



# ANNEXES

## INDEPENDENT COUNTRY PROGRAMME EVALUATION - URUGUAY

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# 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)<sup>1</sup>. 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.<sup>2</sup> The country has a population of 3,493,205<sup>3</sup>, of which 95.2 percent is in the urban areas<sup>4</sup> and nearly half lives in and around the capital of Montevideo.<sup>5</sup> In relative terms, Uruguay’s middle class is the largest in America, and represents 60 percent of its population.<sup>6</sup>

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.<sup>7</sup> Uruguay’s robust economic performance has given it economic resilience to external shocks<sup>8</sup>. 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.<sup>9</sup>

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

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

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

<sup>3</sup> Anuario Estadístico Nacional 2018, 95<sup>a</sup> versión. INE. [www.ine.gub.uy](http://www.ine.gub.uy)

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

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

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

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

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

<sup>9</sup> Encuesta Continua de Hogares. Actividad, Empleo y Desempleo. Octubre 2018. INE. [www.ine.gub.uy](http://www.ine.gub.uy)

relatively stable since 2012<sup>10</sup>. 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)<sup>11</sup>. Uruguay's HDI falls by 14.3 percent due to inequality; 4.3 percentual points higher than the average loss in other countries with a high HDI.<sup>12</sup> 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 inequality<sup>13</sup>.

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.<sup>14</sup>

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 descendant population<sup>15</sup>. 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.<sup>16</sup> For OECD standards, Uruguay's public expenditure on education is low, and socio-economic disparities in attainment and performance by socioeconomic background are significant.<sup>17</sup>

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 population<sup>18</sup>. The Gender Inequality Index ranks Uruguay at the 57<sup>th</sup> position.<sup>19</sup> The gender gap in terms of the estimated gross national income per capita goes from \$15,282 for women to \$24,905 for men.<sup>20</sup> In terms of political participation of women, according to the Political Parity Index<sup>21</sup> developed by an UNDP, UNWOMEN and IDEA International project since 2015, the country scores 44,6 out of a total of 100

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

<sup>11</sup> UNDP CPD Uruguay 2016-2020

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

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

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

<sup>15</sup> UNDP CPD Uruguay 2016-2020

<sup>16</sup> idem

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

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

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

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

<sup>21</sup> Calculated based on 40 indicators related to 8 different political dimensions related to political participation.

points<sup>22</sup>, showing many areas for improvement. In 2017, the share of seats in parliament held by women only reached 22.3 percent.<sup>23</sup>

The country's institutional stability and low corruption levels are reflected in the high level of confidence that citizens have on the government.<sup>24</sup> 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 JUTEP,<sup>25</sup> 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.<sup>26</sup> 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.<sup>27</sup> Uruguay's economic development model was based on the intensive use of natural resources and only partially considered the environmental impacts. Even if coal forest area has had a positive increase of 131.3 percent from 1990 to 2015,<sup>28</sup> 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.<sup>29</sup> 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.<sup>30</sup>

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.<sup>31</sup> 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).<sup>32</sup>

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.<sup>33</sup> 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).<sup>34</sup>

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<sup>22</sup> 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>

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

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

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

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

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

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

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

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

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

<sup>32</sup> [http://www.uy.undp.org/content/uruguay/es/home/library/environment\\_energy/politica-nacional-de-cambio-climatico.html](http://www.uy.undp.org/content/uruguay/es/home/library/environment_energy/politica-nacional-de-cambio-climatico.html)

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

<sup>34</sup> 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\$)
<b>Outcome 1 (5A): Inclusive and equitable development – Social Inclusion (11 projects)</b>			
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).	<ul style="list-style-type: none"> <li>- 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).</li> <li>- Institutions responsible for public policy have strengthened their capacities to monitor and evaluate actions devoted to reduce social exclusion and inequalities.</li> <li>- The universal social protection matrix strengthened to ensure equitable access to care and health services and housing.</li> <li>- Institutions responsible for the promotion of territorial development have increased capacities to reduce territorial inequalities.</li> </ul>	CPD 2016-2020: 23,973,000  Budget received to date (2016-2018): 26,886,089	19,964,258
<b>Outcome 2 (6A): Sustainable development with innovation – Environment (33 projects)</b>			
The country has strengthened its capacities and institutional framework to ensure the preservation of the natural resources including water, echo systemic services, pollution prevention and generation and sustainable use of energy, promoting local development and creation of livelihood.	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Strategies, policies and plans (national/departmental/sectoral) formulated and applied for the adaptation and mitigation of climate change and disaster risk reduction.</li> <li>- National and local (department) institutions with strengthened capacities to implement instruments to improve environmental management and reduce pollution especially focusing on most vulnerable populations.</li> <li>- 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.</li> </ul>	CPD 2016-2020: 27,073,999  Budget received to date (2016-2018): 16,002,531	9,863,842

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

Country Programme Outcome	Indicative Country Programme Outputs	Indicative resources (US\$)	Expenditure to date (US\$)
<b>Outcome 3 (7A): Democratic Governance (24 projects)</b>			
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.	<ul style="list-style-type: none"> <li>- Public administration institutions have tools and information systems to plan, execute and evaluate the allocation of expenses and public investment.</li> <li>- 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.</li> <li>- Strengthening of AUCI South-South cooperation strategy.</li> <li>- Subnational governments strengthened in their capacities to promote citizen participation.</li> <li>- Population of Montevideo with community conflict mediation mechanisms available to address problems of coexistence among neighbours.</li> <li>- Judiciary institutions strengthened for the implementation of the new criminal proceedings code.</li> <li>- Mechanisms implemented to monitor the political participation of women.</li> <li>- Degree to which capacities for implementing comprehensive measures for the prevention and eradication of gender-based violence have been strengthened.</li> </ul>	CPD 2016-2020: 23,544,000  Budget received to date (2016-2018): 38,258,132	22,648,375
<b>Total</b>		<b>CPD: 74,590,999</b> <b>Budget to date (2016-2018):</b> <b>81,146,752</b>	<b>Total Expenditure to date (2016-2018):</b> <b>52,476,475</b>

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 & Standards<sup>35</sup> and IEO's Evaluation Policy. The following three key evaluation questions will be addressed:<sup>36</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>37</sup> 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 Plan<sup>38</sup> have been applied in the CPD design and implementation are other aspects that will be assessed under this question.<sup>39</sup>

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

<sup>36</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.

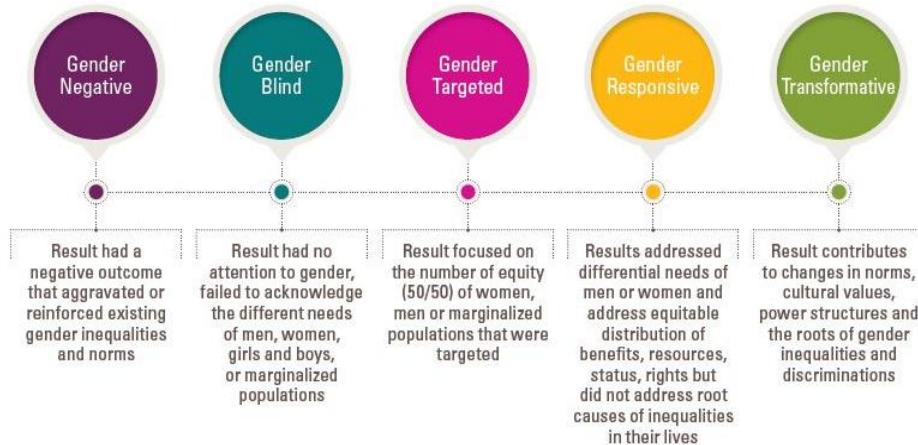
<sup>37</sup> Theory of Change is an outcome-based approach which applies critical thinking to the design, implementation and evaluation of initiatives and programmes intended to support change in their contexts. At a critical minimum, theory of change is considered to encompass discussion of the following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

<sup>38</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>39</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.

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>40</sup> 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.

<sup>40</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).

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.

<b>Table 2: Data collection responsibilities (<u>tentative</u>)</b>	
<b>Area</b>	<b>Responsible for Report/ Data collection</b>
<b>Social Inclusion &amp; Environment</b>	Consultant 1 + IEO member
<b>Democratic governance</b>	Consultant 2 + IEO member
<b>Cross cutting issues</b> (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

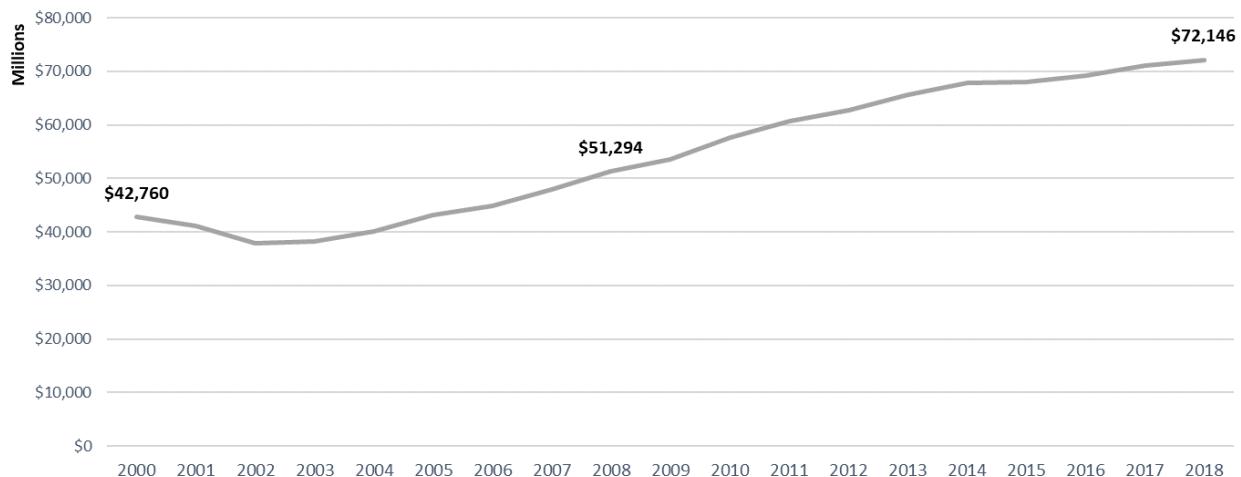
The timeframe and responsibilities for the evaluation process are tentatively<sup>41</sup> as follows in Table 3:

