sup>37</sup> in the portfolio analyses by priority outcome area and the gender results effectiveness scale (GRES) when assessing results. The GRES classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative (see figure below). In addition, gender-related questions will be incorporated in the data collection methods and tools, such as the pre-mission questionnaire and interview questionnaire, and reporting.

**Figure 1. Gender Results Effectiveness Scale**



<sup>35</sup> These principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

<sup>36</sup> This information is extracted from analysis of the goals inputted in the Enhanced RBM platform, the financial results in the Executive Snapshot, the results in the Global Staff Survey, and interviews at the management/ operations in the Country Office.

<sup>37</sup> A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

## **6. DATA COLLECTION**

**Assessment of data collection constraints and existing data.** A preliminary assessment was carried out to identify the evaluable data available as well as potential data collection constraints and opportunities. The UNDP Evaluation Resource Center (ERC) information indicates that eight (8) evaluations were initially planned as part of the current programme cycle. The plan has been updated to reach a total of fifteen (15) planned evaluations. At the time of this TOR preparation, three (3) evaluations of the plan had been completed. Seven (7) other evaluations, which were not reflected in the evaluation plan, were conducted since 2016 and another two (2) evaluations are planned by the end of 2020. These should help with triangulation of evidence, but additional validation of data may be required.

With respect to indicators, the CPD, UNDP Results-Oriented Annual Report (ROAR) and the corporate planning system (CPS) associated with it provide baselines, indicators, targets, as well as annual data on the status of the indicators. To the extent possible, the ICPE will use these indicators and data to interpret the UNDP programme goals and to measure or assess progress toward the intended outcomes. However, the performance indicators defined in the CPD are often outside the UNDP's direct sphere of control and for which the programme has limited influence. In addition, as stated in the CPD, there are "weaknesses in the production of development-related data and information in Panama."<sup>38</sup> This could constrain the triangulation of findings for the evaluation. To mitigate these limitations, in addition to the indicators available, the evaluation will work with Theories of Change to try to map assumptions against the expected and achieved results.

**Data collection methods.** The evaluation will use data from primary and secondary sources, including desk review of documentation, surveys and information and interviews with key stakeholders, including beneficiaries, partners and managers. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies including UNDP country office and RBLAC staff, multilateral organizations, bilateral donors, and beneficiaries of the programme. A pre-mission questionnaire for CO staff will be administered and expected to be completed at least 1 month prior to the arrival of the evaluation team in Panama for the data collection mission.

The following secondary data and others will be reviewed: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including the quality assurance reports.

A stakeholder analysis will also be conducted at the start of the evaluation with the support of the CO to identify relevant UNDP partners for consultation, as well as those who may not work with UNDP, but play an important role in the outcomes to which UNDP contributes. This analysis will serve to identify key informants for interviews and the potential survey during the main data collection phase of the evaluation, and to examine any potential partnerships that could enhance UNDP's contribution to the country's development.

All information and data collected from multiple sources will be triangulated to ensure its validity and substantiate findings, conclusions and recommendations.

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<sup>38</sup> CPD 2016-2020 Panama. Pag.8.

## 7. MANAGEMENT ARRANGEMENTS

**Independent Evaluation Office of UNDP:** The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

**UNDP Country Office in Panama:** The Country Office (CO) will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The CO will provide in-kind support for scheduling of interviews with project staff, stakeholders and beneficiaries, logistical support for project site visits and interview with key partners, etc. To ensure the anonymity of the views expressed, the Country Office staff will not participate in the interviews with key stakeholders. The CO and IEO will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a videoconference, where findings, conclusions and recommendations of the evaluation will be presented. Once a final draft report has been prepared, the CO will prepare a management response to the evaluation recommendations, in consultation with the Regional Bureau. It will support the use and dissemination of the final ICPE report at the country level.

**UNDP Regional Bureau for Latin America and the Caribbean:** The UNDP Regional Bureau for Latin America and the Caribbean (RBLAC) will support the evaluation through information sharing and will also participate in the final stakeholder debriefing. Once the evaluation has been completed, the Bureau is also responsible of supporting the country office in the preparation of the management response, as required, and monitoring the implementation of the evaluation recommendations, in accordance with the management response.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the ICPE. The IEO team will be composed of the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder debrief, as appropriate, with the Country Office.
- **Associate Lead Evaluator (ALE):** IEO staff member with the general responsibility to support the LE, including in the preparation of terms of reference, data collection and analysis and the final report. Together with the LE, will help backstop the work of other team members.
- **Consultants:** 2 external consultants will be recruited to collect data and help to assess the outcome areas, paying attention to gender equality and women's empowerment. Under the guidance of the LE and ALE, they will conduct preliminary desk review, develop a data collection plan, prepare outcome analysis papers, conduct data collection in the field, prepare sections of the report, and contribute to reviewing the final ICPE report.
- **Research Assistant:** A research assistant based in the IEO will provide background research and will support the portfolio analysis.

The roles of the different members of the evaluation team can be summarised in Table 2.

**Table 2: Data collection responsibilities (tentative)**

Area	Responsible for Report/ Data collection
Democratic governance, justice and security (Outcome 26 and 28)	Consultant 1 + LE
Sustainable social development (basic services) and environment (Outcome 25 and 27)	Consultant 2 + ALE
Gender equality and women's empowerment	All

## **8. EVALUATION PROCESS**

The ICPE will be conducted in accordance to the approved IEO process in the Charter of the Independent Evaluation Office of UNDP. There are five key phases to the evaluation process, as summarized below, which constitute the framework for conducting the evaluation.

**Phase 1: Preparatory work.** Following the initial consultation with the country office, the IEO prepares the ToR and the evaluation design, including an overall evaluation matrix with specific evaluation questions. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals with relevant skills and expertise will be recruited if needed. The IEO, with the support of the country office, collects all relevant data and documentation for the evaluation.

**Phase 2: Desk analysis.** Evaluation team members will conduct a desk review of reference material and identify specific issues of relevance for the data collection phase and interviews. Further in-depth data collection will be conducted, by administering a pre-mission questionnaire to the Country Office. This instrument will serve to identify gaps and issues that require validation during the data collection mission.

**Phase 3: Field data collection.** The evaluation team will undertake a mission to the country on May 2019 to engage in data collection activities. The estimated duration of the mission will be 2.5 weeks. The timing of the mission will be closely discussed and coordinated with the country office. Data will be collected according to the approach outlined in Section 5 with responsibilities outlined in Section 7. At the end of the mission, the evaluation team holds a debriefing presentation of key preliminary findings at the Country Office.

**Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of the collected and triangulated data, the LE will undertake a synthesis process to write the ICPE report. The first draft of the report will be subject to peer review by IEO and the Evaluation Advisory Panel (EAP). It will then be circulated to the Country Office and the UNDP Regional Bureau for Latin America and the Caribbean for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any additional corrections, as deemed necessary by IEO, will be made, and the UNDP Panama Country Office will prepare the management response to the ICPE, under the overall oversight of the Regional Bureau. The report will then be shared at a final debriefing (via videoconference) where the results of the evaluation will be presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Considering the discussion at the stakeholder event, the final evaluation report will be published.

**Phase 5: Publication and dissemination.** The ICPE report, including the management response, and evaluation brief will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board at the time of the approval of a new Country Programme Document. It will be distributed by the IEO within UNDP and to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Panama Country Office will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website and the Evaluation Resource Centre (ERC). The Regional Bureau for Latin America and the Caribbean will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.

## 9. TIMEFRAME FOR THE ICPE PROCESS

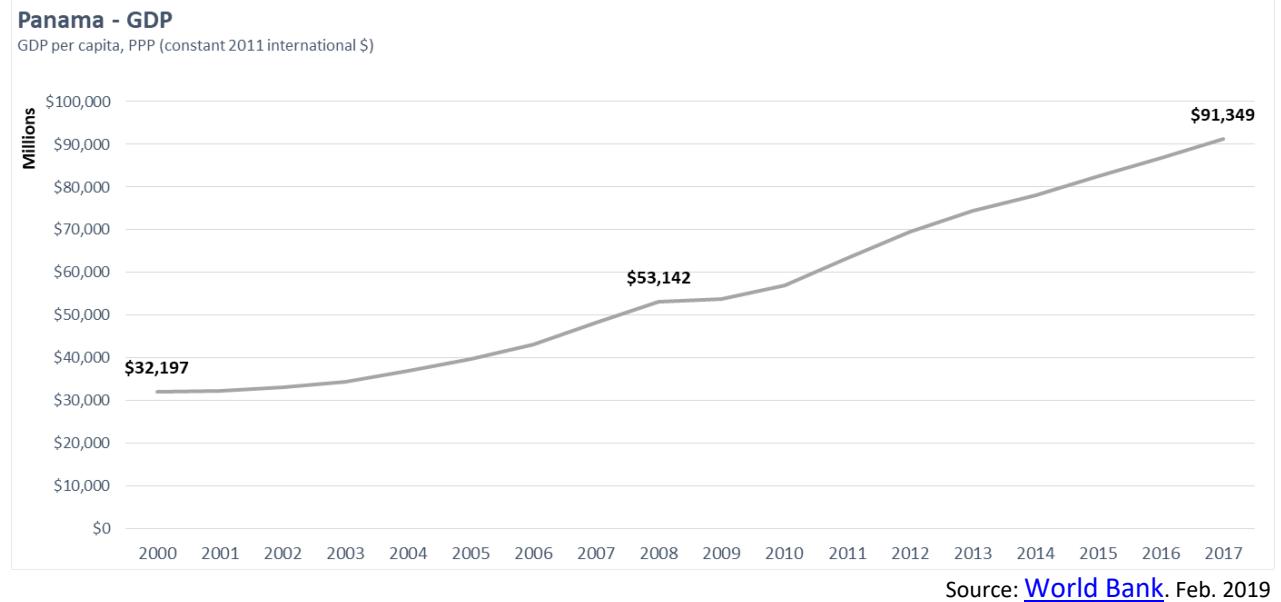
The timeframe and responsibilities for the evaluation process are tentatively<sup>39</sup> as follows in Table 3:

<b>Table 3: Timeframe for the ICPE process going to the Board in January 2020 (tentative)</b>		
<b>Activity</b>	<b>Responsible party</b>	<b>Proposed timeframe</b>
<b>Phase 1: Preparatory work</b>		
TOR – approval by the Independent Evaluation Office	LE	January 2019
Selection of other evaluation team members	LE	January 2019
<b>Phase 2: Desk analysis</b>		
Preliminary analysis of available data and context analysis	Evaluation team	February – April 2019
<b>Phase 3: Data Collection</b>		
Data collection and preliminary findings	Evaluation team	13 - 28 May
<b>Phase 4: Analysis, report writing, quality review and debrief</b>		
Analysis and Synthesis	LE	June 2019
Zero draft ICPE for clearance by IEO and EAP	LE	August 2019
First draft ICPE for CO/RB review	CO/RB	September 2019
Second draft ICPE shared with GOV	CO/GOV	November 2019
Draft management response	CO/RB	November 2019
Final debriefing with national stakeholders	CO/LE	December 2019
<b>Phase 5: Production and Follow-up</b>		
Editing and formatting	IEO	January 2020
Final report and Evaluation Brief	IEO	January 2020
Dissemination of the final report	IEO/CO	January 2020

