

Annex 1. EVALUATION TERMS OF REFERENCE

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “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 Uruguay has been selected for an ICPE as its country programme will end in 2020. This would be the second country level evaluation carried out by IEO in Uruguay, following the 2014 Assessment of Development Results (ADR)¹. The ICPE will be conducted in 2019 to feed into the development of the new country programme going to the Executive Board in September 2020. The ICPE will be conducted in close collaboration with the Government of Uruguay, UNDP Uruguay country office, and UNDP Regional Bureau for Latin America and the Caribbean.

2. NATIONAL CONTEXT

Uruguay is one of the few countries in Latin America that has transitioned to the high-income category. In the region, Uruguay is recognized for its low poverty levels and the almost complete absence of extreme poverty.² The country has a population of 3,493,205³, of which 95.2 percent is in the urban areas⁴ and nearly half lives in and around the capital of Montevideo.⁵ In relative terms, Uruguay’s middle class is the largest in America, and represents 60 percent of its population.⁶

Uruguay adheres to the notion that development is multidimensional, and that its progress cannot be measured solely by per capita income. Thus, the social, economic and environmental dimensions - enshrined in the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDG) represent the road map for the country’s national efforts to ensure well-being of Uruguayan citizens.

Since its transition to the high-income category in 2013, Uruguay has experienced an annual constant growth, with its gross national income per capita reaching 15,250 US dollars in 2017.⁷ Uruguay’s robust economic performance has given it economic resilience to external shocks⁸. Total unemployment rate is 8.6 percent, yet the unemployment among women is higher, 10.3 percent for women and 7.2 percent for men.⁹

With a Human Development Index (HDI) value of 0.804, Uruguay is ranked in the very high human development category (55 out of 189 countries). The inequality measured by the Gini Index has remained

¹ ADR Uruguay, 2014: <http://erc.undp.org/evaluationadmin/downloaddocument.html?docid=8625>

² The World Bank. Country Overview. <https://www.worldbank.org/en/country/uruguay/overview>

³ Anuario Estadístico Nacional 2018, 95ª versión. INE. www.ine.gub.uy

⁴ Human Development Reports (HDR) <http://hdr.undp.org/en/countries/profiles/URY>

⁵ The World Factbook. CIA. <https://www.cia.gov/library/publications/the-world-factbook/geos/uy.html>

⁶ The World Bank. Country Overview. <https://www.worldbank.org/en/country/uruguay/overview>

⁷ GNI per capita, Atlas method (current US\$) <https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=UY&view=chart>

⁸ The World Bank. Country Overview. <https://www.worldbank.org/en/country/uruguay/overview>

⁹ Encuesta Continua de Hogares. Actividad, Empleo y Desempleo. Octubre 2018. INE. www.ine.gub.uy

relatively stable since 2012¹⁰. However, the reduction of inequality has slowed down in recent years, particularly for specific vulnerable groups (based on gender, age, ethnicity, and urban and territorial distribution)¹¹. Uruguay's HDI falls by 14.3 percent due to inequality; 4.3 percentage points higher than the average loss in other countries with a high HDI.¹² A multidimensional analysis of welfare in Uruguay shows that while there has been progress in reducing inequality, this has varied across the different dimensions. The greatest disparities are in relation to income, and the lowest in the education dimension. However, education has experienced the lowest reduction of inequality¹³.

Poverty has decreased considerably in recent years. While in 2004 almost 40 percent of Uruguayans were poor (based on the income method), this percentage decreased to 7.9 percent in 2017. Similarly, indigence, which was 4.7 percent in 2004, fell to 0.1 percent in 2017 (INE, 2018). Despite recent social policies, some authorities and organizations believe it is necessary to continue innovating with more inclusive social policies to reduce and eliminate poverty. The phenomenon of the infantilization of poverty in Uruguay is particularly worrisome: although the incidence of poverty in children (under 6 years) has significantly decreased in the last decade, from 43.1 in 2008 to 17.2 percent in 2018.¹⁴