<b>Table 3: Timeframe for the ICPE process going to the Board in September 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	IEO	February 2019
Selection of other evaluation team members	IEO	March 2019
<b>Phase 2: Desk analysis</b>		
Preliminary analysis of available data and context analysis	Evaluation team	June – August 2019
<b>Phase 3: Data Collection</b>		
Data collection and preliminary findings	Evaluation team	9-24 September
<b>Phase 4: Analysis, report writing, quality review and debrief</b>		
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
<b>Phase 5: Production and Follow-up</b>		
Editing and formatting	IEO	March 2020
Final report and Evaluation Brief	IEO	March 2020
Dissemination of the final report	IEO/CO	March 2020

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

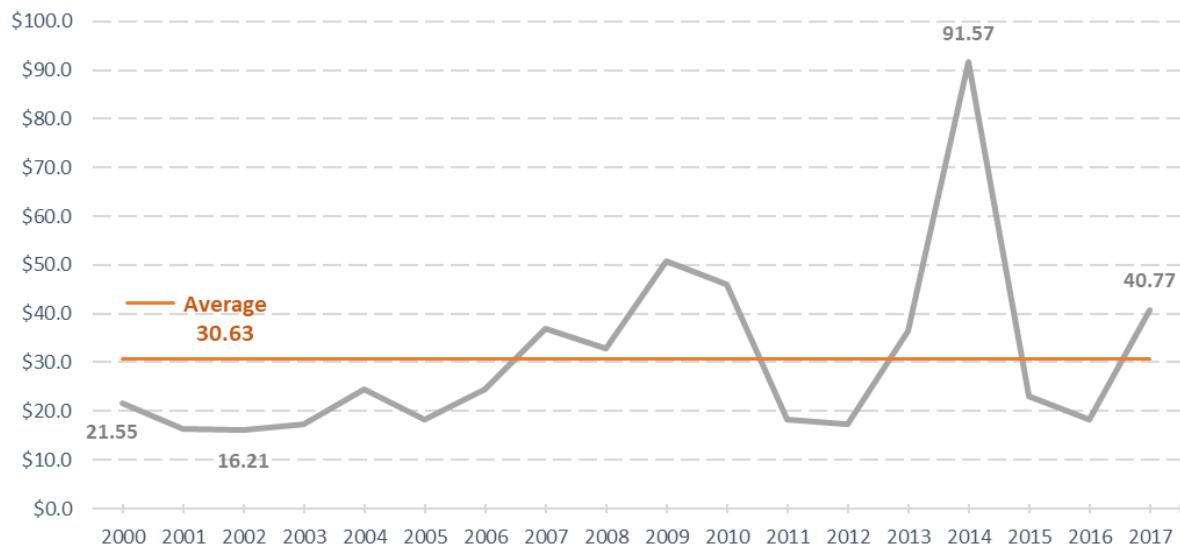
## Annex 2. COUNTRY AT A GLANCE

### GDP, PPP (constant 2011 international \$) (in millions):



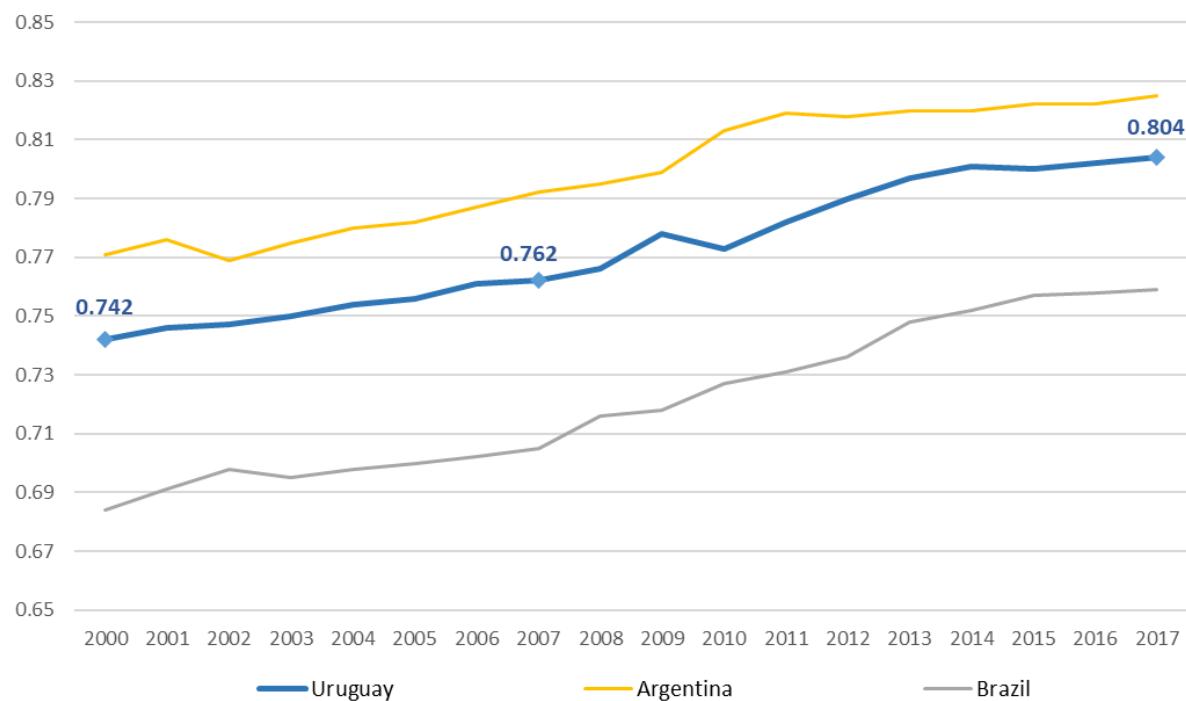
Source: [World Bank](#). Aug. 2019

### Net ODA received (Official donors, Total (Current prices (USD millions)):



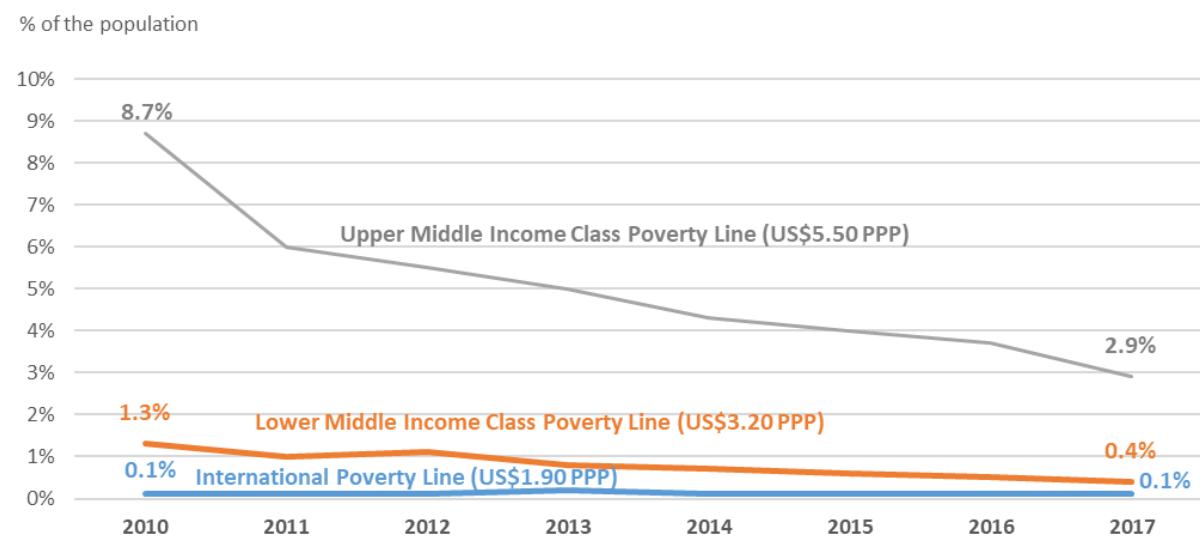
Source: [OECD World Development Indicators](#). Aug. 2019

### Human Development Index trends, 2000-2017:



Source: [HDR UNDP](#). Aug. 2019

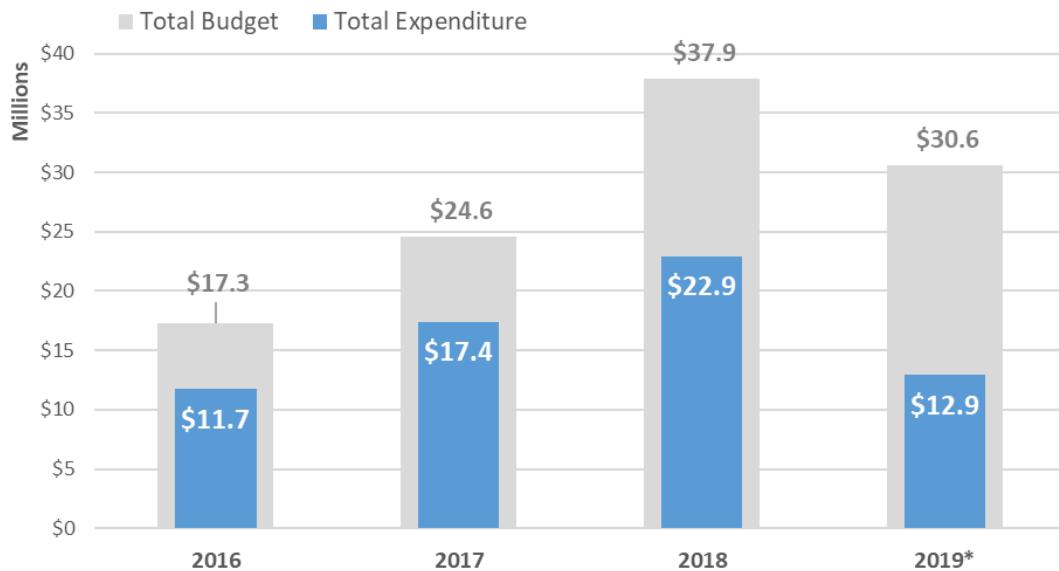
### Poverty Lines, 2006-2017:



Source: [World Bank. Poverty Data](#). Aug. 2019

## Annex 3. COUNTRY OFFICE AT A GLANCE

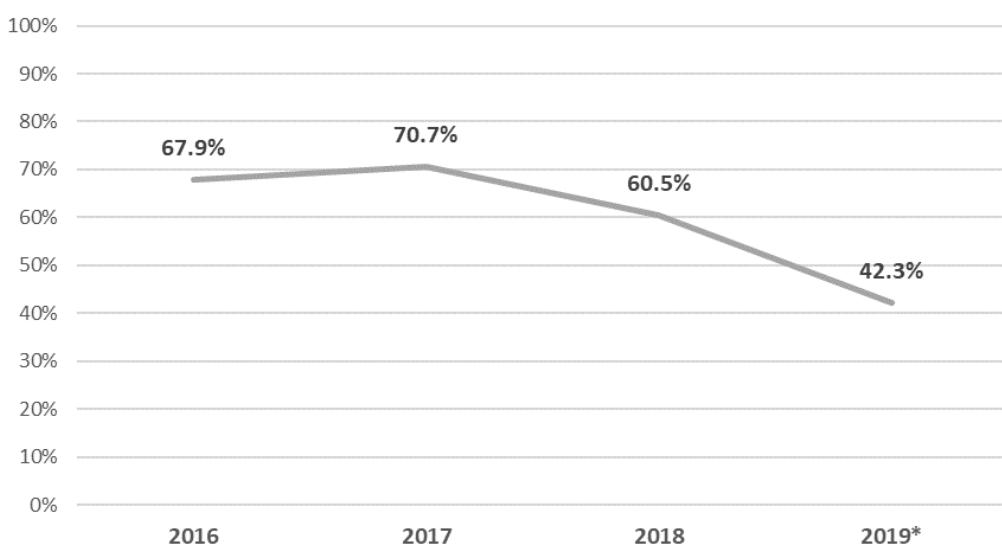
### UNDP Uruguay - Evolution of programme budget and expenditure:



\*Not full year, data for 2019 available at July 15th, 2019.

Source: ICPE Project List (Power Bi/ Atlas)

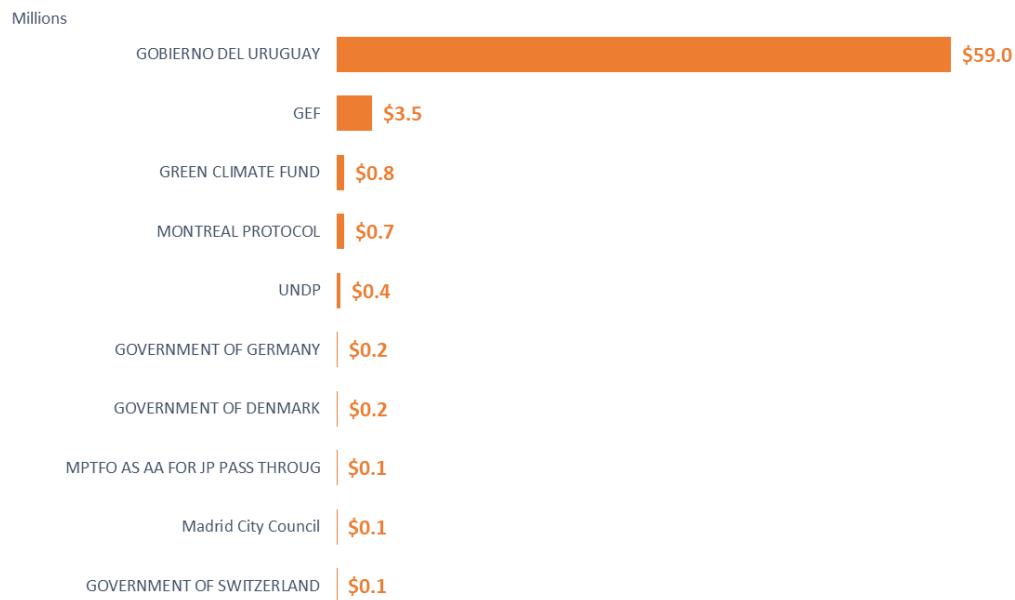
### UNDP Uruguay – Execution Rate:



\*Not full year, data for 2019 available at July 15th, 2019.

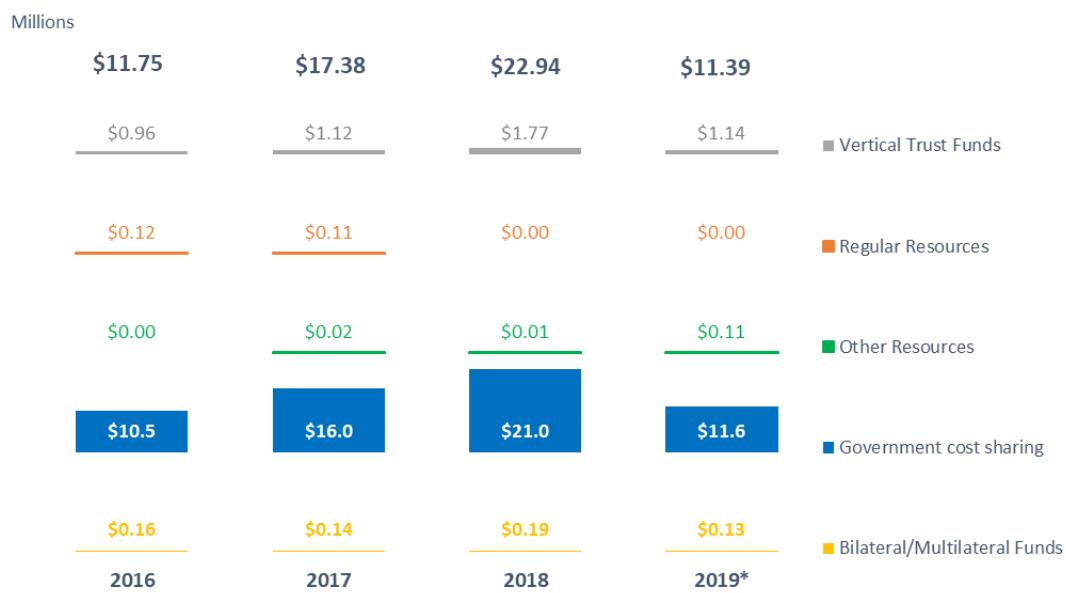
Source: ICPE Project List (Power Bi/ Atlas)

## UNDP Uruguay – Top Donors



Source: Power Bi/ Atlas

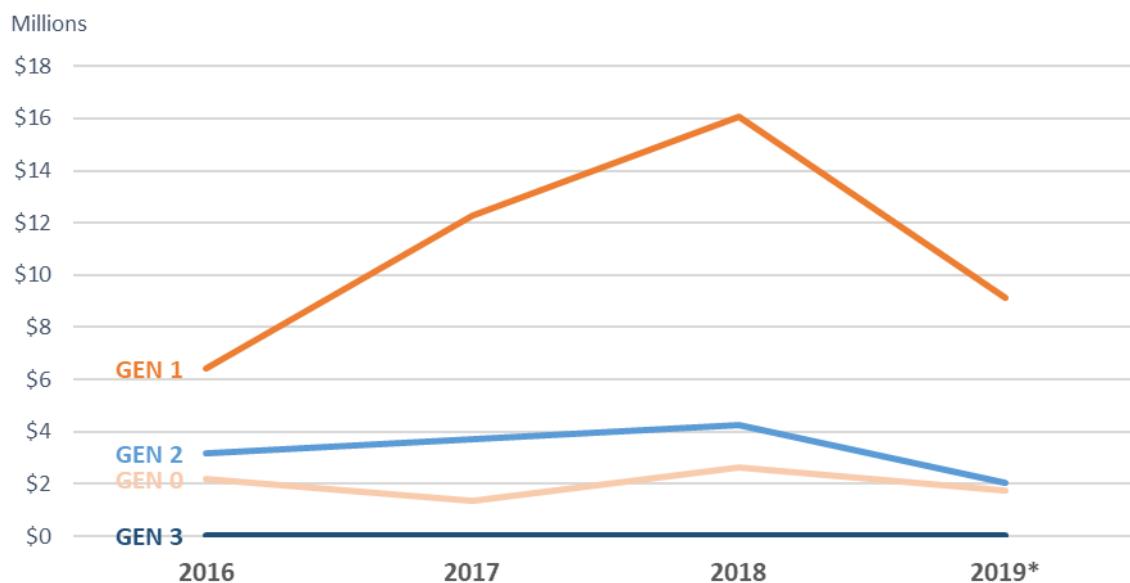
## UNDP Uruguay – Annual Expenditure by Fund Source



\*Not full year, data for 2019 available at July 15th, 2019.

Source: Power Bi/ Atlas

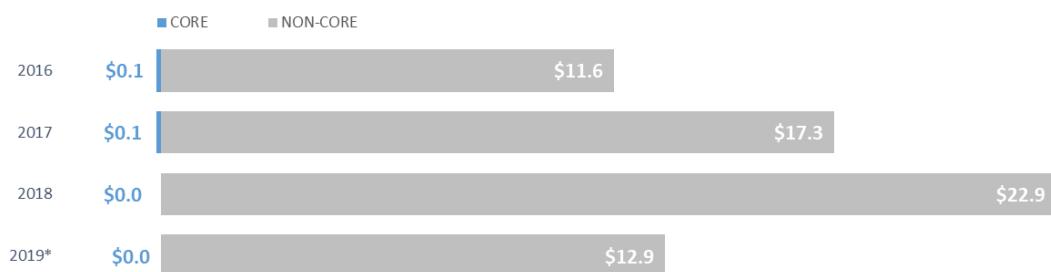
### UNDP Uruguay – Expenditure by Gender Marker and Year



\*Not full year, data for 2019 available at July 15th, 2019.

Source: ICPE Project List (Power Bi/ Atlas)

### UNDP Uruguay – Programme expenditure by Source (in millions)

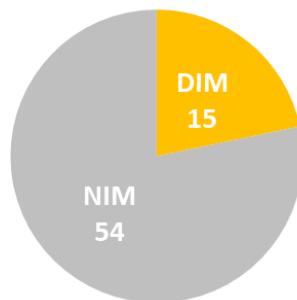


\*Not full year, data for 2019 available at July 15th, 2019.

