



**IEO** | INDEPENDENT  
Evaluation Office  
United Nations Development Programme

# ANNEXES

## INDEPENDENT COUNTRY PROGRAMME EVALUATION: ARGENTINA

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# Annex 1. TERMS OF REFERENCE

## 1. Introduction

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluations (ICPEs)”, formerly known as “Assessments of Development Results (ADRs),” 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 efforts to achieve 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, and to the UNDP Executive Board.

This is the second country-level evaluation conducted by the IEO in Argentina, following the ADR in 2009.<sup>1</sup> The ICPE will be conducted in close collaboration with the Government of Argentina, with the UNDP Argentina Country office, and with the UNDP Regional Bureau for Latin America and the Caribbean. The results of the evaluation are expected to provide a set of forward-looking recommendations as input for the formulation of the new country programme document.

## 2. National context

Argentina is a federal republic located in the southern end of South America, with an estimated population of 44,494,502, of which 92 percent live in urban areas.<sup>2</sup> After its economic crisis of 2001-2002, Argentina recovered quickly, registering one of the highest growth rates in the region and achieving a significant reduction in poverty and income inequality due to greater consumption and investment<sup>3</sup>. More recently, after an economic contraction of 1.8 per cent in 2016, the economy recovered and grew 2.9 per cent in 2017<sup>4</sup>. With a gross national income of US\$ 12,370, Argentina is categorized as an upper middle-income country<sup>5</sup>, with a high human development (ranked 47th out of 189 countries)<sup>6</sup>. In addition, Argentina is a G-20 major economy and an Official Development Assistance (ODA) recipient, mainly from European Institutions, Germany and France.<sup>7</sup>

As a result of the country’s macroeconomic imbalances, currency depreciation and high inflation have been a periodic serious drag on the economy of Argentina. On top of this economic instability, after the government agreed to a \$57.1 billion loan of the International Monetary Fund to alleviate its economic crisis,<sup>8</sup> the peso fell substantially, closing at 40.60 per U.S. dollar by the end of September 2018.<sup>9</sup> The

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<sup>1</sup> Assessment of Development Results Argentina: <https://erc.undp.org/evaluation/documents/download/2618>

<sup>2</sup> 2017 Sinopsis Estadística República Argentina, Julio 2018.

[https://www.indec.gob.ar/ftp/cuadros/publicaciones/sinopsis\\_indec\\_2017.pdf](https://www.indec.gob.ar/ftp/cuadros/publicaciones/sinopsis_indec_2017.pdf)

<sup>3</sup> Ministerio de Hacienda (Junio 2018)

<https://www.argentina.gob.ar/hacienda/politicaeconomica/macroeconomica/estudioeconomicos>

<sup>4</sup> World Bank in Argentina Overview: <https://www.worldbank.org/en/country/argentina/overview>

<sup>5</sup> World Bank, 1 July 2019: Changes in classification: <https://blogs.worldbank.org/opendata/new-country-classifications-income-level-2019-2020>

<sup>6</sup> UNDP – HDR 2018 Statistical Update, Argentina: [http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/ARG.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/ARG.pdf)

<sup>7</sup> OECD data as of 8 October 2018: From 2001 to 2017, Argentina received the total of US\$320.52 million from EU Institutions, US\$281.93 million from Germany, and US\$195.29 million from France.

<sup>8</sup> International Monetary Fund: <https://www.imf.org/en/News/Articles/2018/06/29/na062918-argentinas-economic-recovery-8-answers-to-explain-the-plan>

<sup>9</sup> Banco Central de la República Argentina, Informe Monetario Diario:

<http://www.bcra.gob.ar/Pdfs/PublicacionesEstadisticas/infomondiae.pdf>

Argentina financial crisis also affected population migration patterns. During the nineteenth and early twentieth centuries, the migration to Argentina came mainly from developed countries (e.g. Italy and Spain). Currently, migrants are mostly from underdeveloped countries and economies in recession (e.g. Paraguay, Bolivia, and Venezuela) who are supplying labor, mainly within the country's informal sector, including domestic workers, street vendors, and construction workers. The country's unemployment rate has also been affected, increasing from 8.7 percent in 2017<sup>10</sup> to 9.6 percent for the second quarter of 2018. Currently, Argentines are increasingly seeking opportunities elsewhere.