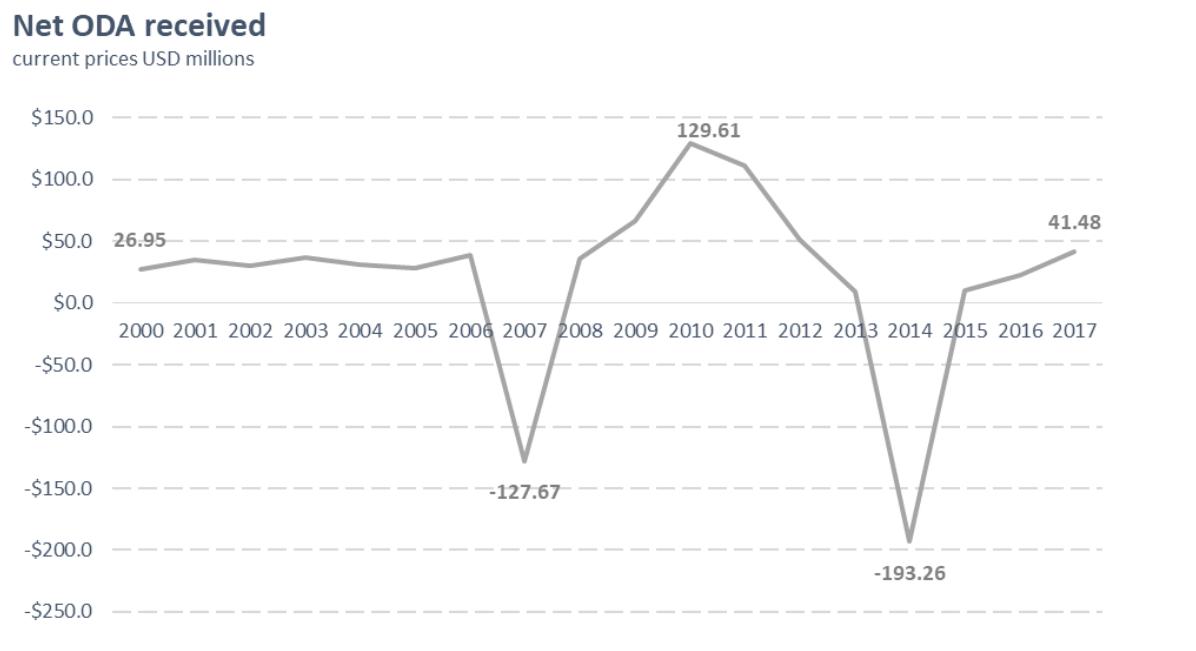
<sup>39</sup> The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

## ANNEX 2. COUNTRY AT A GLANCE

### GDP per capita, PPP (constant 2011 international \$):

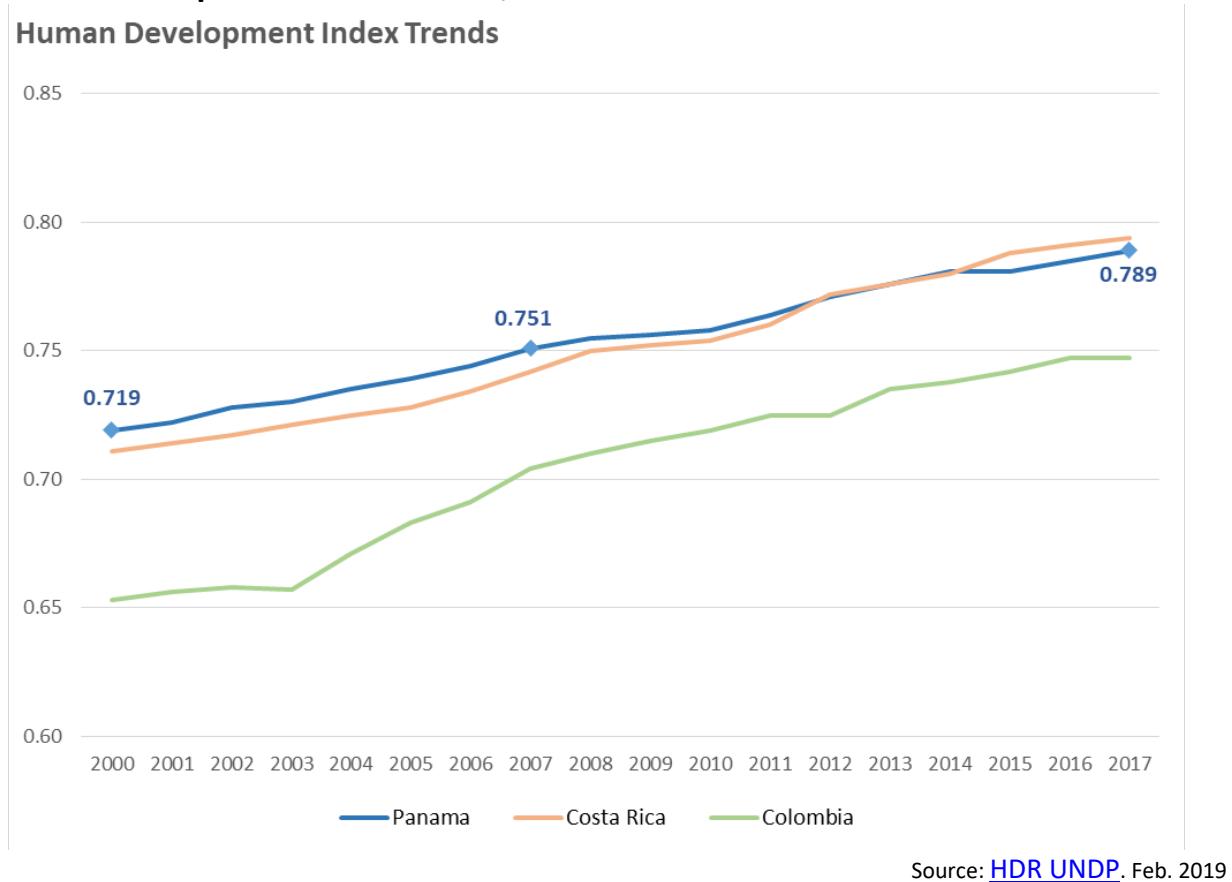


### Net ODA received (Official Donors, Total (Current Prices (USD millions)):



Source: [OECD World Development Indicators](#), Feb. 2019

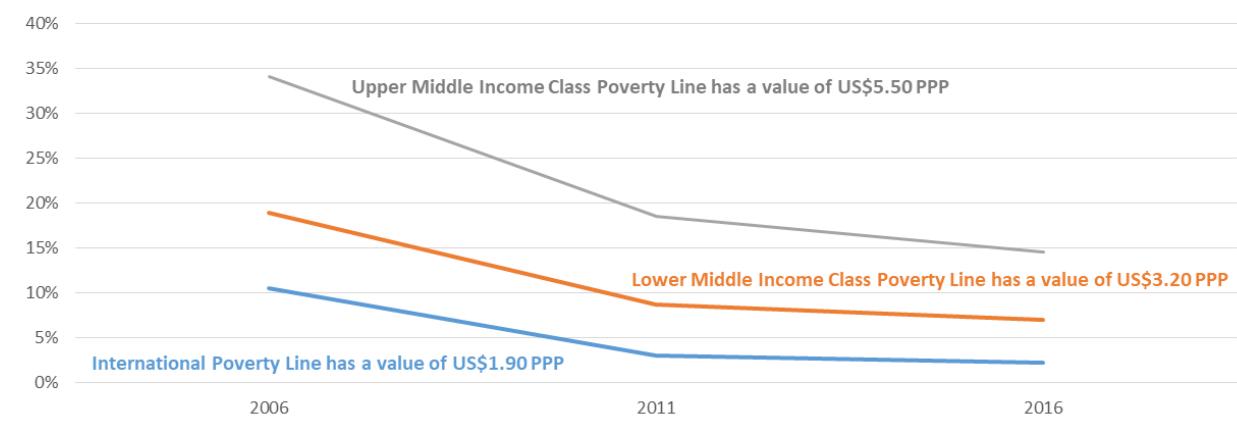
## Human Development Index trends, 2000-2017:



## Poverty Lines, 2006-2016:

### Poverty rates

% of the population



## ANNEX 3. COUNTRY OFFICE AT A GLANCE

### UNDP Panama - Evolution of Programme Budget and Expenditure:

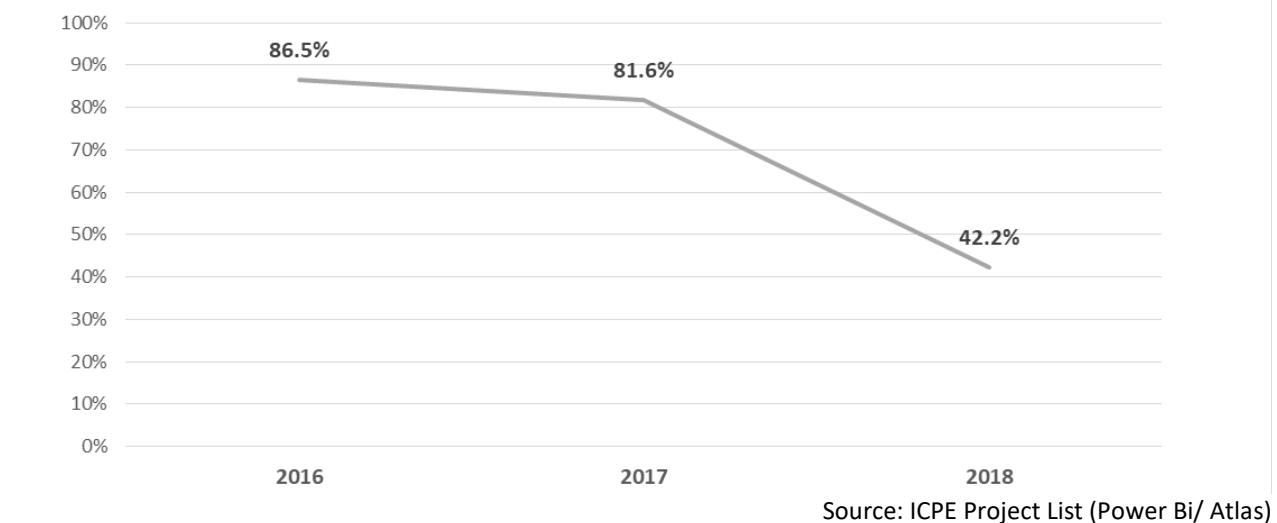
#### Evolution of Programme Budget & Expenditure



Source: ICPE Project List (Power Bi/ Atlas)

### UNDP Panama – Execution Rate:

#### Execution Rate by Year

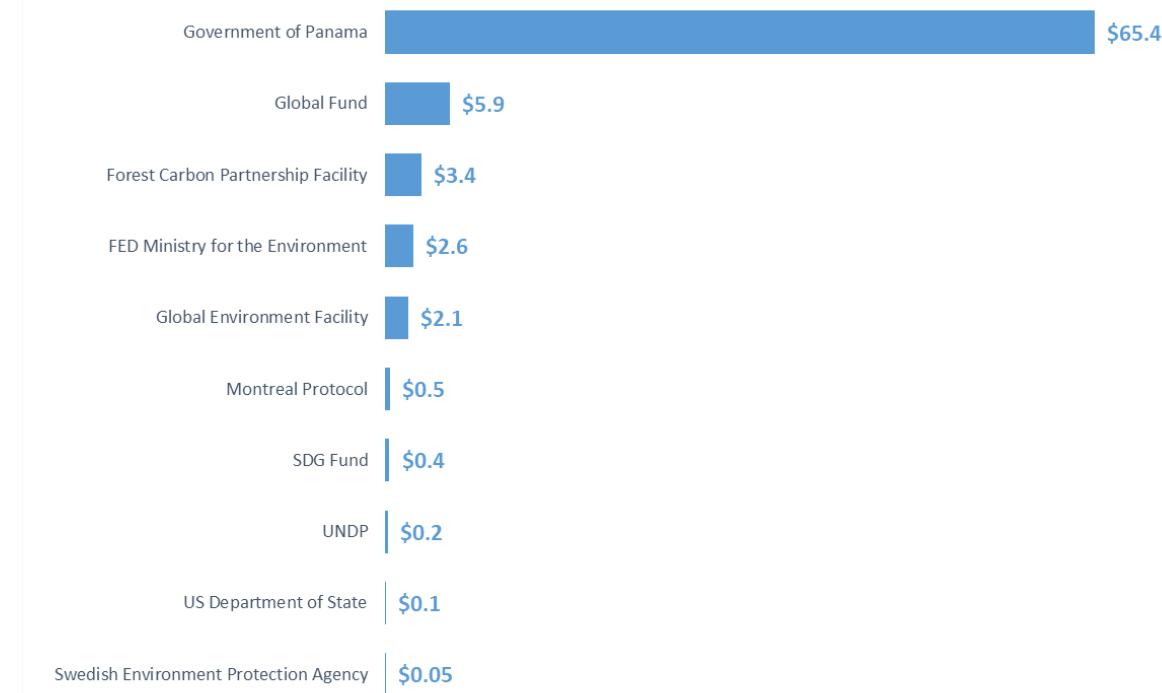


Source: ICPE Project List (Power Bi/ Atlas)