Source: Power Bi/ Atlas

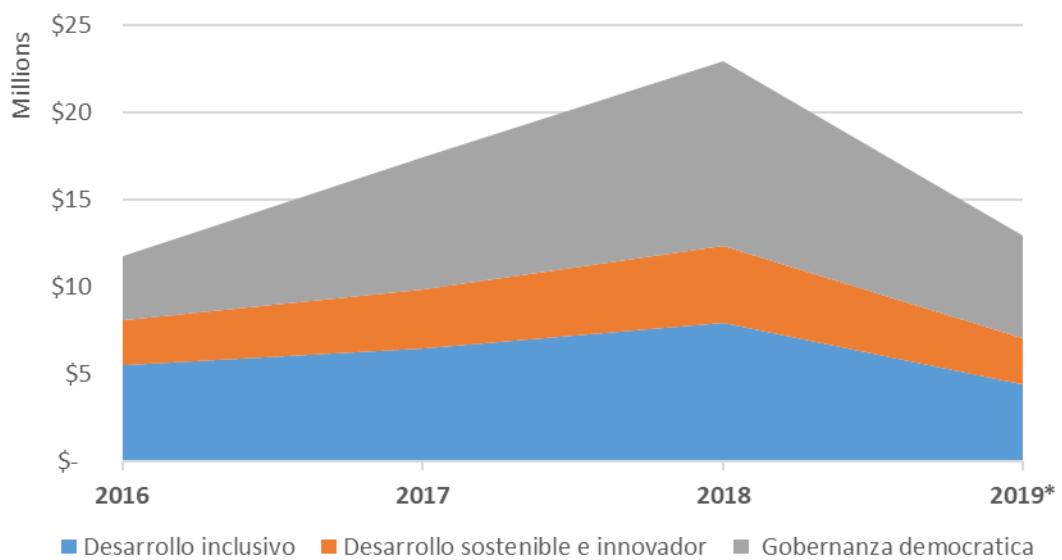
### UNDP Uruguay – Implementation Modality

Number of Projects



Source: Power Bi/ Atlas

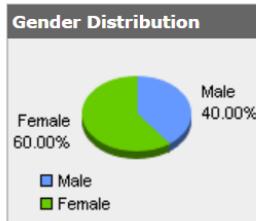
### UNDP Uruguay – Evolution of Expenditure by Thematic Area



\*Not full year, data for 2019 available at July 15th, 2019.

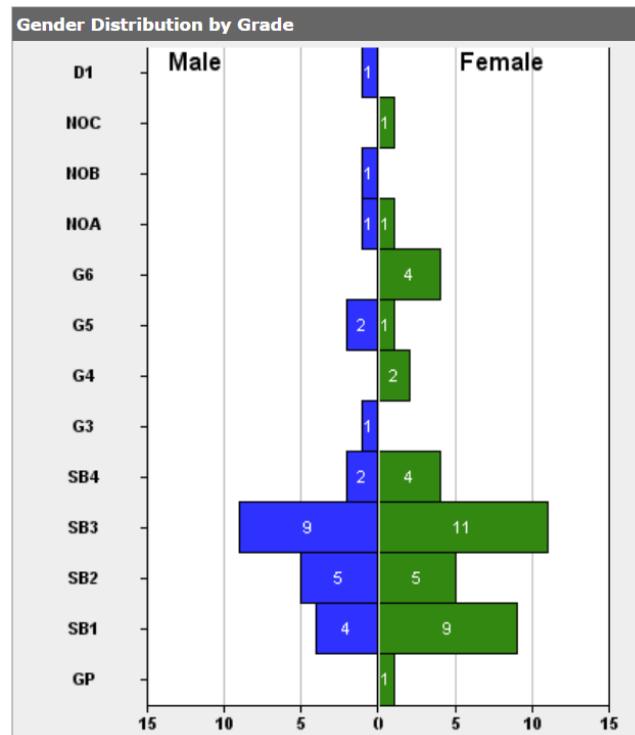
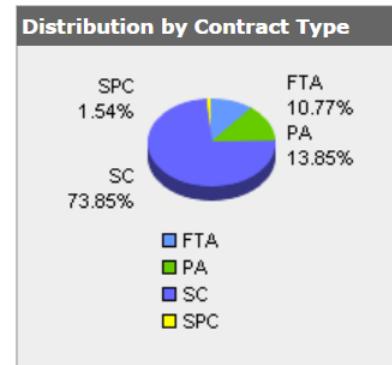
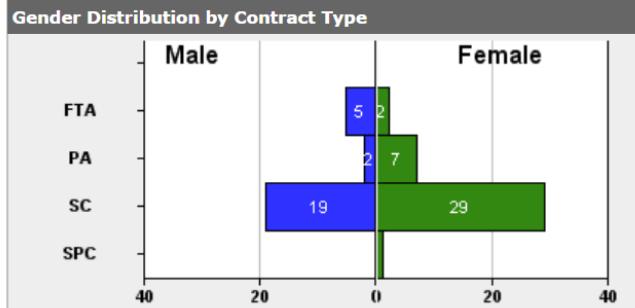
Source: ICPE Project List (Power Bi/ Atlas)

## UNDP Uruguay – Gender Distribution



**Gender Distribution**

Male	Female	All
26	39	65



**Gender Distribution by Contract Type**

Contract Type	Male	Female	All
FTA	5	2	7
PA	2	7	9
SC	19	29	48
SPC	0	1	1
<b>Total</b>	<b>26</b>	<b>39</b>	<b>65</b>

**Gender Distribution by Contract Type**

Contract	Male	Female	All
D1	1	0	1
NOC	0	1	1
NOB	1	0	1
NOA	1	1	2
G6	0	4	4
G5	2	1	3
G4	0	2	2
G3	1	0	1
SB4	2	4	6
SB3	9	11	20
SB2	5	5	10
SB1	4	9	13
GP	0	1	1
<b>Total</b>	<b>26</b>	<b>39</b>	<b>65</b>

Source: Atlas - Executive Snapshot

## Annex 4. LIST OF PROJECTS

Outcome	Project ID	Project Title	Output ID	Output Name	Output Start	Output End	Modality	GENDER MARKER	Total BUDGET	Total EXPENDITURE
Outcome 5	00045047	URU/06/020 Desarrollo del Plan CAIF	00053147	URU/06/020 Desarrollo del Plan CAIF	January/06	January/19	NIM	GEN2	1,679,904	1,713,942
Outcome 5	00056767	URU/08/010 Desarrollo Humano y Gobernabilidad local	00069689	URU/08/010 Desarrollo Humano	February/09	December/19	DIM	GEN2	122,351	115,675
Outcome 5	00056767	URU/08/010 Desarrollo Humano y Gobernabilidad local	00095634	URU/08/010 Transición gob subn	June/15	December/19	DIM	GEN1	840,259	612,169
Outcome 5	00057094	URU/09/001 Programa Mejoramiento de barrios	00070409	URU/09/001 Mejoramiento barrios	April/09	April/16	NIM	GEN2	139,102	148,706
Outcome 5	00060964	URU/10/007 Plataforma de Desarrollo Humano	00076999	URU/10/007 Plataforma de Desarrollo humano	January/11	December/19	DIM	GEN2	92,872	87,971
Outcome 5	00082858	URU/14/003-Canelones Humano	00091576	URU/14/003-Canelones Humano	August/14	June/20	NIM	GEN2	3,627,363	1,866,844
Outcome 5	00084327	URU/14/006 Apoyo a la integración social de población afrodescendiente	00092390	URU/14/006 Apoyo a la integración social población afrodescendiente	November/14	December/19	DIM	GEN2	70,150	54,149
Outcome 5	00084664	URU/14/007 Programa de Mejoramiento de Barrios II	00092568	URU/14/007 Programa mejoramiento de Barrios II	January/15	December/20	NIM	GEN1	26,382,013	19,212,030
Outcome 5	00089317	URU/15/001 Apoyo a la implementación de la Encuesta de Movilidad 2015 Montevideo	00095623	URU/15/001 Apoyo a la implementación Encuesta Movilidad 2015 Montevideo	June/15	December/16	NIM	GEN3	37,260	0
Outcome 5	00092553	URU/15/003 Fortalecimiento DN Economía social e Integración laboral - MIDES	00097191	URU/15/003 Fortalecimiento de DINESIL - MIDES	October/15	December/18	NIM	GEN2	401,341	253,115
Outcome 5	00107100	URU/18/003 Apoyo a las políticas de primera infancia	00107503	URU/18/003 Apoyo a las políticas primera infancia	June/18	December/20	NIM	GEN1	2,065,117	330,790
Outcome 6	00044773	URU/06/016 Gestión integrada de la zona costera uruguaya	00052761	URU/06/16 Conectando el conocimiento Gestión Integrada Zona Costera	August/06	December/19	NIM	GEN1	522,755	285,363
Outcome 6	00048835	URU/07/014 Educación ambiental para el desarrollo local	00059169	URU/07/014 Educación ambiental para desarrollo local	December/07	December/16	NIM	GEN2	6,365	6,376
Outcome 6	00050024	URU/08/G33-Gestión ambiental Bifenilos Policlorados	00061545	URU/08/G33 Bifenilos Policlorados	May/08	December/19	NIM	GEN1	254,553	0
Outcome 6	00057648	URU/09/G62 Sustancias Agotadoras Capa de Ozono Fase VIII	00109301	URU/09/G62 - URU/SEV/80/INS/70	January/18	December/19	NIM	GEN0	208,024	130,036
Outcome 6	00057648	URU/09/G62 Sustancias Agotadoras Capa de Ozono Fase VIII	00089850	URU/09/G62 - URU/SEV/71/INS/60	January/14	December/16	NIM	GEN1	19,451	19,095