Argentina possesses natural resources that benefit several productive sectors such as agriculture, livestock raising, fishing, mining and energy, as well as industry and manufacturing sectors. The country is a major producer and exporter of agricultural goods with large-scale agricultural and livestock industries that have profited from the commodity price boom of the past decade<sup>11</sup>. Argentina ranks among the leading producers of sunflower seeds oil, soybeans, honey, lemons and beef. Fishing in Argentina is one of the main activities that both supplies the local population and produces exports. In addition, manufacturing is the largest single sector in the nation's economy.

Argentina places environmental protection at the highest normative levels, mentioning it in Article 41 of its national constitution<sup>12</sup>. Since 2015, Argentina is an active party to the United Nations Framework Convention on Climate Change (UNFCCC), and according to its Third Communication on Climate Change its goal is to reduce GHG emissions by 15% in 2030, and to do so, it includes actions linked to the promotion of sustainable forest management, energy efficiency, biofuels, nuclear power, renewable energy, and transport modal shift.<sup>13</sup> Nevertheless, deforestation and pollution are the main threats to Argentina's biodiversity and landscapes. The 1914 census reported that Argentina had approximately 105 million ha of forest.<sup>14</sup> Today, Argentina has approximately 28 to 45 million ha<sup>15</sup> in forests. In addition, Argentina's agriculture is susceptible to climate change effects such as water shortages, flooding, extreme droughts, and changes to crop yields.

In December 2015, the Argentina government established 8 national objectives and 100 priorities to be aligned to the 2030 Agenda of the United Nations, within the framework of the Government's National Objectives 2015-19 and the National Public Administration modification process. The objectives include: macroeconomic stability, national productive agreement, infrastructure development, sustainable human development, fight against drug trafficking and improvement of security, institutional strengthening, modernization of the state, and strategic insertion in the world.<sup>16</sup> According to Argentina's 2018 national budget, the main government investment has been in social security<sup>17</sup> (57.3 percent of budget), followed by education (8.2 percent), transportation (5.6 percent), energy (5.0 percent), health<sup>18</sup> (4.3 percent), security (2.9 percent), social development (2.3 percent), defense (2.1 percent) and other public policies (10.3 percent)<sup>19</sup>.

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<sup>10</sup> Instituto Nacional de Estadística y Censos, Republica de Argentina:

[https://www.indec.gov.ar/nivel4\\_default.asp?id\\_tema\\_1=4&id\\_tema\\_2=31&id\\_tema\\_3=58](https://www.indec.gov.ar/nivel4_default.asp?id_tema_1=4&id_tema_2=31&id_tema_3=58)

<sup>11</sup> Food and Agriculture Organization of the United Nations, August 2017: <http://www.fao.org/3/a-i7752e.pdf>

<sup>12</sup> Constitución de la Nación Argentina: <http://servicios.infoleg.gob.ar/infolegInternet/anexos/0-4999/804/norma.htm>

<sup>13</sup> Fundación de Investigaciones Económicas Latino Americanas, Argentina, May 2017:

<https://www.oecd.org/environment/cc/g20-climate/collapsecontents/Fiel-argentina-growth-and-low-carbon-transition.pdf>

<sup>14</sup> Tercer Censo Nacional, 1914, República Argentina: <http://www.estadistica.ec.gba.gov.ar/dpe/Estadistica/censos/C1914-T1.pdf>

<sup>15</sup> World Wide Fund for Nature, Argentina: [http://wwf.panda.org/wwf\\_offices/argentina/environmental\\_problems\\_argentina/](http://wwf.panda.org/wwf_offices/argentina/environmental_problems_argentina/)

<sup>16</sup> Objetivos de Gobierno de la Argentina (2015-2019): <https://observatorioplanificacion.cepal.org/es/planes/objetivos-de-gobierno-de-la-argentina-2015-2019>

<sup>17</sup> This includes the national pension system and the Family Income Policy.

<sup>18</sup> Estimated at US\$ 149.69 million for 2019.