Over the past few years, the Government has implemented different policies and strategies to expand its social protection system. The *Plan de Equidad* and more recently, the National Care System have been complemented with focalized policies and programmes such as “*Uruguay crece contigo*”, “*Plan CAIF*”, and the “National Youth Plan” to address inequality and promote social inclusion. However, challenges remain in reversing the historical territorial and ethnic distribution of poverty, which prevails in some regions of the country and among the Afro descendent population¹⁵. Similarly, disparities persist, for instance, in the access to structural assets (education and housing) in the lower quintiles of society compared to households in the upper quintiles, and in the access to and in the quality of education, particularly secondary schooling.¹⁶ For OECD standards, Uruguay's public expenditure on education is low, and socio-economic disparities in attainment and performance by socioeconomic background are significant.¹⁷

Uruguay has a historically strong democratic governance structure and a positive record of upholding political rights and civil liberties. Although all citizens enjoy legal equality, there are still disparities in treatment and political representation for women, Uruguayans of African descent, and the indigenous population¹⁸. The Gender Inequality Index ranks Uruguay at the 57th position.¹⁹ The gender gap in terms of the estimated gross national income per capita goes from \$15,282 for women to \$24,905 for men.²⁰ In terms of political participation of women, according to the Political Parity Index²¹ developed by an UNDP, UNWOMEN and IDEA International project since 2015, the country scores 44,6 out of a total of 100

¹⁰ CEPAL 2018. <https://www.cepal.org/es/publicaciones/44240-crecimiento-pobreza-distribucion-ingreso-uruguay-2006-2016>

¹¹ UNDP CPD Uruguay 2016-2020

¹² <http://www.uy.undp.org/content/uruguay/es/home/presscenter/articles/2018/09/Uruguay-actualizacion-IDH-2018.html>

¹³ UNDP, 2013: <https://www.undp.org/content/dam/uruguay/docs/cuadernosDH/CUADERNO%20DH02.pdf>

¹⁴ Instituto Nacional de Estadística de Uruguay. March 2019. <http://www.ine.gub.uy/linea-de-pobreza>

¹⁵ UNDP CPD Uruguay 2016-2020

¹⁶ idem

¹⁷ In 2010, only 25 percent of 15-17 year olds in the lowest-income quintile completed lower secondary education, compared to 85 percent in the highest quintile (OECD, 2014a)

¹⁸ Report *Freedom in the World* 2018. <https://freedomhouse.org/report/freedom-world/2018/uruguay>

¹⁹ <http://www.hdr.undp.org/en/composite/GII>

²⁰ Data of 2017 (in 2011 purchasing power parity (PPP) terms). HDR. <http://hdr.undp.org/en/countries/profiles/URY>

²¹ Calculated based on 40 indicators related to 8 different political dimensions related to political participation.

points²², showing many areas for improvement. In 2017, the share of seats in parliament held by women only reached 22.3 percent.²³

The country's institutional stability and low corruption levels are reflected in the high level of confidence that citizens have on the government.²⁴ Based on the 2017 Corruption Perceptions Index, the country ranked 23 out of 180 countries. Although the country has a solid institutional framework for the control of public management, for instance JUTEF,²⁵ it is necessary to strengthen its capacities and mandates for the effective fulfillment of its decisions. Uruguay has achieved significant progress in promoting merit-based recruitment for its civil service and it is at the forefront of digital government efforts in Latin America and Caribbean.²⁶ Challenges remain, however, in promoting an open government culture with national and subnational public institutions.

Uruguay currently ranks 47 out 180 countries monitored in the Environmental Performance Index. Biodiversity and habitat conservation, forest and air pollution are still areas in which the country is performing below the average.²⁷ Uruguay's economic development model was based on the intensive use of natural resources and only partially considered the environmental impacts. Even if total forest area has had a positive increase of 131.3 percent from 1990 to 2015,²⁸ they only represent a 10.5 percent of the total land area of the country, and the part of it that actually accounts as native forest is just a 3.7% of the territory.²⁹ The use of renewable energy sources has increased significantly from 38.8 percent in year 2000 to 58.0 percent of the total energy consumption in 2015.³⁰