## UNDP Panama – Top Donors

### Top 10 Donors

Millions



Source: Power Bi/ Atlas

## UNDP Panama – Annual Expenditure by Fund Source

### Total Expenditure by Fund Category and Year

Millions

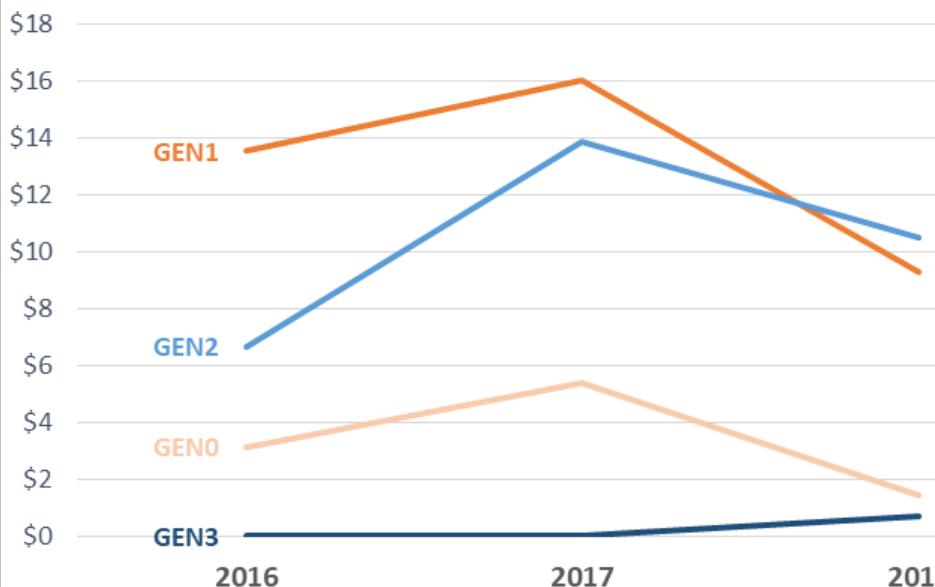


Source: Power Bi/ Atlas

## UNDP Panama – Expenditure by Gender Marker and Year

### Expenditure by Gender Marker and Year

Millions



Source: ICPE Project List (Power Bi/ Atlas)

## UNDP Panama – Programme expenditure by Source

### Program Expenditure by Source

Millions

CORE      NON-CORE

2016      \$0.08      \$23.3

2017      \$0.10      \$35.2

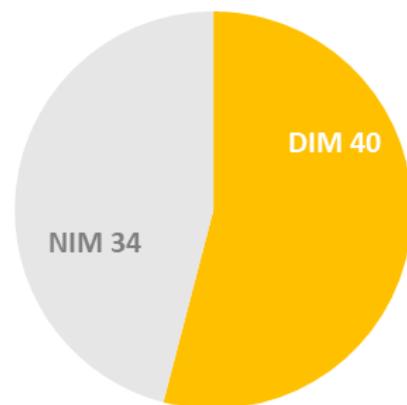
2018      \$0.04      \$21.9

Source: Power Bi/ Atlas

## UNDP Panama – Implementation Modality

**Implementation Modality**

Number of Projects

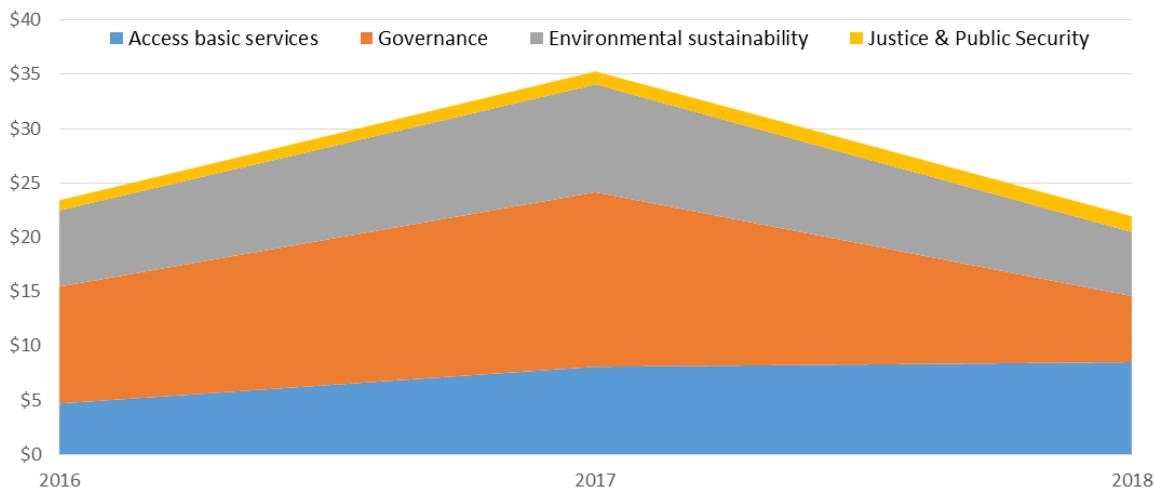


Source: Power Bi/ Atlas

## UNDP Panama – Evolution of Expenditure by Thematic Area

**Evolution of expenditure by thematic area**

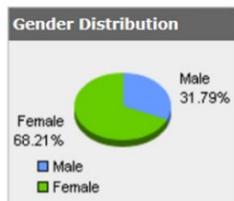
Millions



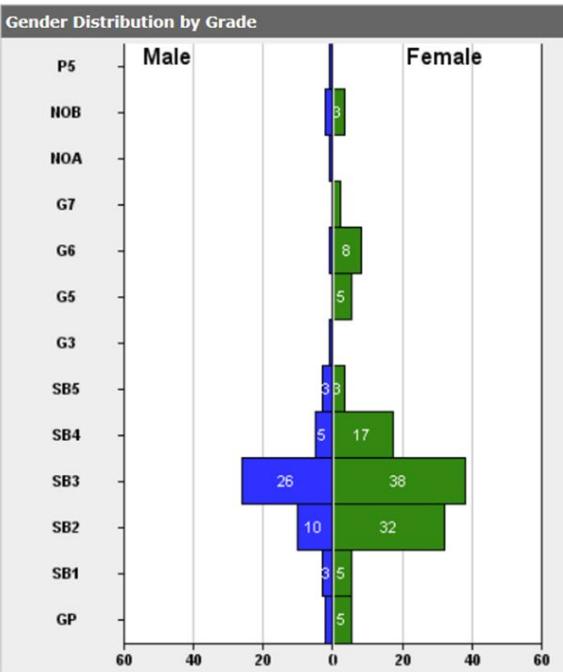
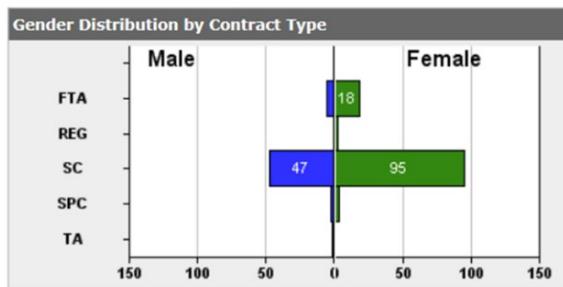
Source: Power Bi/ Atlas



## UNDP Panama – Gender Distribution



Male	Female	All
55	118	173



Contract	Male	Female	All
P5	1	0	1
NOB	2	3	5
NOA	1	0	1
G7	0	2	2
G6	1	8	9
G5	0	5	5
G3	1	0	1
SB5	3	3	6
SB4	5	17	22
SB3	26	38	64
SB2	10	32	42
SB1	3	5	8
GP	2	5	7
<b>Total</b>	<b>55</b>	<b>118</b>	<b>173</b>

Source: Atlas - Executive Snapshot

## ANNEX 4. LIST OF PROJECTS

Project ID	Project Title	Output	Output Title	Start Year	End Year	National Counterpart	Total Budget 2016-2018	Total Expenditure 2016-2018
<b>Outcome 25: Access Basic Services</b>								
00014285	Programa de Desarrollo Sostenible de Darién	00049200	Programa Desarrollo Darién	1995	2018	MINISTERIO DE LA PRESIDENCIA	\$805,152	\$244,320
00014300	Programa de Desarrollo Sostenible Bocas del Toro	00062869	Programa Bocas Fase II	2008	2018	MINISTERIO DE LA PRESIDENCIA	\$6,384,755	\$6,053,258
00014300	Programa de Desarrollo Sostenible Bocas del Toro	00014300	Programa Bocas	2003	2018	MINISTERIO DE ECONOMIA Y FINAN	\$26,238	\$44
00050363	Fortalecimiento Formación Profesional- Fase II	00062184	Apoyo Formación Profesional	2008	2018	MINISTERIO DE LA PRESIDENCIA	\$5,921,713	\$4,753,498
00051081	Acuerdos de la Concertación Nacional	00063435	Concertación Nacional	2009	2018	MINISTERIO DE LA PRESIDENCIA	\$87,064	\$52,998
00065599	Informe Nacional de Desarrollo Humano - Fase IV	00082016	Informe Nacional de Desarrollo	2012	2018	MINISTERIO DE RELACIONES EXTE	\$769,816	\$443,303
00072091	Seguimiento Objetivos Desarrollo Milenio	00085309	Seguimiento Objetivos Desarrollo	2013	2016	MINISTERIO DE DESARROLLO SOCIAL	\$27,065	\$25,113
00087798	PI-Mecanismo Respuesta VIH/SIDA	00094715	Mecanismo Respuesta VIH/SIDA	2015	2016	MINISTERIO DE SALUD	\$87,451	\$3,206
00089391	PI-Plan de Iniciación de Juventudes	00095660	Plan de Iniciación de Juventud	2015	2016	MINISTERIO DE DESARROLLO SOCIAL	\$35,956	\$13,856
00090872	PI-Fortalecimiento del Instituto Nacional de la Mujer	00096445	Fortalecimiento INAMU	2015	2016	INSTITUTO NACIONAL DE LA MUJER	\$60,025	\$16,951
00091074	PI-Fortalecimiento a la Autoridad de la Micro, Pequeña y Mediana Empresa	00096515	Fortalecimiento a AMPYME	2015	2016	AUTORIDAD DE LA PEQUEÑA Y MEDIANA EMPRESA	\$12,505	\$11,535
00092644	Fortalecimiento para la rectoría de la política social	00097268	Fortalecimiento para la rector	2015	2019	MINISTERIO DE DESARROLLO SOCIAL	\$1,665,132	\$565,900
00092702	Fortalecimiento en la respuesta al VIH-TB en Panamá	00097297	Respuesta al VIH-TB en Panamá	2015	2018	MINISTERIO DE SALUD	\$8,373,431	\$6,097,505
00096234	Sistema Nacional de Salud Pública: Implementación de la	00100212	Sistema Nacional de Salud Públ	2016	2019	MINISTERIO DE SALUD	\$1,694,809	\$979,643
00097087	Fortalecimiento AMPYME II	00100945	Fortalecimiento AMPYME	2016	2019	AUTORIDAD DE LA PEQUEÑA Y MEDIANA EMPRESA	\$1,198,065	\$337,614
00099417	Fortalecimiento del Instituto Nacional de la Mujer	00102706	Fortalecimiento INAMU II	2017	2019	INSTITUTO NACIONAL DE LA MUJER	\$229,245	\$86,089
00099428	INFORME DE DESARROLLO HUMANO - Institucionalidad	00102717	Índice de Desarrollo Humano	2017	2021	MINISTERIO DE RELACIONES EXTE	\$636,826	\$381,742
00099506	Fortalecimiento del INADEH - Fase III	00102796	Formación Desarrollo Profesional	2018	2021	INSTITUTO FORMACION PROFESION	\$6,053,786	\$854,201
00099587	Implementación Plan de Igualdad Laboral	00102885	Implementación Plan de Igualdad	2017	2019	MINISTERIO DE TRABAJO	\$638,305	\$225,442
00099588	PI - Reformas al Programa de Invalidez, Vejez y Muerte	00102887	Reforma al Programa de Invalidez, vejez y muerte.	2017	2018	CONSEJO NACIONAL DE RECTORES	\$231,259	\$68,970
00107013	PI Transversalización de ODS MEF	00107457	PI Transversalización de ODS M	2017	2019	MINISTERIO DE ECONOMIA Y FINANZAS	\$100,500	\$69,261