Outcome	Project ID	Project Title	Output ID	Output Name	Output Start	Output End	Modality	GENDER MARKER	Total BUDGET	Total EXPENDITURE
Outcome 6	<b>00057648</b>	URU/09/G62 Sustancias Agotadoras Capa de Ozono Fase VIII	<b>00099250</b>	URU/09/G62 - URU/SEV/75/INS/65	January/16	December/18	NIM	GEN1	204,537	193,612
Outcome 6	<b>00057766</b>	URU/09/G31-Contaminación en el Río de la Plata	<b>00071482</b>	URU/09/G31 FREPLATA II	October/09	December/19	NIM	GEN1	950,187	667,703
Outcome 6	<b>00061758</b>	URU/11/G31 - "Fort. Inst. Prep. 4a Com. Nac. Uruguay a la CMNUCC"	<b>00078501</b>	URU/11/G31 - 4ta Comunicación	May/11	December/16	NIM	GEN1	115,388	115,275
Outcome 6	<b>00065221</b>	URU/12/G31 PIMS 4814 Actualización de la Estrategia Nac. Biodiversidad	<b>00081819</b>	URU/12/G31 PIMS 4814 Actualización Estrategia Nac. Biodiversidad	February/12	December/19	NIM	GEN1	298,207	139,823
Outcome 6	<b>00066645</b>	URU/12/G61 - Eliminación de consumo de HCFC en Uruguay	<b>00082764</b>	URU/12/G61 - Eliminación de co	May/12	January/18	NIM	GEN0	57,000	57,074
Outcome 6	<b>00067688</b>	URU/12/003-Consolidación Sistema Nacional de Emergencias	<b>00083339</b>	URU/12/003-Consolidación SNE	July/12	December/20	NIM	GEN2	783,326	528,700
Outcome 6	<b>00067806</b>	URU/12/002 Desarrollo del ecoturismo y turismo responsable	<b>00083390</b>	URU/12/002 Desarrollo del ecoturismo	June/12	December/19	NIM	GEN2	238,638	68,388
Outcome 6	<b>00072117</b>	URU/13/G31 Uruguay's First Biennial Update Report (FBUR)	<b>00085318</b>	URU/13/G31 Uruguay's First Bie	June/13	June/16	NIM	GEN0	111,720	111,597
Outcome 6	<b>00072738</b>	Assisting LDCs to advance their NAPs	<b>00099783</b>	NAP Agriculture Uruguay	March/16	December/19	DIM	GEN2	518,502	172,495
Outcome 6	<b>00074817</b>	URU/13/G32 Environmental Sound Life-Cycle Management of Mercury	<b>00087048</b>	URU/13/G32 Environmental Sound Life-Cycle Management of Mercury	June/13	June/20	NIM	GEN1	1,619,995	595,359
Outcome 6	<b>00077444</b>	URU/13/G35 Fortalecimiento de la efectividad del Sistema Nacional de Áreas Protegidas (SNAP)	<b>00088214</b>	URU/13/G35 Fortalecimiento del SNAP	November/13	December/21	NIM	GEN2	3,792,511	2,545,536
Outcome 6	<b>00079810</b>	URU/14/001 Fortalecimiento de la Dirección Nacional de Medio Ambiente (MVOTMA)	<b>00089694</b>	URU/14/001 Fortalecimiento del MVOTMA	March/14	March/20	NIM	GEN1	5,672,440	3,646,365
Outcome 6	<b>00081451</b>	Innovation Facility	<b>00090714</b>	Country & Regional Initiatives	June/14	December/19	DIM	GEN1	119,041	152,157
Outcome 6	<b>00082210</b>	URU/14/002 Fortalecimiento Institucional de la Dirección Nacional de Aguas y Saneamiento (DINAGUA)	<b>00091226</b>	URU/14/002 Fortalecimiento Institucional de DINAGUA	August/14	December/20	NIM	GEN1	420,603	163,032
Outcome 6	<b>00084155</b>	URU/14/G61 Preparación del Plan de eliminación de consumo de HCFC	<b>00092298</b>	URU/14/G61 - URU/PHA/72/PRP/61 Plan Eliminación consumo HCFC -Etapa II	October/14	December/18	NIM	GEN0	36,085	33,733

Outcome	Project ID	Project Title	Output ID	Output Name	Output Start	Output End	Modality	GENDER MARKER	Total BUDGET	Total EXPENDITURE
Outcome 6	00084155	URU/14/G61 Preparación del Plan de eliminación de consumo de HCFC	00092299	URU/14/G61 - URU/FOA/72/PRP/62 Proyectos Inversión Sector Espumas de Aislación	October/14	December/18	NIM	GEN0	96,186	52,999
Outcome 6	00084526	URU/17/G61 Segunda Etapa del Plan de Eliminación del Consumo de HCFC	00092491	URU/17/G61 Rec. Sector Espumas	April/17	December/21	NIM	GEN1	383,764	16,314
Outcome 6	00084526	URU/17/G61 Segunda Etapa del Plan de Eliminación del Consumo de HCFC	00104964	URU/17/G61 Sector Refrigeración	April/17	December/21	NIM	GEN1	297,293	170,614
Outcome 6	00084526	URU/17/G61 Segunda Etapa del Plan de Eliminación del Consumo de HCFC	00104965	URU/17/G61 Implementación	April/17	December/21	NIM	GEN1	40,171	28,152
Outcome 6	00084575	URU/16/G32 Espacios de coordinación de las Convenciones de Rio para un crecimiento sostenible	00092524	URU/16/G32 Espacios de coordinación Convenciones de Rio	September/16	September/21	NIM	GEN1	1,497,327	403,798
Outcome 6	00084917	URU/16/G31 Segundo Informe Bienal de Actualización de Uruguay a la CMNUCC	00092710	URU/16/G31 Segundo Informe Bienal CMNUCC	June/16	November/18	NIM	GEN2	377,571	351,917
Outcome 6	00084924	URU/16/G34 Quinta Comunicación Nacional de Uruguay a la CMNUCC	00092717	URU/16/G34 Quinta Comunicación CMNUCC	December/16	October/20	NIM	GEN2	547,585	314,080
Outcome 6	00084925	URU/16/G33 Hacia un sistema de movilidad urbana sostenible y eficiente en Uruguay	00092718	URU/16/G33 Hacia un sistema de movilidad sostenible Uruguay	September/16	July/17	NIM	GEN2	52,048	50,000
Outcome 6	00084926	URU/18/002 Plan Nacional Adaptación-Ciudades /NAP-Cities	00092719	URU/18/002 Integración del enf	May/18	May/21	DIM	GEN2	1,341,129	420,227
Outcome 6	00088657	URU/17/002 Apoyo Preparatorio para el Fondo Verde del Clima	00095213	URU/17/002 Apoyo Preparatorio Fondo Verde Clima	August/17	March/19	DIM	GEN2	406,682	328,347
Outcome 6	00094259	URU/16/001 Gestión compartida de la Cuenca del Río Santa	00098409	URU/16/001 Gestión compartida	February/16	May/20	NIM	GEN0	198,422	159,087
Outcome 6	00094931	Tercer Informe Bienal de Actualización a la CMNUCC (BUR)	00099000	Tercer Informe Bienal de Actualización	January/18	August/20	NIM	GEN2	211,684	75,131
Outcome 6	00094932	URU/17/001 Fortalecimiento de las capacidades técnicas y funcionamiento de la DN Recursos Acuáticos (DINARA)	00099001	URU/17/001 Fortalecimiento de la DINARA	May/17	May/21	NIM	GEN1	1,288,494	185,345
Outcome 6	00095244	Nagoya Protocol	00099240	Nagoya Protocol	July/16	August/19	DIM	GEN1	412,592	221,379

Outcome	Project ID	Project Title	Output ID	Output Name	Output Start	Output End	Modality	GENDER MARKER	Total BUDGET	Total EXPENDITURE
Outcome 6	00098508	URU/17/G32 Hacia un sistema de movilidad urbana sostenible Uruguay	00101784	URU/17/G32 Hacia un sistema de movilidad sostenible Uruguay	November/17	October/21	NIM	GEN2	1,136,596	185,669
Outcome 6	00098657	URU/17/G31 Creación de capacidades institucionales y técnicas aumentar transparencia en el marco Acuerdo de Paris	00101872	URU/17/G31 Creación de capacidades institucionales Acuerdo de Paris	May/17	March/18	NIM	GEN2	25,000	24,960
Outcome 6	00103349	URU/18/G31 - Building institutional and technical capacities Paris Agreement's framework	00105382	Building institutional and technical capacities Paris Agreement	July/17	February/21	NIM	GEN2	893,665	173,273
Outcome 6	00105341	UN Partnership for Action on Inclusive Green Economy	00108026	UNDP PAGE (NON ODA countries)	December/17	December/19	DIM	GEN0	231,488	17,780
Outcome 6	00106016	Sixth National Reports on Biological Diversity in LACII	00106962	6th National Reports in LAC II	November/17	November/19	DIM	GEN2	106,708	67,296
Outcome 6	00111467	Linking the Kigali Amendment with EE in the RAC Sector	00110505	Early Ratification of Kigali Amendment	June/18	June/21	DIM	GEN1	100,000	21,739
Outcome 6	00111467	Linking the Kigali Amendment with EE in the RAC Sector	00110507	EE linked to HFC Phase-down	June/18	June/21	DIM	GEN1	54,000	0
Outcome 6	00112140	URU/18/004 Gestión ambiental para el desarrollo local sostenible	00110804	URU/18/004 Gestión ambiental desarrollo local sostenible	July/18	December/20	NIM	GEN1	50,000	11,227
Outcome 6	00115131	URU/19/001 GCF Readiness Fase 2	00112876	GCF Readiness Fase 2	January/19	December/20	DIM	GEN2	311,201	50,810
Outcome 6	00116182	URU/19/G31 Initiation Plan GEF 7 PPG	00113442	Initiation Plan GEF 7 PPG	January/19	December/19	DIM	GEN2	136,987	13,460
Outcome 7	00046905	URU/07/002 Calidad del gasto y proceso presupuestario	00056097	URU/07/002 Calidad del Gasto	March/07	December/20	NIM	GEN2	3,479,512	2,270,377
Outcome 7	00047976	URU/07/009 - Apoyo al Programa de País	00093993	URU/07/009 Apoyo Trans AUCI	February/15	December/16	NIM	GEN0	19,562	19,562
Outcome 7	00047976	URU/07/009 - Apoyo al Programa de País	00057936	URU/07/009 - Programa de País	August/07	December/16	NIM	GEN1	161,517	143,122
Outcome 7	00047976	URU/07/009 - Apoyo al Programa de País	00062958	URU/07/009 Acciones del PNUD	September/08	December/16	NIM	GEN1	1	3,404
Outcome 7	00047976	URU/07/009 - Apoyo al Programa de País	00081111	URU/07/009 Apoyo a AUCI	January/12	December/16	NIM	GEN1	111	111
Outcome 7	00056767	URU/08/010 Desarrollo Humano y Gobernabilidad local	00096670	URU/08/010 Democracia y Juvent	February/09	December/16	DIM	GEN2	1,011	1,011
Outcome 7	00056767	URU/08/010 Desarrollo Humano y Gobernabilidad local	00096671	URU/08/010 Gobierno abierto	February/09	December/16	DIM	GEN1	5,596	2,544