In terms of Disaster Risk Reduction (DRR) strategies, the government's national adaptation plans encompass agricultural adaptation, urban resilience, and coastal management. Fire, storm, floods and coastal erosion have represented over 90 percent of all combined economic losses between 1990 and 2014.³¹ In 2017 the country adopted its National Policy on Climate Change, following the Paris Agreement within the United Nations Framework Convention on Climate Change (UNFCCC).³²

With its high-income status, Uruguay has the challenge of ensuring stable inclusive and sustainable growth in the coming years within a context of reduced Official Development Assistance (ODA). The net ODA to the country has gone from \$91.6 million in 2014 to \$40.8 million in 2017.³³ The main ODA donors have been Germany, the European Union institutions, the Inter-American Development Bank Special Fund, the Adaptation Fund, Japan, the Global Environment Facility and France. The ODA was directed mainly to education (47 percent), other social infrastructure and services (27 percent), multisector (8 percent) and production (8 percent).³⁴

²² Informe Diagnóstico. Uruguay: una democracia consolidada aún muy lejos de la paridad. UNDP 2018.

<http://www.uy.undp.org/content/dam/uruguay/docs/Genero/undp-uy-pub-atenea-2018.pdf>

²³ <http://www.hdr.undp.org/en/composite/GII>

²⁴ <https://www.worldbank.org/en/country/uruguay/overview>

²⁵ JUTEF stands for Junta de Transparencia y Ética Pública. <https://www.gub.uy/junta-transparencia-etica-publica/>

²⁶ OECD. Uruguay Country Fact Sheet. 2017. <http://www.oecd.org/gov/lac-uruguay.pdf>

²⁷ 2018 Yale University. <https://epi.envirocenter.yale.edu/epi-country-report/URY>

²⁸ Human Development Reports (HDR) <http://hdr.undp.org/en/countries/profiles/URY>

²⁹ Data from the Ministry of Housing, Territorial Planning and the Environment (MVOTMA) <https://www.mvotma.gub.uy/>

³⁰ <http://hdr.undp.org/en/indicators/163906>

³¹ UNISDR. <https://www.preventionweb.net/english/countries/americas/ury/>

³² http://www.uy.undp.org/content/uruguay/es/home/library/environment_energy/politica-nacional-de-cambio-climatico.html

³³ OECD 2016-2017 average. <http://www.oecd.org/countries/uruguay/aid-at-a-glance.htm>

³⁴ Idem.

3. UNDP PROGRAMME STRATEGY IN URUGUAY

The Country Programme Document (CPD) of UNDP in Uruguay for the period 2016-2020 is aligned with the Corporate Strategic Plan and the national priorities as set forth in the Government's 2015-2020 Programme and in line with the 2030 Agenda for Sustainable Development, with the ultimate goal of eradicating remaining pockets of extreme poverty.

The CPD is also guided by the priorities of the United Nations Development Assistance Framework (UNDAF) 2016-2020 for the country, focusing on three complementary areas: 1) inclusive and equitable development, 2) sustainable development with innovation and 3) democratic development based on institutional quality, decentralization and human rights. Table 1 shows the CPD outcomes, outputs and indicative resources. Gender equality, human rights, environmental sustainability, good governance, decentralization and local development, and South-South and triangular cooperation are cross-cutting areas of the programme.

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 these have contributed to the current programme. It will assess UNDP's contributions to 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. In addition, the evaluation will examine UNDP's strategic relevance and value added in a high-income economy such as Uruguay to provide forward-looking recommendations as input to the next country programme.

The entirety of UNDP's development programmes in Uruguay, including interventions funded by all sources during this period will be covered by the evaluation. In addition, the ICPE will also consider the 'non-project' activities and other development services provided by UNDP Uruguay 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 development 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.