Project ID	Project Title	Output	Output Title	Start Year	End Year	National Counterpart	Total Budget 2016-2018	Total Expenditure 2016-2018
<b>Outcome 26: Governance</b>								
00063681	Participación e Inclusión Política de Grupos Vulnerables	00080650	Inclusión Grupos Vulnerables	2012	2016	INSTITUTO NACIONAL DE LA MUJER	\$17,072	\$1,315
00065319	Fortaleciendo al MICI	00081879	Fortaleciendo al MICI	2012	2018	MINISTERIO DE COMERCIO E INDUS	\$9,563,400	\$8,493,335
00066384	Apoyo al proceso de institucionalización de la OCA	00082581	Apoyo a la Oficina Casco Antiguo	2012	2018	INSTITUTO NACIONAL DE CULTURA	\$3,385,843	\$2,674,694
00070544	Plan de Desarrollo Indígena	00084461	Plan de Desarrollo Indígena	2013	2016	MINISTERIO DE GOBIERNO Y JUSTI	\$39,764	\$34,977
00072936	Asistencia técnica para elecciones generales 2014	00085919	Asistencia elecciones 2014	2013	2016	Tribunal Electoral de Panamá	\$121,266	\$40,941
00078751	Panamá Cooperá	00088839	PANAMA COOPERA - MIRE	2014	2017	MINISTERIO DE RELACIONES EXTE	\$453,173	\$238,750
00078751	Panamá Cooperá II	00100243	PANAMA COOPERA - MEF	2016	2017	MINISTERIO DE ECONOMIA Y FINAN	\$416,970	\$234,261
00082181	Programa de Fortalecimiento de la Gestión Pública Panamá - Secretaría de Metas	00091203	SIGOB Secretaria de Metas	2014	2018	MINISTERIO DE LA PRESIDENCIA	\$12,540	\$3,919
00082181	Programa de Fortalecimiento de la Gestión Pública Panamá -MEF	00091431	SIGOB Ministerio de Economía	2014	2018	MINISTERIO DE ECONOMIA Y FINAN	\$1,107,549	\$267,009
00082181	Programa de Fortalecimiento de la Gestión Pública Panamá - SENACYT	00097141	SIGOB SENACYT	2014	2016	SECRETARIA NACIONAL CEINCIAY T	\$75,000	\$75,000
00083709	Apoyo al Programa de Reformas del MINGOB	00092046	Apoyo a Reforma MINGOB	2015	2019	MINISTERIO DE GOBIERNO Y JUSTI	\$20,289,990	\$14,046,848
00084302	Fortalecimiento en gestión basada resultados Cancillería	00092385	Fortalecimiento en gestión basada en resultados	2014	2019	MINISTERIO DE RELACIONES EXTE	\$2,982,584	\$2,006,475
00084617	Diálogo para la Implementación de Agenda de Salud	00092552	Diálogo para la Implementación	2014	2019	MINISTERIO DE SALUD	\$161,280	\$146,694
00091107	Apoyo a la celebración de los 500 años de Fundación de la Ciudad	00096523	Apoyo Comisión 500 años	2016	2019	MUNICIPIO DE PANAMA	\$3,159,081	\$1,843,261
00091501	Fortalecimiento de la gestión de la Autoridad de Aeronáutica Civil	00096690	SIGOB Aeronáutica Civil	2015	2018	AERONAUTICA CIVIL	\$867,097	\$507,754
00091751	PI - Participación Ciudadana en la Asamblea Nacional	00096797	Participación Ciudadana en la	2015	2016	ASAMBLEA NACIONAL	\$111,171	\$51,396
00096850	Dialogo de Educación	00100751	Dialogo Educación	2017	2017	MINISTERIO DE EDUCACION	\$611,814	\$579,316
00098385	Centro de Estudios Democráticos del Tribunal Electoral	00101732	Centro de Estudios Democrático	2016	2018	Tribunal Electoral de Panamá	\$219,532	\$22,626
00098555	SIGOB Tribunal Administrativo	00101802	SIGOB Tribunal Administrativo	2018	2017	TRIBUNAL ADMINISTRATIVO TRIBUTARIO	\$100,000	\$100,000
00099149	Apoyo al MICI II	00102463	Apoyo al MICI II	2018	2022	MINISTERIO DE COMERCIO E INDUS	\$1,483,250	\$1,012,010
00099150	Oficina del Casco Antiguo II	00102464	Oficina Casco Antiguo II	2017	2019	INSTITUTO NACIONAL DE CULTURA	\$60,000	\$0
00099517	SIGOB Alcaldía	00102810	SIGOB Alcaldía	2017	2018	MINICIPIO DE PANAMA	\$354,000	\$0
00104704	Promoviendo el acceso público a registros históricos Pma	00106158	Promoviendo el acceso público	2017	2019	ARCHIVO NACIONAL	\$129,999	\$92,745

Project ID	Project Title	Output	Output Title	Start Year	End Year	National Counterpart	Total Budget 2016-2018	Total Expenditure 2016-2018
00105315	PI - Fortalecimiento a la Zona Libre de Colon	00106605	PI Fortalecimiento Zona Libre	2018	2018	ZONA LIBRE DE COLON	\$484,125	\$406,264
00107124	Apoyo a la Gestión de la Zona Libre de Colon	00107513	Programa Fortalecimiento ZLC	2018	2022	ZONA LIBRE DE COLON	\$100,450	\$23,619
00110826	Participación Política de Mujeres	00110064	Participación Política Mujeres	2014	2020	Tribunal Electoral de Panamá	\$199,105	\$8,395
<b>Outcome 27: Environmental sustainability</b>								
00040307	PRP for Ozone Depleting Substances phase-out plans	00091862	PAN FOA 72 PRP 37 Stage II	2014	2016	MINISTERIO DE SALUD	\$53,361	\$50,541
00040307	PRP for Ozone Depleting Substances phase-out plans	00091863	PAN PHA 72 PRP 38 Stage II	2015	2016	MINISTERIO DE SALUD	\$34,075	\$13,757
00040307	PRP for Ozone Depleting Substances phase-out plans	00097110	PAN/SEV/74/TAS/41 Survey of OD	2005	2017	MINISTERIO DE SALUD	\$40,000	\$0
00041161	Fortalecimiento Secretaria Nacional Ciencia y Tecnología - Fase I	00046852	Apoyo Ciencia y Tecnología	2007	2017	SECRETARIA NACIONAL CEINCIAY T	\$3,039,785	\$3,035,844
00045209	Apoyo al Catastro y Titulación en la Cuenca Hidrográfica del Canal	00053351	Apoyo al Catastro y Titulación	2010	2018	AUTORIDAD DEL CANAL DE PANAMA	\$1,989,051	\$1,819,209
00058732	Conservando biodiversidad en los Archipiélagos de Panamá	00073109	Conservando biodiversidad	2012	2017	MINISTERIO DE AMBIENTE	\$749,366	\$746,450
00066911	Eliminación de HidroCloroFluoroCarbonos Fase 1.	00082930	Plan Hidrofloroclorocarbonos 1	2013	2017	MINISTERIO DE SALUD	\$11,714	\$5,741
00075063	Protección de Sumideros de Carbono - Fort. Inst.	00087170	Fortalecimiento Institucional	2013	2018	MINISTERIO DE AMBIENTE	\$1,117,884	\$1,090,674
00075063	Protección de Sumideros de Carbono - Investigación Cl	00087619	Investigación	2013	2018	MINISTERIO DE AMBIENTE	\$1,281,676	\$972,764
00075063	Protección de Sumideros de Carbono - Desarrollo de Capacidades-WI	00087620	Desarrollo de Capacidades	2014	2018	MINISTERIO DE SALUD	\$515,536	\$489,402
00079203	Fortalecimiento Ministerio Salud -Unidad de Ozono Fase 6	00089265	Fortalecimiento Institucional	2014	2016	MINISTERIO DE SALUD	\$38,649	\$38,644
00079203	Fortalecimiento Ministerio Salud -Unidad de Ozono Fase 7	00100873	Fortalecimiento Institucional2	2014	2018	MINISTERIO DE SALUD	\$191,360	\$172,352
00079203	Fortalecimiento Ministerio Salud -Unidad de Ozono Fase 8	00110329	Fortalecimiento Institucional3	2015	2020	MINISTERIO DE SALUD	\$65,000	\$6,256
00080027	Planificación Nacional de la Biodiversidad 2011-2020	00089888	Planificación Biodiversidad	2014	2017	MINISTERIO DE AMBIENTE	\$220,000	\$218,264
00080097	Consolidación REDD+ fase 2	00089923	Consolidación REDD+Fase2	2015	2019	MINISTERIO DE AMBIENTE	\$4,278,788	\$3,354,078
00080321	Tercera Comunicación y Reporte Biañual Cambio Climático	00090062	Tercera Comunicación Nacional	2015	2018	MINISTERIO DE AMBIENTE	\$855,349	\$810,002
00082182	Apoyo a la modernización de la gestión ambiental	00091204	Apoyo a la modernización del m	2015	2019	MINISTERIO DE AMBIENTE	\$1,142,457	\$634,384
00086210	Diagnóstico Inicial de Mercurio para Panamá - Minamata	00093529	Diagnóstico Inicial de Mercurio	2015	2019	MINISTERIO DE SALUD	\$229,699	\$80,984
00086211	Plan de Implementación Nacional Convenio de Estocolmo - COP's	00093530	Plan de Gestión de COPS	2014	2019	MINISTERIO DE SALUD	\$365,025	\$88,332
00086259	Environmental Governance for Sustainable Natural R. Mgmt	00093554	Environmental Governance for S	2015	2018		\$85,000	\$48,563
00088768	PI - Mecanismos participativos Energía	00095297	Plan Energético Nacional	2016	2016	SECRETARIA NACIONAL DE ENERGIA	\$97,692	\$47,737