Outcome	Project ID	Project Title	Output ID	Output Name	Output Start	Output End	Modality	GENDER MARKER	Total BUDGET	Total EXPENDITURE
Outcome 7	00056767	URU/08/010 Desarrollo Humano y Gobernabilidad local	00096672	URU/08/010 Mediación social y	February/09	December/17	DIM	GEN2	13,300	14,853
Outcome 7	00060321	URU/10/002 - Apoyo al fort. de la SSF del BCU	00075902	URU/10/002 - Apoyo al fort. De SSF del BCU	July/10	April/16	NIM	GEN0	386,573	272,908
Outcome 7	00060831	URU/10/005 - Apoyo a la ejecución del SNIP	00076757	URU/10/005 - Apoyo a la ejecución SNIP	November/10	December/16	NIM	GEN0	129,633	107,776
Outcome 7	00066738	URU/12/001 Mejora de gestión, seguimiento y evaluación del Fondo de Desarrollo Interior	00082818	URU/12/001 FDI	May/12	December/20	NIM	GEN1	3,788,945	2,968,991
Outcome 7	00066738	URU/12/001 Mejora de gestión, seguimiento y evaluación del Fondo de Desarrollo Interior	00102679	URU/12/001 SNIP	May/12	December/20	NIM	GEN1	346,989	175,807
Outcome 7	00066738	URU/12/001 Mejora de gestión, seguimiento y evaluación del Fondo de Desarrollo Interior	00102682	URU/12/001 CAMINERÍA RURAL	October/16	December/20	NIM	GEN1	1,824,705	436,774
Outcome 7	00066738	URU/12/001 Mejora de gestión, seguimiento y evaluación del Fondo de Desarrollo Interior	00102689	URU/12/001 ELECTRIFICACIÓN RUR	October/16	December/20	NIM	GEN1	204,009	21,891
Outcome 7	00075579	URU/13/002 Apoyo a la ejecución del PDGS	00087410	URU/13/002 Apoyo a la ejecución	August/13	June/20	NIM	GEN0	7,431,960	3,962,819
Outcome 7	00075726	URU/13/001 Proyecto marco de apoyo a la estrategia de CS	00087486	URU/13/001 Proyecto marco de a	August/13	December/16	NIM	GEN0	328,015	303,826
Outcome 7	00076130	URU/13/003 Fortalecimiento de la gestión de recursos humanos Banco Previsión Social (BPS)	00087668	URU/13/003 Fortalecimiento de RRHH BPS	September/13	December/19	NIM	GEN1	1,112,908	188,211
Outcome 7	00083854	URU/14/005 Fortalecimiento de la Secretaría de Derechos	00092131	URU/14/005 Fortalecimiento de	October/14	May/17	NIM	GEN0	541,272	499,943
Outcome 7	00084007	URU/14/004 Programa de Justicia e Inclusión	00092214	URU/14/004 Programa de Justici	October/14	August/16	NIM	GEN1	157,648	154,542
Outcome 7	00084971	URU/15/002 Apoyo a la estrategia de Cooperación Sur Sur	00092740	URU/15/002 Apoyo a la estrategia	October/15	March/20	NIM	GEN2	2,946,420	1,263,860
Outcome 7	00093806	Mainstreaming, Acceleration and Policy Support (MAPS)	00098056	4.Accountability and Data	January/16	December/20	DIM	GEN1	28,864	28,391
Outcome 7	00094934	URU/16/004 Programa Equidad y Desarrollo Territorial	00099003	URU/16/004 Equidad Territorial	January/16	December/20	NIM	GEN1	5,334,979	3,045,844
Outcome 7	00094934	URU/16/004 Programa Equidad y Desarrollo Territorial	00103071	URU/16/004 Desarrollo Territorio	January/16	December/20	NIM	GEN1	2,042,262	1,178,609

Outcome	Project ID	Project Title	Output ID	Output Name	Output Start	Output End	Modality	GENDER MARKER	Total BUDGET	Total EXPENDITURE
Outcome 7	00094936	URU/16/003 Apoyo a la consolidación de la estrategia de Cooperación Sur-Sur	00099005	URU/16/003 Apoyo a la consolidación - CSS	November/16	December/20	NIM	GEN1	781,891	667,003
Outcome 7	00094936	URU/16/003 Apoyo a la consolidación de la estrategia de Cooperación Sur-Sur	00110377	URU/16/003 Gobierno de cercanía - CSS	November/16	December/20	NIM	GEN1	340,000	0
Outcome 7	00095114	ONU/16/00U Uruguay hacia la agenda de desarrollo sostenible 2030	00099145	ONU/16/00U Uruguay hacia la agenda 2030	January/16	December/16	NIM	GEN1	58,878	56,221
Outcome 7	00095114	ONU/16/00U Uruguay hacia la agenda de desarrollo sostenible 2030	00099146	ONU/16/00U - GMS	January/16	December/16	NIM	GEN1	4,122	3,935
Outcome 7	00097463	URU/16/002 Apoyo a la implementación del Fondo Nacional de Preinversión	00101186	URU/16/002 Apoyo a FONADEP	July/16	February/20	NIM	GEN0	3,326,110	858,216
Outcome 7	00097734	URU/16/006 Apoyo a la implementación del Programa de Mejora Servicios Públicos - AGESIC	00101342	URU/16/006 Apoyo a la implementación Programa Mejora AGESIC	December/16	December/20	NIM	GEN1	10,783,210	7,531,157
Outcome 7	00100469	URU/16/007 Apoyo al Plan de Adecuación a Estándares Internacionales (PLAE) en BCU	00103420	URU/16/007 Apoyo al PLAE - BCU	January/17	December/19	NIM	GEN0	591,527	391,678
Outcome 7	00107101	URU/18/001 Fortalecimiento de capacidades y mejora de la	00107504	URU/18/001 Fortalecimiento de	January/18	December/20	NIM	GEN0	1,912,189	920,934
Outcome 7	00112235	URU/18/005 Fortalecimiento de la Unidad A&M Políticas de Presidencia Rep.	00110843	URU/18/005 Fortalecimiento Unidad A&M Políticas de Presidencia Rep.	July/18	December/20	NIM	GEN1	200,000	35,300
Outcome 7	00112603	Uruguay Country Investment Facility	00111063	Country Investment Facility	June/18	December/19	DIM	GEN1	500,000	107,675
<b>TOTAL</b>									<b>110,387,371</b>	<b>65,008,008</b>

## **Annex 5. PERSONS CONSULTED**

### **Government of Uruguay**

1. Álvarez, Ariel. Director de Proyecto, MOVES, MIEM
2. Apezteguía, Pedro. Director de Descentralización e Inversión Pública, OPP.
3. Badolati, Andrea. Dir. Negociación Colectiva, Ministerio de Trabajo y Seguridad Social
4. Bango, Julio. Secretario Nacional de Cuidados, MIDES
5. Barreto, Federico. Director del Instituto Nacional de la Juventud, MIDES
6. Benedito, Enrico. Instituto Nacional de Estadística (INE).
7. Bergamino, Ariel. Subsecretario, Ministerio de Relaciones Exteriores.
8. Bernasconi, Carolina. Unidad de Asesoramiento y Monitoreo de Políticas Públicas, Presidencia.
9. Bertullo, Natalia. Unidad Relaciones Internacionales y Cooperacion, MIEM
10. Bidegain, Germán. CIESU
11. Buela, Leticia. Directora de Administración y Finanzas de la Agencia de Gobierno Electrónico y Sociedad de la Información y del Conocimiento (AGESIC)
12. Cairo, Cecilia. Vivienda, MVOTMA
13. Camaño, Diego. INISA
14. Castagnino, Griselda. Proyecto Mercurio, MVOTMA
15. Contreras, Alfonso. Encargado Área Financiero Contable, AUCI
16. Corbo, Gabriel. Instituto del Niño y Adolescente, INAU, MIDES.
17. Cuturi, Fernando. DERES
18. De Barbieri, María. OPP/Equidad Territorial
19. Delgado, María García. Relaciones Internacionales y Cooperación
20. Delgado, Verónica. AGEV, OPP.
21. Escotto, Matías. Asistente Técnico en Cooperación, AUCI
22. Fagetti, Carlos. Director Nacional de Turismo.
23. Ferrando, Jorge. Director de la Secretaría Ejecutiva de Primera Infancia. INAU.
24. Ferraz, Diego. Subcoordinador Proyecto Desarrollo del Plan CAIF, INAU
25. Ferreira, Carolina. Coordinadora Programa Microfinanzas-Área de Políticas Territoriales, OPP.
26. Fodde, Mariela. Directora Nacional de Economía Social e Integración Laboral DINESIL, MIDES.
27. Fraga, Guillermo. Coordinador del Fondo de Desarrollo del Interior, OPP/FDI.
28. Gadelman, Fabiana. OPP/PDGS
29. Garbarino, Gabriela. INISA
30. García, Álvaro. Director, OPP.
31. García, Ana Laura. AGEV, OPP.
32. Giffuni, Cecilia. Asistente Técnico en Cooperación, AUCI
33. Gilles, Vivian. Directora Planificación Estratégica. DINESIL MIDES