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 (5A): Inclusive and equitable development – Social Inclusion (11 projects)			
<p>The country has the legal mechanisms, institutions, policies and more effective services to promote social inclusion of the least favoured groups (children and youth, African descendants and handicapped persons) and to reduce inequality gaps (in particular, gender, generational and ethnic-racial gaps).</p>	<ul style="list-style-type: none"> - Institutions responsible for public policies have improved capacities to design and implement strategies aimed to reduce persistent inequalities (particularly related to gender, age, urban-territorial and ethnic-racial). - Institutions responsible for public policy have strengthened their capacities to monitor and evaluate actions devoted to reduce social exclusion and inequalities. - The universal social protection matrix strengthened to ensure equitable access to care and health services and housing. - Institutions responsible for the promotion of territorial development have increased capacities to reduce territorial inequalities. 	<p>CPD 2016-2020: 23,973,000</p> <p>Budget received to date (2016-2018): 26,886,089</p>	<p>19,964,258</p>
Outcome 2 (6A): Sustainable development with innovation – Environment (33 projects)			
<p>The country has strengthened its capacities and institutional framework to ensure the preservation of the natural resources including water, eco systemic services, pollution prevention and generation and sustainable use of energy, promoting local development and creation of livelihood.</p>	<ul style="list-style-type: none"> - Strategies and initiatives formulated and applied for the sustainable management of natural resources and ecosystems and the integrated management of the territory, especially focusing on local development. - Strategies, policies and plans (national/departmental/sectoral) formulated and applied for the adaptation and mitigation of climate change and disaster risk reduction. - National and local (department) institutions with strengthened capacities to implement instruments to improve environmental management and reduce pollution especially focusing on most vulnerable populations. - Local communities with strengthened capacities to design and implement sustainable environmental management initiatives that contribute to improve the preservation of biodiversity and combat the effects of climate change and desertification. 	<p>CPD 2016-2020: 27,073,999</p> <p>Budget received to date (2016-2018): 16,002,531</p>	<p>9,863,842</p>

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 3 (7A): Democratic Governance (24 projects)			
<p>Government capacities have been strengthened to generate information and to design, implement and evaluate policies; the legal and institutional mechanisms to ensure the transparency and efficacy of public management; and citizen participation at a national and subnational level.</p>	<ul style="list-style-type: none"> - Public administration institutions have tools and information systems to plan, execute and evaluate the allocation of expenses and public investment. - Instruments and action plans to promote the use of open data in the public sector and monitoring of the transparency in the public management, implemented. - Strengthening of AUCI South-South cooperation strategy. - Subnational governments strengthened in their capacities to promote citizen participation. - Population of Montevideo with community conflict mediation mechanisms available to address problems of coexistence among neighbours. - Judiciary institutions strengthened for the implementation of the new criminal proceedings code. - Mechanisms implemented to monitor the political participation of women. - Degree to which capacities for implementing comprehensive measures for the prevention and eradication of gender-based violence have been strengthened. 	<p>CPD 2016-2020: 23,544,000</p> <p>Budget received to date (2016-2018): 38,258,132</p>	<p>22,648,375</p>
Total		<p>CPD: 74,590,999 Budget to date (2016-2018): 81,146,752</p>	<p>Total Expenditure to date (2016-2018): 52,476,475</p>

Source: UNDP Uruguay Country Programme Document 2016-2020; Atlas financial data for budget and expenditures to date.

5. METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards³⁵ and IEO's Evaluation Policy. The following three key evaluation questions will be addressed:³⁶

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)³⁷ will be developed for each CPD outcome, 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. This will be based on a desk review of relevant project documents and consultations with stakeholders and will serve to better understand how and under what conditions UNDP's interventions are expected to lead to the desired outcomes. Under this question, the evolution of UNDP's programme will also be examined, as well as its responsiveness to a changing context and to national development needs and priorities.

The effectiveness of UNDP's programme will be analysed in addressing evaluation question 2. This will include an assessment of the delivery of outputs and achievement of 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.