Project ID	Project Title	Output	Output Title	Start Year	End Year	National Counterpart	Total Budget 2016-2018	Total Expenditure 2016-2018
00093932	PRP for Ozone Depleting Substances - Continuation 40307	00098249	PAN/SEV/74/TAS/41 Survey of OD	2016	2017	MINISTERIO DE SALUD	\$159,184	\$87,347
00095143	Apoyo a la SENACYT II	00099170	Apoyo a la SENACYT II	2016	2019	SECRETARIA NACIONAL CEINCIAY T	\$11,835,234	\$5,355,347
00095174	PI - Plan de Iniciación con la Autoridad de Canal de Panamá	00099193	Mejora del acceso al agua	2016	2017	AUTORIDAD DEL CANAL DE PANAMA	\$600,000	\$454,503
00097004	Gestión Integrada Cuencas Contiguas - Río Indio	00100862	Apoyo Gestión Cuencas Contigua	2016	2019	AUTORIDAD DEL CANAL DE PANAMA	\$5,395,474	\$2,957,647
00097006	Etapa 2 Plan Eliminación HCFC - Espumas	00100863	Plan Eliminación HCFC 2-Espuma	2016	2020	MINISTERIO DE SALUD	\$101,200	\$3,000
00097006	Etapa 2 Plan Eliminación HCFC - Refrigerantes	00105073	Plan Eliminación HCFC 2-Refrig	2017	2020	MINISTERIO DE SALUD	\$193,585	\$79,447
00097411	PI- Plan de Inicio Biodiversidad paisajes	00101157	Plan de Inicio sobre biodiversidad	2018	2018	MINISTERIO DE AMBIENTE	\$45,662	\$45,112
00099240	Uso Sostenible Biodiversidad Marino Costera	00102547	Uso Sostenible Biodiversidad	2017	2022	MINISTERIO DE AMBIENTE	\$438,018	\$0
00104737	Apoyo al Programa Basura cero	00106173	Ciudad con Cultura Ambiental	2018	2021	MUNICIPIO DE PANAMA	\$59,400	\$0
00111467	Linking the Kigali Amendment with EE in the RAC Sector	00110505	Early Ratification of Kigali A	2018	2021	MINISTERIO DE SALUD	\$17,000	\$0
00111467	Linking the Kigali Amendment with EE in the RAC Sector	00110507	EE linked to HFC Phase-down	2016	2021	MINISTERIO DE SALUD	\$27,000	\$0
00095244	Nagoya Protocol	00099240	Nagoya Protocol	2015	2019	MINISTERIO DE AMBIENTE	\$256,950	\$149,912
<b>Outcome 28: Justice &amp; Public Security</b>								
00093614	Comisión Derechos Humanos Cancillería	00097855	Comisión de DDHH Cancillería	2016	2017	MINISTERIO DE RELACIONES EXTERIORES	\$129,211	\$52,250
00075933	Programa de Prevención de las Violencias en Panamá	00087571	Programa Prevención Violencia	2016	2020	MINISTERIO DE SEGURIDAD	\$2,457,461	\$1,770,923
00096820	Red Nacional de Orquestas	00100729	Red Nacional de Orquestas	2013	2018	INSTITUTO NACIONAL DE CULTURA	\$1,961,903	\$1,151,522
00097085	Fortalecimiento Instituto Superior de la Judicatura	00100943	Instituto Superior de la Judicatura	2016	2018	INSTITUTO SUPERIOR DE LA JUDICATURA	\$280,927	\$208,428
00109466	Prevención de la Tortura	00108822	Prevención de la Tortura	2017	2019	DEFENSORIA DEL PUEBLO	\$60,615	\$0
00085479	Prevención Violencia NNAJ	00093118	Prev Secund & Terciaria-PAN	2018	2018	SENIAF, ALCALDIA DE COLÓN, MINSEG	\$432,272	\$386,697
<b>Grand Total</b>							<b>\$123,636,044</b>	<b>\$80,622,168</b>

## ANNEX 5. PERSONS CONSULTED

### **Government of Panama**

Aparicio, Nisla Lorena. Project Coordinator, MINGOB.

Baños, Selina. Director of International Cooperation, Ministry of Foreign Affairs.

Barahona de Mosca, Izta. Director General of Health, Ministry of Health (MINSA).

Benitez, Lisbeth. President of the Public Health Association, Social Security Fund (CSS).

Blandón, Carlos. Director of Planning. Ministry of Government.

Castillero, Virginia. Technical Secretary of the Social Cabinet. Ministry of Social Development.

Castillo, Felipe – Planning Officer, Ministry of Health (MINSA).

Chumaceiro, Erika. Executive Director, Superior Institute of the Judiciary of Panama (ISJUP).

Del Rosario, Jonathan. Minister of Security.

Díaz, Carlos. Director. Center for Democratic Studies of the Electoral Tribunal.

Díaz, Epiménides. Head of International Cooperation and Advisor - Project Archipelagos of Panamá

Endara, Mirei. Former Minister of Environment.

Espinosa, Yaritza. Center for Democratic Studies Specialist, Electoral Tribunal.

Esquivel, María Inés – Project Director, Ministry of Health (MINSA).

Focus Group – Commitment to Education (COPEME)

Focus Group – Technical Table Multidimensional Poverty Index (IPM) at MIDES. (6 Persons)

Focus Group on VIH and TB at Ministry of Health (MINSA) (8 Persons)

Garrido, Franklin –Minamata Unit, Ministry of Health (MINSA).

Gómez, Carlos – National Director of Climate Change, MIAMBIENTE.

González, Carlos. Director of Administration and Finance, Secretaria Nacional de Ciencia y Tecnología e Innovación (SENACYT).

González, Niunka –Ozono Unit, Ministry of Health (MINSA).

Herrera, Neira – Strategic planning, MIAMBIENTE.

Jaén, Jorge – Head of the Department of Special Coastal and Marine Planning, MIAMBIENTE.

Leoteau, Liriola. Director General, National Institute for Women (INAMU).

Martinez, Raul. Specialist Supervisor in Environmental Protection. Panama Canal Authority.

Mayo, Miguel. Minister of Health, Ministry of Health (MINSA).

Montecer, Gregorio. Engineer, Project MINGOB.

Moreira Rivera, Raul. Director, Directorate of Economic and Social Analysis.

Navarro, Maria Luisa. Vice-Minister of Foreign Affairs, Ministry of Foreign Affairs.

Pinzón, Ricardo. Minister of Education (MEDUCA).

Polo, Eduardo – Director of Coasts and Seas, MIAMBIENTE.

Quijano, Jorge Luis. Panama Canal Administrator. Panama Canal Authority.

Rosales, Ingrid. National Coordinator of Youth Orchestras, National Institute of Culture (INAC).

Rubio, Carlos. Minister of Government.

Ruiz, Yaoska. Director of Technical Cooperation and International Affairs, MIAMBIENTE.

Sánchez, Yamil. Vice Minister of Environment, MIAMBIENTE.

Santamaría, Zulphy. Minister of Labor and Labor Development (MITRADEL).

Soto, Eda. Corporate Affairs Division, Panama Canal Authority.

Tori, Arelys. National Legal Advice Director, Ministry of Education.

Torres, Liliana – Consultant, Ministry of Health (MINSA).

Vallarino, Oscar. Vice President of Corporate Affairs and Communication. Panama Canal.

Vásquez, José –Multilateral Affairs, Ministry of Health (MINSA).

Vázquez, José Luis. President, National Health Commission (CAN).

Vélez, Jaime – Stockholm Convention Unit, Ministry of Health (MINSA).

Villalobos, Edgardo – Contact Point International Agreements, Ministry of Health (MINSA).

## **Subnational Governments**

Aguirre, Yilka. Regional Director, Ministry of Environment in David, Chiriquí.

Amador, Samuel. Governor Comarca Ngäbe – Buglé.

Banfield, Raisa. Vice Mayor of the Municipality of Panama.

Casama, Omaira. Representative Indigenous Comarca Embera-Alto Bayano.

Castillero, Glendys. Security Director, City of David.

Focus Group Ministry of Health (MINSA) at David, Chiriquí. (9 persons)

Gonzalez, Xiomara, Director, Youth Orchestras, David, Chiriquí

Grajales, Abigail. Representative Indigenous Comarca Madugandi.

Núñez, Antonio, Representative Indigenous Comarca Madugandi.

Oni, Sara, Representative Indigenous Comarca Embera-Alto Bayano.

Rodriguez, Kelly. Coordinator of Justices of Peace in the Municipality of David, Chiriquí.

Schjelderup, Alexandra. Director of Culture and Citizen Education. Mayor of Panama.

Tugri, Jaime. Secretary General Headquarters Committee Buähti. Comarca Ngäbe – Buglé.

Valerin, Dayana. Mayor of the District of Remedios.

Velásquez, Tomás. Mayor of La Chorrera, Panamá Oeste.

Vigil, Francisco. Mayor of David, Chiriquí.

### **Programme beneficiaries**

Focus Group – Afro Youth Network. Province of Colon. (7 Persons)

Focus Group - APEDE y Chamber of Commerce. David, Chiriquí.

Focus Group – Coffee Producers Association of Subcuenas de los Ríos Cirí y Trinidad del Canal de Panamá (ACACPA) (4 Persons)

Focus Group - Local Network against Gender Violence. David, Chiriquí. (5 Persons)

Focus Group – Municipal Group for Girls and Adolescents (MMPNA) Distrito de David.

Jimenez, Carlos. Land Owner. Beneficiary Cadastre Program.

### **Donors and bilateral partners**

Büntjen, Jens. IKI Funds, Asesor Advisor Embassy of Germany in Panama.

Caamaño, Abel. Country Manager Panamá. World Bank

De Anta, Beatriz. Resident Program Officer, International Republican Institute (IRI).

### **Civil society**

Caballero, Pedro. Autonomous university of Chiriquí (UNACHI), David, Panamá.

Carrera, Guillermo. Private Sector, Mangroves Project.

De Obaldía, Olga. Executive Director, Foundation for the Development of Citizen Liberty.

Forte, Gina. Communication Manager of CEMEX Panama.

Fraiz, Andres. Wetlands International.

Horna, Maria del Pilar, Director of the Institute for Training and Development for Women and Families, University of Chiriquí, David, Chiriquí.

Luttrell, Ileana. Director of Legal Affairs, Lobbying and Public Safety. Chamber of Commerce, Industries and Agriculture of Panama.

Mojica, Michelle. Autonomous university of Chiriquí (UNACHI), David, Panamá.

Rodriguez, Felipe, President of the Chamber of Commerce, David, Chiriquí.

Rosas, Deidre, SENNIAF Liaison, Coordinator of the municipal working group for protection of children and adolescents for the Municipality of David, Chiriquí.

Santa Maria, Luis, Liaison of the Citizen Security Technical Secretariat with the Municipal Working Group for protection of Children and Adolescents for the Municipality of David, Chiriquí.

## **UNDP**

Benitez, Carlos. HDR, Regional Office UNDP Panama.

Boyke, Gabriel. Oficial de Programa. UNDP Panama

Castillero, Graciela. INDH. UNDP Panama

Castillo, Edith. INDH. UNDP Panama

Cereceda, Miguel. Regional Project Coordinator SIGOB. UNDP

Cuentas, Mirna, Dialogue Facilitator, UNDP Reginoal Hub for LAC

De Francisco, Iñaki. Project Coordinator, Indigenous Peoples Development Plan. UNDP Panama

De Gracia, José. Project Coordinator (Environment) UNDP Panama

Espinoza, Magda. UNDP focal point in David, Panama.

Fantl, Tomas, Process Engineering Consultant, SIGOB

Fernandez Trueba, Maria. Gender Specialist. UNDP Panama

Ferreyra, Aleida. Deputy Resident Representative a.i. UNDP Panama

Fletcher, Raul. Cadastral and Titling Program Coordinator. UNDP Panama.

Fuentes, Martin. INDH. UNDP Panama

Guerra, Gonzalo. Asesor M&E Regional Office UNDP Panama

Ho Vergara, Luis. Operations Manager. UNDP Panama

López, René. Project Coordinator (Environment). UNDP Panama

Lorenzato, Massimo. Senior Specialist, UNDP Panama

Madrid, Irina. Monitoring and Evaluation Specialist. UNDP Panama.