34. Goitia, Pablo Montes. Director Proyecto PAGE. MIEM
35. Gómez, Mabel. OPP/FONADEP
36. Gracia Delgado, Maria. Asesora Relaciones Internacionales, MVOTMA
37. Graña, Federico. Director Nacional de Promoción Sociocultural, MIDES
38. Guinovart, Marcelo. Director area de organismos y procesos, AGESIC
39. Jones, Cecilia. Directora Proyecto NAP-Agro. Ministerio de Ganadería, Agricultura y Pesca (MGAP).
40. Juanche, Ana. Directora del Instituto Nacional de Rehabilitación (INR)
41. Kasprzyk, Mariana. Unidad de Cambio Climático, MVOTMA
42. Laino, Daniel. DERES
43. Lescano, Martín. Coordinador del Área de Modernización de la Gestión, OPP/PDGS
44. López, Janet. Directora de la Dirección de Gestión y Evaluación (AGEV), OPP
45. Lorenzo, Ignacio. Unidad de Cambio Climático, MVOTMA
46. Malán, Hugo. Directivo Asesor de la Agencia de Desarrollo Local de Juan Lacaze y Coordinador General de la RADEL.
47. Marvid, Roberto, Unidad de Cambio Climático, MVOTMA
48. Mateos, Pablo. PPD DINAMA-MVOTMA
49. Mello, Ana Laura. Biodiversidad MVOTMA
50. Mendes, Nadia. Responsable M&E FDI ampliado, OPP
51. Mernes Falcone, Juan Alejandro. Jefe Gabinete Subsecretario, Ministerio Relaciones Exteriores
52. Milanesi, Alejandro. CIESU
53. Otegui, Olga. Subsecretaria de Industria, Energía y Minería, MIEM
54. Otero, Andrés. Unidad de Asesoramiento y Monitoreo de Políticas Públicas, Presidencia
55. Paseyro, Tamara. Programa Mejoramiento de Barrios, MVOTMA
56. Pereira, Miguel. Director de Afrodescendencia, MIDES
57. Petit, Juan Miguel. Comisionado Parlamentario Penitenciario.
58. Plana, Verónica. Programa Mejoramiento de Barrios, MVOTMA
59. Policar, Betty. INISA
60. Ramírez, Beatriz. Directora División Derechos Humanos, MIDES
61. Roballo, Andrés. Prosecretario de la Presidencia.
62. Rucks, Jorge. Subsecretario, MVOTMA
63. Saettone, Mariela. Centro de Formación, Fiscalía General de la Nación.
64. Salvador, Soledad. CIEDUR
65. Santestevan, Ana María. Directora General Secretaría, Ministerio Trabajo y Seguridad Social, MTSS
66. Scarlato, Guillermo. Coordinador General Sistema Nacional de Áreas Protegidas (SNAP), MVOTMA.
67. Sosa, Anahí. CIESU
68. Soto, Santiago. Subdirector, OPP.
69. Telles, Adela. Coord. Area Desarrollo Programatico, INAU
70. Torres, Judith. Proyecto Mercurio, DINAMA – MVOTMA

71. Traversa, Fernando. Director Nacional, Sistema Nacional de Emergencias, SINAE
72. Umpierrez, Alejandra. Consultora SIMORE, Ministerio Relaciones Exteriores.
73. Van Rompaey, Karen. Responsable Área Gestión Conocimiento, AUCI.
74. Vignolo, Andrea. Directora Ejecutiva de la AUCI.
75. Vincent, Paula. OPP/Equidad Territorial

### **Subnational Governments**

76. Almada, José. Dirección de Desarrollo. Intendencia de Rivera.
77. Andino, Juan Carlos. Dirección de Desarrollo. Intendencia de Rivera.
78. Armua, Alberto. SNP. Valle de Lunarejo. Rivera. PPD.
79. Bergos, Francisco. Área Protegida Esteros de Farrapos. Río Negro. MVOTMA
80. Bertón, Alejandro. Director de Dirección de Desarrollo. Intendencia de Rivera.
81. Carámbula, Matías. PPD Agencia de Desarrollo Rural-Gobierno de Canelones
82. Delgado, Richard. Técnico Movilidad; Intendencia de Montevideo.
83. Esteves, Santiago. Dirección de Desarrollo. Intendencia de Rivera.
84. Firpo, Jorge. Director de Desarrollo Departamental. Intendencia de Río Negro
85. Garrido, Gabriela. Directora General de Desarrollo Humano, Intendencia de Canelones
86. López, Sebastián. Dirección de Desarrollo productivo sustentable. Intendencia de Paysandú.
87. Mannise, María José. Directora de Dirección de Desarrollo. Intendencia de Paysandú.
88. Mendieta, Fabricio. Área Protegida Esteros de Farrapos. Río Negro. MVOTMA
89. Nopitsch, Fernando. Secretario General, Intendencia de Montevideo.
90. Pineda, Gabriel. Área Protegida Esteros de Farrapos. Río Negro. MVOTMA
91. Piqué, Ximena. Proyecto Identidad: Escuela de Tambores. Intendencia de Rivera. PPD.
92. Rodríguez, Alda María. SNAP. Paisaje Protegido Valle de Lunarejo. Rivera. PPD.
93. Rodríguez, Claudia. Intendencia de Montevideo.
94. Schunk, Andrea. Directora de Turismo. Intendencia de Río Negro
95. Torres, Renzo. Unidad Gestión para el Desarrollo, Paysandú.
96. Vargas, Rodrigo. Dirección de Desarrollo. Intendencia de Rivera.
97. Viera, Graciela. Área Protegida Esteros de Farrapos. Río Negro. MVOTMA
98. Zibil, Sandra. Dirección de Desarrollo. Intendencia de Paysandú.

### **Programme beneficiaries**

99. Cáceres, Carmen. Beneficiaria. Sendero Cueva del indio. Valle de Lunarejo. Rivera. PPD.
100. Perez, Alejandra. Educadora Centro CAIF "Betum Deti"
101. Fernández, Raquel. Beneficiaria Cooperativa Flor de Lana. Valle de Lunarejo. Rivera. PPD.

## **Donors and bilateral partners**

102. Borit, Francois. Representante Encargado; CAF - Banco de Desarrollo de América Latina.
103. Doyle, Morgan. Representante, BID.
104. Gregori, Gianna. Ejecutiva de Negocios sector Público, CAF - Banco de Desarrollo de América Latina.
105. Navalpotro, Víctor. Coordinador General, AECID.
106. Perelmutter, Nicole. Economista Principal, CAF - Banco de Desarrollo de América Latina.

## **Civil society**

107. Bernal, César. SUTCRA
108. Bettoni, Analía. Coordinadora de Proyectos, Instituto de Comunicación y Desarrollo (ICD).
109. Castillo, Marcelo. Docente e investigador, Ciencia Política FCS y Asistente Académico Decanato.
110. Chulak, Nelly. PPD. Proyecto Sendero del Puerto Viejo.
111. Cruz, Anabel. PPD
112. García, Ana Cristina. Diputada suplente, Partido Independiente.
113. Heit, Stephan. Agencia de Desarrollo Local (ADEL). Intendencia de Paysandú.
114. Marmisolle, Marisa. Secretaria de la Bancada Bicameral Femenina.
115. Moraes, Alberico. Profesor Proyecto Escuela de Tampores. PPD.
116. Ortiz, Mayte. GENSA. Paysandú.
117. Pandulli, Noela. Paysandú Nuestro.
118. Rasedo, Miltón. Amber. Paysandú.
119. Rey, Ana. FUECYS
120. Salvador, Soledad. Centro Interdisciplinario de Estudios sobre el Desarrollo (CIEDUR)
121. Sarli, Ignacio. GENSA. Paysandú.
122. Sector Privado/Sistema B - Bebo Gold

## **UNDP**

123. Bazzani, Sandra. Coordinadora Programa de Pequeñas Donaciones (PPD), PNUD
124. Iglesia, Diego. Gerente Unidad de Operaciones, PNUD
125. Liller, Stefan. RR, PNUD
126. Preve, Magdalena. Asociada - Área de Desarrollo Sostenible, PNUD
127. Scasso, Flavio. Analista de Programa – Área Desarrollo sostenible, PNUD
128. Terra, Francisco. Equipo técnico transiciones, PNUD
129. Varela, Virginia. Analista de Programa - Área Inclusión social, PNUD
130. Veronelli, Paula. Unidad de Políticas y Programas, PNUD
131. Villar Forner, Mireia. RC and former RR PNUD

## **Other UN agencies**

132. Albaladejo, Manuel Regional Director, ONUDI
133. Dallo, Jose. Regional Director, UNEP
134. Furtado, Magdalena. Representante ONU Mujeres
135. Murillo, Juan Carlos. RR, ACNUR
136. Oyhantcabal, Walter. Representante FAO
137. Pablo Montes - PAGE Green Economy
138. Ramos, Leonardo. Local Security Assistant, UNDSS
139. Ramos, Valeria, Oficial Programas, UNFPA
140. Rapetti, Sandra. Oficial Programas, UNICEF
141. Suarez, Virginia. OCR
142. Vernazza, Lucía. Oficial de Protección – UNICEF

## **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, Uruguay's governmental departments, project management offices and others.*

- AGESIC. *4to Plan de Accion Nacional de Gobierno Abierto 2018-2020.* Montevideo, 2017
- AUCI. *Informe Nacional Voluntario Uruguay 2017.* Montevideo, 2017.
- AUCI. *Informe Nacional Voluntario Uruguay 2018.* Montevideo, 2018.
- AUCI. *Informe Nacional Voluntario Uruguay 2019.* Montevideo, 2019.
- AUCI. *Política de cooperación internacional de Uruguay para el desarrollo sostenible al 2030.* Montevideo, Diciembre 2018.
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- Instituto Nacional de Estadística (INE). *Estimación de pobreza por método de ingreso,* 2018.
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- MIDES. *Ley de acciones afirmativas para afrodescendientes. Ley 19.122*
- MIDES. *Ley Sistema Nacional Integrado de Cuidados de la Población (CAIF).* Ley 13-353
- MIDES. *Plan Nacional de equidad racial y afrodescendencia.* Montevideo, Marzo 2019