The factors underpinning UNDP's performance, both positively or negatively, and eventually the sustainability of the programme's results will be examined under evaluation question 3. The existing and (potential) sustainability of results will be assessed using the following 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. through south-south or triangular cooperation), and the extent to which the key principles of UNDP's Strategic Plan³⁸ have been applied in the CPD design and implementation are other aspects that will be assessed under this question.³⁹

³⁵ <http://www.uneval.org/document/detail/1914>

³⁶ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

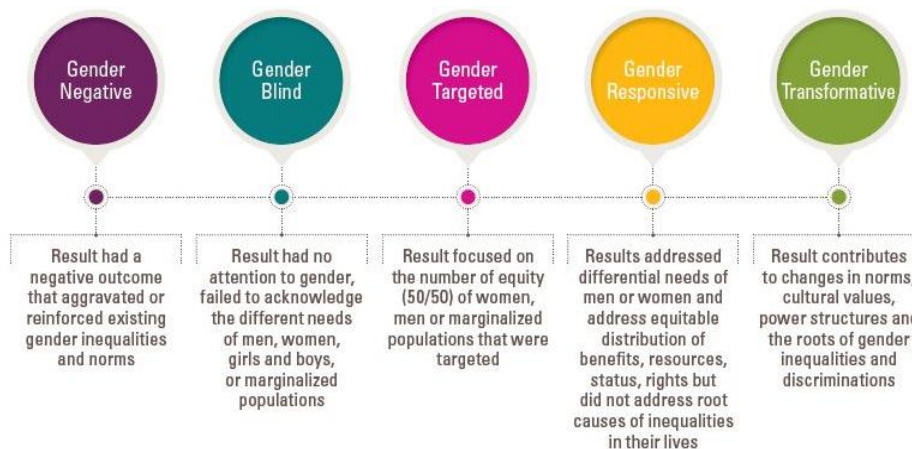
³⁷ Theory of Change is an outcome-based approach which applies critical thinking to the design, implementation and evaluation of initiatives and programmes intended to support change in their contexts. At a critical minimum, theory of change is considered to encompass discussion of the following elements: (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.

³⁸ 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.

³⁹ 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.

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 marker⁴⁰ in the portfolio analyses by 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



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. At the time of this TOR preparation, three (3) evaluations had been completed and five (5) other 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.

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 partners, beneficiaries 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 Uruguay for the data collection mission.

⁴⁰ 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).

The following secondary data and sources of information will be reviewed: national development strategies and plans, 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.

7. MANAGEMENT ARRANGEMENTS

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

UNDP Country Office in Uruguay: 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 for 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:

- **Senior Evaluation Advisor (SEA):** IEO staff member with the overall responsibility of overseeing the exercise and ensuring the quality of the final synthesis and report. Together with the Evaluation Specialist, the SEA will co-lead the exercise and help backstop the work of other team members.

- **Evaluation Specialist (EA):** IEO staff member responsible of co-leading the exercise, including developing the evaluation design and terms of reference; implementing the ICPE, preparing the final report; and organizing the stakeholder debrief, as appropriate, with the SEA and Country Office.
- **Consultants:** 2 external consultants will be recruited to collect data and help to assess the different outcome areas, as well as cross-cutting issues. Under the guidance of IEO, 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
Social Inclusion & Environment	Consultant 1 + IEO member
Democratic governance	Consultant 2 + IEO member
Cross cutting issues (GEWE, human rights, partnerships and coordination, oversight and implementation, knowledge management, etc)	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. 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 September 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 International Evaluation Advisory Panel (IEAP). 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 Uruguay 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 Uruguay 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 tentatively⁴¹ as follows in Table 3:

Table 3: Timeframe for the ICPE process going to the Board in September 2020 (tentative)		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	IEO	February 2019
Selection of other evaluation team members	IEO	March 2019
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	Evaluation team	June – August 2019
Phase 3: Data Collection		
Data collection and preliminary findings	Evaluation team	9-24 September
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	IEO	October 2019
Zero draft ICPE for clearance by IEO and EAP	IEO	November 2019
First draft ICPE for CO/RB review	CO/RB	December 2019
Second draft ICPE shared with GOV	CO/GOV	January 2020
Draft management response	CO/RB	January 2020
Final debriefing with national stakeholders	CO/IEO	February 2020
Phase 5: Production and Follow-up		
Editing and formatting	IEO	March 2020
Final report and Evaluation Brief	IEO	March 2020
Dissemination of the final report	IEO/CO	March 2020

⁴¹ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.