Maguire, Linda. Resident Representative, UNDP Panama

Manzotti, Gloria. Security and Justice Specialist. UNDP Panama

Montalvo, Osvaldo. International Consultant, SIGOB. UNDP

Morales, Allan. Focal Point Violence Prevention Program. UNDP Panama.

Pérez, Patricia. Program Officer. UNDP Panama

Prieto, Monica, UNDP Regional Hub for LAC

Robinson, Harold. Director RC, UN Panama.

Romero, Tania. Environmental Specialist, UNDP Panama.

Sánchez, Rubiela. Project Coordinator HIV-TB, UNDP Panama

Schmith, Beatriz. Small Grants Program (PPD) FMAM/UNDP/UNOPS

Young, Jessica. Program Officer. UNDP Panama

Zacapa, Carla. HDR, Regional Office UNDP Panama.

### **Other UN agencies**

Córdoba, Javier. Representative a.i. UNICEF

Fautsch Macías, Aline. Associate Protection Officer, ACNUR

Heileman, Leo. Director and Regional Representative. UN Environment.

Martín, Piedad. Director of Regional Planning, UN Environment

Mojica, Grisell. Project Coordinator, UNODC

Pérez, José Manuel. Assistant Representative, UNFPA

Pinto Quintero, Erika. Assistant Representative (Programmes), FAO

## ANNEX 6. DOCUMENTS CONSULTED

*In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents. The websites of many related organizations were also searched, including those of UN organizations, Panama's governmental departments, project management offices and others.*

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Consejo para la Conservación Nacional para el Desarrollo & UNDP, "Plan estratégico nacional con visión de estado Panamá 2030" Panama, 2017

Freedom House. "Freedom in the World 2018: Democracy in Crisis", London, UK, 2019.

Gobierno de Panama. "Plan Estratégico de Gobierno (PEG) 2015-2019 - Un solo país" Panama Dic. 2014.

L. Á. D. Díaz, "Fenómeno de El Niño causa daños a sectores primario y secundario," *Panamá América*, 18 Agosto 2015.

MIDES, MEF & INEC. "Índice de Pobreza Multidimensional de Niños, Niñas y Adolescentes" Panamá 2018. Panamá, UNICEF. Marzo 2019.

MIDES, MEF & INEC. "Índice de Pobreza Multidimensional de Panamá 2017" Panamá, 2017.

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Ministerio de Desarrollo Agropecuario (MIDA), "Informe de Contribución a los Objetivos de Desarrollo Sostenible (ODS) (Segundo Semestre – Año 2018)" Panamá, 2018.

Ministerio de Economía y Finanzas (MEF). "Pobreza e indigencia por ingreso y características socioeconómicas". Panamá, Julio 2017.

Ministerio de Educación de Panamá. "Compromiso Nacional por la Educación" Panamá, Agosto 2017.

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OECD. "Multi-dimensional Review of Panama: Volume 2: In-depth Analysis and Recommendations, vol. 2" O. D. Pathways, Ed., OECD Publishing, Paris, 2018.

- PNUD Panamá. "Diagnóstico: Situación de las mujeres indígenas de Panamá" Panamá, 2016.
- PNUD Panamá. "Informe Nacional de Desarrollo Humano Panamá 2014: El Futuro es ahora: Primera infancia, juventud y formación de capacidades para la vida" Panamá 2014.
- PNUD Panamá. "Informe Nacional de Desarrollo Humano Panamá 2019: Renovando las Instituciones para el Desarrollo Humano Sostenible." Panamá, 2019.
- PNUD Panamá. "Plan Estratégico Municipal de Seguridad Ciudadana del Distrito de David 2017-2020" Panamá, 2016.
- Programa ONU REDD & Ministerio de Ambiente & PNUD & Gobierno de Panamá. "Programas Nacionales, Informe final Panama" Panamá, 2016
- Secretaría Nacional de Energía. "Plan Energético Nacional 2015 – 2050" Ciudad de Panamá, 2015
- UNDAF. "Revision Anual Informe de Seguimiento del UNDAF" Panamá, 2018
- UNDP Gender Team. "Gender equality Seal Review" Panamá, 2016
- UNDP. "Informe Voluntario - Panamá, Objetivos de Desarrollo Sostenible" *Foro Político de Alto Nivel para el Desarrollo Sostenible*, UN, New York, Julio 2017
- UNDP. "Informe Final de Proyecto: Tercera Comunicación Nacional Sobre Cambio Climático y Primer Informe de Actualización Bienal de Panamá ante la CMNUCC" Panamá, 2018
- UNDP. "Project Lessons-Learned Report: Fortalecimiento institucional Ministerio de Salud - Unidad Naconal de Ozono Fase 6" Panamá, 2016
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- UNEG. "Ethical Guidelines for Evaluation" March 2008.
- UNEG. "Standards for Evaluation in the UN System" 2016.
- World Economic Forum. "The Global Gender Gap Report" 2018.
- World Health Organization (WHO) and the United Nations Children's Fund (UNICEF). "Progress on drinking water, sanitation and hygiene: 2017 update and SDG baselines" Geneva, 2017

## ANNEX 7. OUTCOME INDICATORS MATRIX

CPD Outcome 1: By 2020, the State implements comprehensive public policies and provide quality social services with a focus on equity, gender equality and attention to priority populations, according to international standards of human rights.									
Indicator 1.1 Porcentaje de Avance en el cuadro de mando de Desarrollo de Capacidades para el seguimiento de las políticas sociales									
		2016	2017	2018	2020	Target	Source	CO Comments	HQ Comments
	Baseline	Actual	Actual	Actual	Target	Source	CO Comments	HQ Comments	
1.1	<b>Número de Políticas Públicas Integrales y programas de protección social para la inclusión, que reducen las brechas de equidad e inclusión, orientados a población prioritaria (sexo, identidad de género, área (urbana, rural, indígenas) grupo étnico, niveles de pobreza y grupo etario) implementadas.</b>								
1.1.1	<b>Número de Políticas Públicas Integrales para la inclusión, que reducen las brechas de equidad e inclusión, implementadas.</b>								
	4	4	7	8	10	Ministerio de Desarrollo Social Ministerio de Salud Ministerio de Educación Ministerio de Trabajo y Desarrollo Laboral Instituto Nacional de la Mujer	Línea Base (2015): Políticas Públicas Integrales: 4 en implementación (i) Política de salud para la Prevención y Control Integral de las Enfermedades no Transmisibles y sus Factores de Riesgo; (ii) Política de salud materno infantil y reducción de la Mortalidad Materna; y (iii) Política de Atención Integral de la Primera Infancia, (iv) Política Pública de Igualdad de Oportunidades para las Mujeres. Meta al 2020: 10 Políticas Públicas Integrales en implementación. Las 4 existentes más 5 nuevas Políticas Públicas Integrales: (i) Política y ley de Protección Integral de la Niñez; (ii) Política de Educación Vocacional y Técnica; (iii) Política de educación integral, atención y promoción de la salud y (iv) Modificaciones a la Ley 5 del año 2000 sobre VIH. (v) Homologación de la edad del matrimonio a 18 años. Más Plan de Igualdad Laboral (Sello de Igualdad de Género en el Sector Público y en el Sector Privado)		
1.1.2	<b>Número de Programas de Protección Social para la inclusión, que reducen las brechas de equidad e inclusión, implementados.</b>								
	3	3	7	7	6	Ministerio de Desarrollo Social Ministerio de Salud Ministerio de Educación Ministerio de Vivienda y Ordenamiento Territorial	Línea Base (2015): Programas de Protección Social: 3 en implementación (i) Beca Universal; (ii) Red de Oportunidades, y (iii) 120 a los 65. Meta al 2020: Programas de Protección Social: 6 en implementación. 3 existentes. (i) Beca Universal; (ii) Red de Oportunidades, (iii) 120 a los 65. 3 Nuevos: (i) 100/0; (ii) Techo Esperanza y (iii) Seguridad Alimentaria y Nutricional. En 2017 se agrega el Programa de Cero Pobreza.		
Indicator 1.2 Porcentaje de la población PEMAR de contagio de VIH/SIDA con acceso a servicios de salud									
1.2.1	<b>Porcentaje de la población PEMAR de contagio de VIH/SIDA con acceso a servicios de salud</b>								
	20%	35%	50%	60%	60%	Ministerio de Salud	El acceso a servicio de salud de la población PEMAR ha mejorado desde la cobertura con el fortalecimiento de la oferta de Clínicas Amigables (CLAM) y las Clínicas de Tratamiento Antirretroviral (TARV). Se ha trabajado con la población PEMAR mediante estrategia de pares y con el MINSA, para disminuir el estigma y la discriminación en la oferta institucional.		
Indicator 1.3 Número de productos de conocimiento con datos sobre el estado del desarrollo humano sostenible y la visualización de las condiciones de los grupos									

vulnerables / prioritarios que se utilizan en la formulación de las políticas sociales.											
1.3.1	Número de productos de conocimiento con datos sobre el estado del desarrollo humano sostenible y la visualización de las condiciones de los grupos vulnerables / prioritarios que se utilizan en la formulación de las políticas sociales.										
	0	2	3	4	4	En 2018 se finalizó el Cuaderno de Desarrollo Humano vinculado al tema de Cuidados, en un ejercicio que apunta a reflexionar sobre las condiciones de nuestros sistemas familiares, laborales e institucionales y que tiene como norte, impulsar una redistribución de responsabilidades en nuestra sociedad. Los 4 productos de conocimiento son: 1.. Acelerando el Desarrollo Humano: Inclusión de las personas con discapacidad (2016) 2. ATLAS de Desarrollo Local Indígena 3. Cuaderno de Desarrollo Humano: El bienestar cuidado: una responsabilidad que debe ser compartida 4. Panamá El Futuro que queremos. Plan Energético Nacional 2015-2050					
<b>Indicator 1.4 Nivel de reducción de la desigualdad en el desarrollo humano, desglosado por zonas rurales e indígenas (la desigualdad representa el % de distancia del IDH medio)</b>											
1.4.1	<b>Nivel de reducción de la desigualdad en el desarrollo humano, en zonas rurales</b>										
	15.20%		12.80%	10%		INDH Encuesta de Hogares Índice de Pobreza Multidimensional					
1.4.2	<b>Nivel de reducción de la desigualdad en el desarrollo humano, en comunidades indígenas</b>										
	51.60%		49.80%	46.50%							

<b>CPD Outcome 2: By 2020, the Government will have progressed in the implementation of institutional reforms that strengthen a system of governance that is democratic, participatory, inclusive and coordinated on a local level.</b>														
<b>Indicator 2.1 Número de organizaciones de la sociedad civil con representación en las plataformas y redes para el diálogo social</b>														
	2016	2017	2018	2020										
	Baseline	Actual	Actual	Actual	Target	Source	CO Comments	HQ Comments						
2.1.1	<b>Número de decretos municipales, programas y proyectos que incluyen la participación de la población según sexo, grupo etario y grupo étnico.</b>													
	0	0	0	8	8		Base de referencia: (2015): 0 Meta 2020: 8 Planes							
<b>Indicator 2.2 Número de instituciones gubernamentales con mecanismos de gobernanza efectivos que incluyen la coordinación intersectorial, la participación social y la rendición de cuentas.</b>														
2.2.1	<b>Número de instituciones gubernamentales con mecanismos de gobernanza efectivos que incluyen la coordinación intersectorial, la participación social y la rendición de cuentas.</b>													
	1	5	6	10	8		PNUD a través de SIGOB continua brindando apoyo técnico para el desarrollo e implementación de herramientas de planificación, seguimiento y evaluación de políticas, programas y proyectos de 6 instituciones de gobierno (MINGOB, MIRE, MEF, Presidencia, Alcaldía de Panamá, TAT y Aeronáutica Civil) incrementando capacidades para formular, gestionar y evaluar políticas públicas orientadas al desarrollo humano.							
<b>Indicator 2.3 Porcentaje de mujeres que ocupan cargos de elección popular</b>														
2.3	<b>Porcentaje de mujeres, por grupo étnico, que ocupan cargos en puestos de elección popular, de alta jerarquía en el poder Ejecutivo y Judicial; y en directivas de los partidos políticos y Tribunal Electoral.</b>													
2.3.1	<b>Porcentaje de mujeres (Diputadas) que ocupan cargos de elección popular</b>													
	18.30%	18.30%	18.30%	18.30%	20%		Tribunal Electoral Elecciones nacionales en 2014 y 2019							
2.3.2	<b>Porcentaje de mujeres (Alcaldesas) que ocupan cargos de elección popular</b>													
	15.60%	15.60%	15.60%	15.60%	20%									
2.3.3	<b>Porcentaje de mujeres (Representantes de Corregimiento) que ocupan cargos de elección popular</b>													
	10.60%	10.60%	10.60%	10.60%	15%									