- MIDES. *Programa Uruguay Crece Contigo.*
- MIDES. *Reporte Uruguay 2017.* OPP, Montevideo. Marzo 2018.
- Ministerio de Desarrollo Social (MIDES). *Dirección Nacional de Economía Social. Documento informativo sobre proyectos.* 2019.
- Ministerio de Industria, Energía y Minería (MIEM). *Balance energético nacional 2017.*
- Ministerio de Vivienda, Ordenamiento Territorial y Medio Ambiente (MVOTMA). *Estrategia Nacional para la Conservación y Uso Sostenible de la Diversidad Biológica del Uruguay 2016-2020.* Montevideo, 2016.
- Ministerio del Interior. *Femicidios íntimos en Uruguay. Homicidios a mujeres a manos de (ex) parejas.* 2017
- MVOTMA. *Cuarta Comunicación Nacional a la Conferencia de las Partes en la Convención Marco de las Naciones Unidas sobre El Cambio Climático.* Montevideo, 2016
- MVOTMA. *Ley de Ordenamiento Territorial y Desarrollo Sostenible. Ley 19.525-2017*
- MVOTMA. *Plan Quinquenal de Vivienda 2015-2019.*
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- Naciones Unidas. *Situación y perspectivas de la economía mundial 2017.* NY, 2018
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- Oficina de Planificación y Presupuesto (OPP). *Estrategia Nacional de Desarrollo Uruguay 2050.*
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- OPP. *IDH por departamentos. Síntesis metodológica y de resultados.* 2018.
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- OPP. *Plan Estratégico de Gobierno 2015-2020.*
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- PNUD-FNAM-MVOTMA. *Programa de Pequeñas Donaciones. Evaluación de diez años de funcionamiento en Uruguay: 2005-2015*
- PNUD-ONUMUJERES-IDEA. Uruguay: Una democracia consolidada aun muy lejos de la paridad. Informe Diagnóstico. Proyecto Atenea. Montevideo. 2017.
- SINAE. *Sistema Nacional de Emergencias y Gestión de Riesgos en Uruguay.* Montevideo, 2018.
- Sistema Integral de Protección a la Infancia y la Adolescencia contra la Violencia (SIPIAV). *Guía para la atención de niños y niñas de 0 a 3 años en situación de violencia.*

## Annex 7. CPD OUTCOME & OUTPUT INDICATOR MATRIX

### OUTCOME (OC) LEVEL

**Outcome 1:** The country has the legal mechanisms, institutions, policies and more effective services to promote social inclusion of the least favored groups (children and youth, African descendants and handicapped persons) and to reduce inequality gaps (in particular, gender, generational and ethnic-racial gaps). (UNDAF 2.1) (SDGs, 1, 2, 3, 5, 10)

<u>OC Indicator Description</u>	<u>OC Indicator Baseline</u>	<u>OC Indicator Target 2020</u>	<u>OC Indicator Value 2016</u>	<u>OC Indicator Value 2017</u>	<u>OC Indicator Value 2018</u>
Poverty gap between men and women	1.7 percentile points (2014)	(0.60)	1	0.80	0.80
% of children under age 3 years below poverty line reached by early childhood programmes.	22.3% (2014)	at least 80%			39%
Number of institutions related to local development, reduction of segregation and territorial gaps which have been strengthened.	TBD	TBD		6	6

**Outcome 2:** The country has strengthened its capacities and institutional framework to ensure the preservation of the natural resources including water, echo systemic services, pollution prevention and generation and sustainable use of energy, promoting local development and creation of livelihood. (UNDAF 1.2) (SDGs 2, 6, 7, 9, 11, 12, 13, 14 and 15).

<u>OC Indicator Description</u>	<u>OC Indicator Baseline</u>	<u>OC Indicator Target 2020</u>	<u>OC Indicator Value 2016</u>	<u>OC Indicator Value 2017</u>	<u>OC Indicator Value 2018</u>
% of national territory included in the National System of Protected Areas.	0.84 (2015)	1.9 (2020)	0.88	0.88	0.88
% of compliance with the reporting commitments related to environmental conventions to which Uruguay is a party.	TBD	TBD	100%	100%	100%
Number of plans adopted at national and subnational levels to respond to climate change and for disaster risk reduction.	2 (National Climate Change Response Plan, Climate Plan for the Metropolitan Region)	TBD (27)		24	24
Net national CO2 emissions (CO2 gigagram equivalent)	TBD	TBD		2,832	2,832

**Outcome 3:** 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 I and subnational level. (UNDAF 3.1) (SDG 16)

<b><u>OC Indicator Description</u></b>	<b><u>OC Indicator Baseline</u></b>	<b><u>OC Indicator Target 2020</u></b>	<b><u>OC Indicator Value 2016</u></b>	<b><u>OC Indicator Value 2017</u></b>	<b><u>OC Indicator Value 2018</u></b>
Degree of increase in resources allocated to the third level of government for improved development of municipality management.	2 (2015)	4 (2019)	4 (El presupuesto del Fondo de Incentivo a la Gestión Municipal aumentó de forma significativa (de 100 millones a 400 millones de pesos constantes 2015))	4 (El presupuesto del Fondo de Incentivo de Gestión Municipal aumentó de forma significativa (de 400 a 600 millones de pesos constantes 2015))	4
% of women in the Lower House and in the Upper House.	16.2% (10/2014) in the Lower House. 29% (10/2014) in the Upper House	TBD	16% in the Lower House. 29% in the Upper House	16% in the Lower House. 29% in the Upper House	21.2% in the Lower House. 29% in the Upper House
Degree of progress made by Uruguay in the Open Government Index.	0,65 (2015) 3 (2015)	1 (2020)	3 (Valor Indice: 0.65)	2 (Valor Indice: 0.70)	3
Degree of progress in the Corruption Perception Index.	2 4 (2015)	3 (2)	3 (Valor Indice: 74)	4 (Valor Indice: 71)	4 (Valor Indice: 70)

### **OUTPUT (OP) LEVEL**

<b><u>Output #</u></b>	<b><u>Output Description</u></b>	<b><u>OP Indicator Description</u></b>	<b><u>OP Indicator Baseline</u></b>	<b><u>OP Indicator Target 2020</u></b>	<b><u>OP Indicator Value 2016</u></b>	<b><u>OP Indicator Value 2017</u></b>	<b><u>OP Indicator Value 2018</u></b>
OP 1.1	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)	Number of boys and girls in situation of vulnerability benefiting from the CAIF Plan.	50,740 (Girls: 25,008 (2015); Boys: 25,732 (2016))	66,720 (Girls: 32,879; Boys: 33,841)		Girls: 27,000 Boys: 27,012	Girls: 29,209 Boys: 30,611
		Number of plans and programmes strengthened to promote gender and empowerment of women at national and subnational levels.	4	7		5	7
		% of Afro descendants who have obtained public jobs versus the overall number of public servants.	1.10%	8%		1.78	2.06%
		Number of people with lodgings built in regularized settlements.	985 (Women: 503, Men: 482)	11.697 (Women: 5.884; Men: 5.813)		Women: 3,250 ; Men: 3,250	

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OP 1.2	Institutions responsible for public policy have strengthened their capacities to monitor and evaluate actions devoted to reduce social exclusion and inequalities.	Degree of incorporation of multidimensional indicators to measure poverty by the national statistics system and public agencies.	2	4		2	3
		Degree of incorporation of the time dimension in the national statistics dimension.	1	3		2	2
OP 1.3	The universal social protection matrix strengthened to ensure equitable access to care and health services and housing.	Number of pilot experiences implemented under the National Care System.	3	6		5	6
		Number of people in situation of dependence receiving services from the National Care System.	500	25,200		2,048	5,440
		Number of beneficiaries of relocation processes among the population in situation of vulnerability.	352	1,000		132	250
		Number of pregnant women and children under age 4 years covered by early care programmes.	6,100	35,300		23,840	23,840
OP 1.4	Institutions responsible for the promotion of territorial development have increased capacities to reduce territorial inequalities.	Degree to which local development agencies have strengthened capacities for planning and execution of local economic development strategies.	2	4		3	3

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OP 2.1	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.	Number of protected areas that incorporate the management landscape approach.	2 (2014)	5 (2018)		7	7
		% of women delegates in the Ad Hoc Protected Areas Advisory Committees.	24 (2015)	30		27	27

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OP 2.2	Strategies policies and plans (national/departmental/sectoral) formulated and applied for the adaptation and mitigation of climate change and disaster risk reduction.	Extent to which implementation of comprehensive measures (plans, strategies, policies, programmes and budgets) to achieve low emission and climate resilient development objectives has improved.	2	3		2	2
	% of women that participate in municipal emergency committees.	30% (2014)	50% (2020)			20%	32%
OP 2.3	National and local (department) institutions with strengthened capacities to implement instruments to improve environmental management and reduce pollution especially focusing on most vulnerable populations.	Number of tons of ozone depleting potential HCFCs imported/consumed annually.	17.8 (2014)	15.21		16.43	16.69
		Number of mechanisms that provide sustainable management solutions for chemicals and waste.	2 (2014)	5 (2017)	3	3	3
		kg of mercury recovered from medical devices and lighting devices with an appropriate final disposal.	0 (2014)	330 (2017)		0.00	3.90
OP 2.4	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.	Number of sustainable environmental management initiatives implemented by grass roots groups.	113 (2014)	128 (2018)		125	160
		Number of sustainable environmental management initiatives implemented by family farmers.	44 (2014)	49 (2018)	56	56	58

<u>Output #</u>	<u>Output Description</u>	<u>OP Indicator Description</u>	<u>OP Indicator Baseline</u>	<u>OP Indicator Target 2020</u>	<u>OP Indicator Value 2016</u>	<u>OP Indicator Value 2017</u>	<u>OP Indicator Value 2018</u>
OP 3.1	Public administration institutions have tools and information systems to plan execute and evaluate the allocation of expenses and public investment.	Extent to which public agencies have information systems required for decision making on allocation and monitoring of expenditure and public investment.	3	4		3	3
		Number of evaluations on the performance and impact of public policies conducted whose	18	38		23	26

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		recommendations are implemented through improvement agreements.					
OP 3.2	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.	Number of instruments and action plans to promote the use of open data and the monitoring of transparency in the public management designed and currently underway.	1	3		1	2
OP 3.3	Strengthening of AUCI South-South cooperation strategy.	Number of initiatives in areas including, social development, science and technology, farming, climate change, environment and governance executed with counterparts from academia, government and civil society.	10	30		24	9
OP 3.4	Subnational governments strengthened in their capacities to promote citizen participation.	Percentage of the township constituency that is familiar with public hearing mechanisms.	48%	80%		48%	48%
OP 3.6	Judiciary institutions strengthened for the implementation of the new criminal proceedings code.	Percentage of persons deprived of liberty without final ruling.	65% (2012, Inter American Commission on Human Rights)	50%		66.9%	47%

Source: UNDP Corporate Planning System

## Annex 8. THEORY OF CHANGE (TOC) UNDP Uruguay CPD 2016-2020