CPD Outcome 3: By 2020, the State has strengthened its capacities to design and implement policies, plans and programs that contribute to environmental sustainability, food and nutrition security, adaptation to climate change, disaster risk reduction and resilience build-up												
Indicator 3.1 Porcentaje de reducción del número de Toneladas PAO (Potencial de Agotamiento de la Capa de Ozono)												
		2016	2017	2018	2020	Target	Source	CO Comments	HQ Comments			
<b>3.1.1</b> Porcentaje de reducción del número de Toneladas PAO (Potencial de Agotamiento de la Capa de Ozono)												
	100%	70.70%	37%	37%	35%		ProDoc firmado. Y Enmienda de Kigali aprobada por Ley en Asamblea Nacional que modifica Protocolo de Montreal y reconoce nuevos acuerdos de reducción de PAO y acopela con Acuerdo de París. Ley 87 de 2017 Gaceta Oficial 28429-A de 20 de diciembre de 2017.n17.42 PAO. Baseline promedio 2009-2010 24.77 ton PAO, Target congelamiento del 35% línea base al 2020 El calendario de reducción de toneladas PAO, según el Acuerdo del Protocolo de Montreal es el siguiente: Al 2016: 22.30 ton PAO Al 2017: 22.30 ton PAO Al 2018: 22.30 ton PAO Al 2019: 22.30 ton PAO Al 2020: 16.11 ton PAO.		Las 24.77 Ton PAO representan el 100% de la línea base de 2009-2010. Al año 2017 Panamá registra 17.42 Ton PAO, lo que representa una reducción de un 37%			
<b>Indicator 3.2 Número de políticas, planes y/o programas públicas ambientales aprobadas y porcentaje de implementación de al menos 2</b>												
<b>3.2.1</b>	<b>Número de políticas, planes y/o programas públicas ambientales aprobadas y porcentaje de implementación de al menos 2</b>						En el año 2016: 1. Plan de Acción de Pesca Sostenible 2. Plan Energético Nacional 2015-2050 3. Plan Nacional de Seguridad Hídrica 2015-2050 En el año 2017: 1. Aprobada Ley Nacional para la Conservación de los Bosques, impulso a la Reforestación (Ley 69 de 2017) Gaceta Oficial 28397C de 30 de octubre de 2017. 2. Aprobado Plan de Acción Nacional para la Conservación de las Tortugas Marinas con los aportes de grupos comunitarios. Resolución No. DM-0031-2017 (de viernes 27 de enero de 2017). Ver Gaceta Oficial del 15 de marzo de 2017 No. 28237-A. 3. Licencia de Pesca para naves de servicio interior que utilizan el arte de pesca denominado palangre en las aguas jurisdiccionales de la República de Panamá y dicta otras disposiciones, Decreto Ejecutivo No. 126 (de 12 de septiembre de 2017). Ver Gaceta Oficial de 14 de septiembre de 2017 No. 28365-B .4.TAvistamiento de Cetáceos en las aguas jurisdiccionales de la República de Panamá, Resolución No. DM-0530-2017 (de viernes 13 de octubre de 2017). Ver Gaceta Oficial de 18 de octubre de 2017 No. 28389-B.n En el año 2018: 1. Aprobada Estrategia Nacional de Biodiversidad 2018-2050 y Plan de Acción: No. 28681-C. Gaceta Oficial Digital, viernes 21 de diciembre de 2018 2. Política Nacional de Humedales y Plan de Acción: No. 28681-B Gaceta Oficial Digital, viernes 21 de diciembre de 2018				Baseline: 7 políticas nacionales: Política Nacional Cambio Climático, Política Nacional de Recursos Hídricos, Política Nacional de Producción Más Limpia, Política Nacional de Información Ambiental, Política Nacional de Descentralización de la Gestión Ambiental, de Supervisión, Control y Fiscalización y la de Gestión Integral de Residuos No Peligrosos y Peligrosos, Traget: Al menos 4 planes nacionales de acción (pesca sostenible, biodiversidad, energía y seguridad hídrica (agua)).	
<b>Indicator 3.3 Número de Municipios que aprueban e implementan planes locales de gestión de riesgos.</b>												
<b>3.3.1</b>	<b>Número de Municipios que aprueban e implementan planes locales de gestión de riesgos.</b>						Municipio de Remedios, Municipio de San Lorenzo y Municipio de San Félix de la Provincia de Chiriquí, cuentan con Planes Locales de Desarrollo aprobados que integran información científica sobre ecosistemas marino					
	1	1	4	4	4				Baseline: 1 Municipio: Bugaba en Chiriquí, Target: 4 Municipios con			

							costeros (manglares y otros) con la que pudieron tomar mejores decisiones para considerar la gestión integrada del riesgo y adaptación al cambio climático.	planes locales implementándose para la gestión de riesgos
<b>Indicator 3.4 Número de mujeres que acceden a titulación de tierras</b>								
<b>Número de mujeres que acceden a titulación de tierras</b>								
<b>3.4.1</b>	0	300	500	725	700		En 2016: La Autoridad del Canal de Panamá desarrolla un Programa de Catastro y Titulación de Tierras dentro de la Cuenca Hidrográfica del Canal de Panamá, en coordinación con la Autoridad Nacional de Tierras y el Ministerio de Ambiente para la adjudicación del título de propiedad, reconociendo la responsabilidad sobre los recursos naturales en los predios. Desde el inicio del programa, las mujeres han sido involucradas y tomadas en cuenta como beneficiarias, en igualdad de condiciones que los hombres. Se espera catastrar y titular el 100% de las áreas rurales dentro de la Cuenca. En 2017: En la Cuenca Hidrográfica del Canal de Panamá, al menos 500 mujeres han obtenido seguridad jurídica sobre sus tierras, convirtiéndose en propietarias con derechos igualitarios en el acceso a recursos económicos. En 2018: De 518 títulos de propiedad entregados, 423 mujeres son dueñas principales y copropietarias. A ellas les equivalen 225 títulos como principales dueñas de la tierra.	
<b>Indicator 3.5 % de energía eólica y solar de la matriz energética nacional</b>								
	2016	2017	2018	2020		Source	CO Comments	HQ Comments
<b>3.5</b>	Baseline	Actual	Actual	Actual	Target			
<b>3.5.1</b>	<b>% de energía eólica y solar de la matriz energética nacional</b>							
	<b>% energía eólica</b>							
	2%	6%	4.70%	5.80%	5%	Informe mensual y anual del Centro Nacional de Despacho de ETESA	Para 2015 la línea base estaba en 4.2% La línea base incluida en el CPD (2%) no coincidía con las cifras oficiales del Centro Nacional de Despacho en el Plan Energético Nacional 2015-2050 el Panamá el Futuro que Queremos incluyó metas más ambiciosas de descarbonización de la matriz energética, y así se reflejó igualmente en el NDC de Panamá	
<b>3.5.2</b>	<b>% energía solar</b>							
	2%	0.70%	1.50%	2.30%	5%	Informe mensual y anual del Centro Nacional de Despacho de ETESA	Para 2015 la línea base estaba en 0.2%	

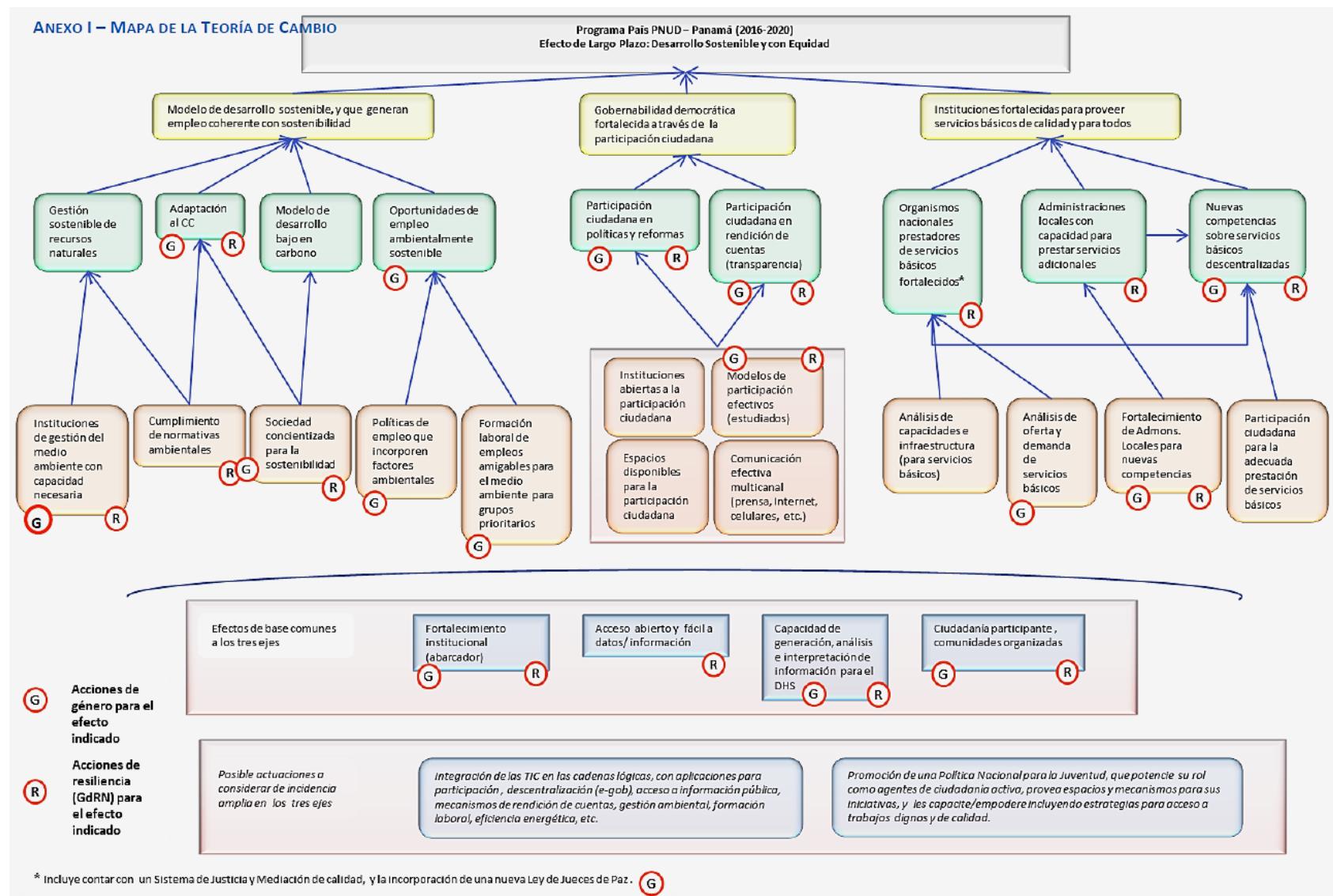
**CPD Outcome 4: By 2020, the State will have a more effective system for the prevention and comprehensive care of all kinds of violence, including gender, for the administration of justice and the implementation of public security strategies, respectful of Human Rights and cultural diversity.**

Indicator 4.1 Número de municipios que cuentan con iniciativas de gestión local de la seguridad ciudadana										
		2016	2017	2018	2020	Source	CO Comments	HQ Comments		
4.1.1	Baseline	Actual	Actual	Actual	Target	Número de municipios que cuentan con iniciativas de gestión local de la seguridad ciudadana				
		6	8	8	8	10 Municipio de Panamá <a href="https://mupa.gob.pa/">https://mupa.gob.pa/</a> Municipio de La Chorrera <a href="https://twitter.com/alachorrera?lang=es">https://twitter.com/alachorrera?lang=es</a> Municipio de San Miguelito <a href="http://alcaldiaesanmiguelito.org/alcaldiaesanmiguelito/">http://alcaldiaesanmiguelito.org/alcaldiaesanmiguelito/</a> Boletines locales Panamá <a href="https://seguridadciudadana.mupa.gob.pa/">https://seguridadciudadana.mupa.gob.pa/</a> Plan de Seguridad David <a href="http://www.pa.undp.org/content/panama/es/home/library/democratic_governance/plan-estrategico-municipal-de-seguridad-ciudadana-del-distrito-d0.html">http://www.pa.undp.org/content/panama/es/home/library/democratic_governance/plan-estrategico-municipal-de-seguridad-ciudadana-del-distrito-d0.html</a> Red de Jóvenes en La Chorrera <a href="https://www.youtube.com/watch?v=uwSKVkecdE">https://www.youtube.com/watch?v=uwSKVkecdE</a> Red de Coros y Orquestas Juveniles <a href="https://armagazinepty.com/pnud-inac-y-banesco-firman-alianza-en-favor-de-la-red-nacional-de-orquestas-y-coros-infantiles-y-joveniles-de-p panama/">https://armagazinepty.com/pnud-inac-y-banesco-firman-alianza-en-favor-de-la-red-nacional-de-orquestas-y-coros-infantiles-y-joveniles-de-p panama/</a>	En el año 2016: Panamá cuenta con 6 municipios con gestión local de seguridad (PANAMA, DAVID, COLÓN, ARRAIJÁN, LA CHORRERA y SAN MIGUELITO) y existen dos municipios adicionales que comenzaron con un proceso de respuestas locales de prevención de las violencias (PINOGANA y AGUADULCE). Hasta el momento se ha trabajado en seis y se acompañan las dos iniciativas nuevas. Se han elaborado Guías Locales y el banco de experiencias.			
Indicator 4.2 Porcentaje de ciudadanos y ciudadanas que se sienten inseguros										
4.2.1	Porcentaje de ciudadanos y ciudadanas que se sienten inseguros									
	80%	67%	70%	70%	60%	Observatorio de Seguridad Ciudadana de la Cámara de Comercio, Agricultura e Industrias de Panamá. Sistema Integrado de Estadísticas Criminales SIEC, Ministerio de Seguridad Pública	Para el año 2016: la Encuesta de Victimización y Percepción del Observatorio de Seguridad de CCIAP muestra un descenso de la tasa de percepción de la ciudadanía es del 67%.	Para el año 2017: El Índice de Seguridad Ciudadana y la Encuesta Nacional de Victimización marca el 70% de la población se siente insegura.	Para el año 2018 Según el Índice de Seguridad Ciudadana y la Encuesta Nacional de Victimización marca el 70% de la población se siente insegura.	
Indicator 4.3 Número de personas con acceso al nuevo Sistema de Justicia Penal										
4.3.1	Número de personas con acceso al nuevo Sistema de Justicia Penal									
	526,179	3,700,000	3,700,000	3,700,000	3,700,000	Órgano Judicial <a href="https://www.organojudicial.gob.pa/estadisticas-judiciales">https://www.organojudicial.gob.pa/estadisticas-judiciales</a> Ministerio Público	Reportes del SPA por Jurisdicciones a Noviembre de 2018 <a href="http://ministeriopublico.gob.pa/estadisticas-judiciales/estadisticas-sistema-penal-acusatorio/">http://ministeriopublico.gob.pa/estadisticas-judiciales/estadisticas-sistema-penal-acusatorio/</a>	Cabe resaltar que se registró una reducción de tiempo		

					<a href="http://ministeriopublico.gob.pa/estadisticas-judiciales/">http://ministeriopublico.gob.pa/estadisticas-judiciales/</a> SIEC <a href="https://www.siec.gob.pa">https://www.siec.gob.pa</a> Observatorio de Seguridad Ciudadana <a href="https://www.panacamara.com/osc-presenta-nuevo-indice-seguridad/">https://www.panacamara.com/osc-presenta-nuevo-indice-seguridad/</a>	en los procesos penales del 85%. De 296.3 días que duraban los procesos en el Sistema Mixto inquisitivo, se reduce a 46 días en el Sistema Penal Acusatorio. Durante el 2018, se completó la asignación del personal para atención de calidad a la ciudadanía: El 45% del total de los y las operadores/as que forman parte del SPA lo conforman los Jueces de Garantías (91), el 26% a los Jueces de Juicio Oral (53), el 14% corresponde a los Jueces de Cumplimiento (28), el 13% son para los magistrados del Tribunal Superior de Apelaciones (27) y el 2% para los jueces de distrito (4). Es importante señalar que el 69% del total de los Jueces de Garantías están circunscritos en el Primer Distrito Judicial de Panamá (63 funcionarios), debido a la alta demanda de casos judiciales en materia penal. Además, el 60% del total de jueces de juicios orales en este distrito corresponde a este operador judicial. Es un total de 176 Defensores Públicos, de los cuales 62% son mujeres y 38% hombres.		
<b>Indicator 4.4 Número de medidas (programas, planes nacionales y locales), diseñados y en implementación para dar respuesta a la violencia</b>								
		2016	2017	2018	2020			
	Baseline	Actual	Actual	Actual	Target	Source	CO Comments	
<b>4.4 Número de medidas (programas, planes nacionales y locales), diseñados y en implementación para dar respuesta a la violencia</b>								
<b>4.4.1 Número de medidas (programas, planes nacionales y locales), diseñados y en implementación para dar respuesta a la violencia de género</b>								
	0	3	5	8	11	Ministerio de Seguridad Pública <a href="https://www.minseg.gob.pa/">https://www.minseg.gob.pa/</a> Órgano Judicial <a href="https://www.organojudicial.gob.pa/">https://www.organojudicial.gob.pa/</a> Ministerio Público <a href="http://ministeriopublico.gob.pa">http://ministeriopublico.gob.pa</a>	El Acuerdo interinstitucional de Alto Nivel para poner fin a la violencia contra las mujeres avanza en la implementación de los 11 puntos que han sido priorizados.	
<b>Indicator 4.5 Número de espacios apoyados para la prevención y mejora de la calidad de la respuesta a la violencia de género</b>								
<b>4.5.1 Número de espacios apoyados para la prevención y mejora de la calidad de la respuesta a la violencia de género</b>								
	0	14	14	14	14	Instituto Nacional de la Mujer <a href="http://inamu.gob.pa/">http://inamu.gob.pa/</a>	Durante el 2018, en seguimiento al Acuerdo Interinstitucional de Alto Nivel para prevenir la violencia de género, INAMU completó la apertura de los 14 Centros de Atención Integral y 83 mujeres funcionarias fueron capacitadas. PNUD PANAMA apoya a los centros focalizando sus intervenciones en Colón, San Miguelito, Panamá, La Chorrera, Coclé, y David.	

Source: UNDP Corporate Planning System

## ANNEX 8. THEORY OF CHANGE (TOC) UNDP PANAMA CPD 2016-2020



## ANNEX 9. LIST OF NATIONAL COUNTERPARTS

In relation to **Outcome 25:** *By 2020, the State implements comprehensive public policies and provide quality social services with a focus on equity, gender equality, and attention to priority populations, according to international standards of human rights.*

- the Ministry of Social Development (MIDES),
- the Social Cabinet, the Ministry of Health (MINSA),
- the High-Level Commission of Health (CAN),
- the Ministry of Employment and Labor Development (MITRADEL),
- the National Institute for Women (UNAMU),
- the National Institute for Professional Job Training and Learning for Human Development (INADEH) and
- the Authority for Micro, Small and Medium Enterprises (AMPYME).

In relation to **Outcome 26:** *By 2020, the State will have advanced in the implementation of institutional reforms that strengthen a system of participatory, inclusive and articulated democratic governance at the local level.*

- the Presidency,
- the Human Rights Commission at the Chancellery,
- the Social Issues Secretariat,
- the Secretariat of Presidential Goals,
- the Ministries of Government (MINGOB), External Relations (MINREX/MIRE), Economy and Finance (MEF), Education (MEDUCA), Health (MINSA), Commerce and Industry (MICI), Ministry of Security (MINSEG),
- the National Secretariat for Science, Technology and Innovation (SENACYT),
- the National Civil Aviation Authority, High Commission on Health (CAN),
- the Permanent Multisectoral Council for the Implementation of the National Commitment on Education (COPEME),
- the National Assembly,
- the Judiciary,
- the Electoral Court,
- the Administrative Court,
- the National Women Institute (INAMU),
- the National Council for the Integral Development of Indigenous Peoples Advisory Committee of Indigenous Women (CONAMUIP),
- the Vice Ministry for Indigenous Affairs of MINGOB,
- the Decentralization Secretariat of MINSEG,
- the Municipality of Panama,
- the Office of Old City (OCA) of the National Institute of Culture (INAC),
- the Colon Free Zone authority,
- the Hypothecary Bank,

- the Indigenous authorities,
- the Public Defender's Office,
- the National Archive,
- the Centre for Democratic Studies,
- the Secretariats of Women in Political Parties and
- the Forum of Women in Political Parties (FONAMUPP).

In relation to **Outcome 27:** *By 2020, the State will have strengthened its capacities to design and implement policies, plans and programs that contribute to environmental sustainability, food and nutrition security, adaptation to climate change, disaster risk reduction and resilience build-up.*

- the Ministry of Environment (MIAMBIENTE),
- the Panama Canal Authority (ACP),
- the Ministry of Health (MINSA),
- the Ministry of Agricultural Development of Panama (MIDA),
- the National Secretary for Energy, and
- the National Secretary for Science, Technology and Innovation (SENACYT).

In relation to **Outcome 28:** *By 2020, the State will have more effective systems to prevent and address all types of violence, including gender-based violence; and to administer justice and implement citizen security strategies, respectful of Human Rights and cultural diversity.*

- the Human Rights Commission at the Ministry of Foreign Affairs,
- the Ministries of Government (MINGOB), Security (MINSEG), and Social Development (MIDES),
- the National Secretariat for Children, Adolescents and Youth, (SENNIAF),
- the Judiciary,
- the National Police,
- the National Border Service (SENAFRONT),
- the National Women Institute (INAMU) and its local centers CINAMUS,
- the National Commission on Violence against Women (CONVIMU),
- the National Inter-Sectoral Committee for the Prevention of Violence against Children and Adolescents (CONIPREVINNA),
- the Decentralization Secretariat of MINGOB,
- the Municipalities of David, Chorrera, Colon, Panama, San Miguelito,
- the Higher Institute of Judiciary (ISJUP),
- the Institute of Interdisciplinary Studies (IEI),
- the National Institute of Culture (INAC),
- the Directorate of National integrated Criminal Statistics System (SIEC),
- the Citizen Security Observatory of the Chamber of Commerce, Industry and Agriculture of Panama (CCIAS).