<sup>19</sup> Ministerio de Hacienda Presidencia de la Nación, Presupuesto Ciudadano, 2018:

[https://www.minhacienda.gob.ar/onp/presupuesto\\_ciudadano/archivos/pc2018.pdf](https://www.minhacienda.gob.ar/onp/presupuesto_ciudadano/archivos/pc2018.pdf)

Since August 2016, Argentina is implementing a 'Plan for Universal Health Care' aimed at improving the quality of health care services, developing the integrated health care networks, and promoting preventive health care. This plan, which is funded by the World Bank, promotes equal access to health services for the most vulnerable population.<sup>20</sup> In addition, the 'Programa Nacional de Salud Escolar' (PROSANE) has been established as an integrated policy for children and adolescents. Its mission is to develop and strengthen integrated care policies between health and education, respond to children and adolescents' care needs, and strengthen the linkage between the Ministries of Health and Education. Another initiative is the 'Programa de Respaldo a Estudiantes de Argentina' (PROGRESAR) which financially assists national universities and invests in infrastructure and equipment at all educational levels.

In terms of gender, Argentina's government has focused on eradicating the discrimination against women as well as gender inequality and ensuring full enjoyment of women's human rights and autonomy. The 'National Plan of Action for Prevention, Assistance and Eradication of Violence against Women' (2017-2019), supported by UN Women, is a priority for the Argentina government. This plan establishes standards of protection, which are intended to guarantee access to quality care services to all women<sup>21</sup>.

### 3. UNDP programme strategy in Argentina

Relations between the Government of Argentina and the United Nations system were formalized on 1975. The work of UNDP in the country is guided by the United Nations Development Assistance Framework (UNDAF) for the period 2016-2020. The UNDAF was developed by the UN country team composed of 19 agencies, in line with the five programming principles used the UN System in its cooperation programmes: (a) Human Rights-Based Approach; (b) Gender Equality; (c) Environmental Sustainability; (d) Results-Based Management; (d) Institutional Strengthening.

In line with UNDP's Strategic Plan 2014-2017, UNDP planned to support the Government in the following priority areas, as identified in its Country Programme Document 2016-2020: (a) Inclusive and sustainable economic development; (b) Social protection and inclusion; (c) Human rights and citizen participation; and (d) Sustainable management of natural resources. For UNDP, Argentina represents the 3<sup>rd</sup> largest programme in size based on delivery and the biggest in Latin America and the Caribbean.

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<sup>20</sup> Programa Sumar from the World Bank

<sup>21</sup> Consejo Nacional de las Mujeres, Plan Nacional de Acción para la Prevención, Asistencia y Erradicación de la Violencia contra las Mujeres: [https://www.argentina.gob.ar/sites/default/files/plannacionaldeaccion\\_2017\\_2019ult.pdf](https://www.argentina.gob.ar/sites/default/files/plannacionaldeaccion_2017_2019ult.pdf)

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

Country Programme Outcome	Planned resources (US\$)	Expenditures as of Dec. 2018 (US\$)
<p><b>Outcome 9. Inclusive and sustainable economic development.</b> By 2020 the country will have implemented strategies to increase the productivity and diversity of its economy, generating added value and promoting the sustainable use of natural resources, by bringing in science and technology, and reinforcing new productive developments such as the cultural industries.</p> <p><i>(UNDAF outcome 1 and 5; SDGs 1,2,3,4,8,9,11,17)</i></p>	<p>CPD: 250,271,750</p> <p>Budget as of Dec. 2018: 121,608,047</p>	64,049,491
<p><b>Outcome 10. Social Protection &amp; inclusion.</b> By 2020 the country will have designed and implemented social protection and inclusion policies aimed at a full enjoyment of social rights through universal access to essential good-quality services, from a gender perspective, and with special emphasis on the most discriminated groups. <i>(UNDAF outcome 2; SDGs 5, 10)</i></p>	<p>CPD: 550,091,850</p> <p>Budget as of Dec. 2018: 592,784,730</p>	323,672,426
<p><b>Outcome 11. Human rights and citizen participation.</b> By 2020 the country will have reinforced full citizenship through the overarching protection and promotion of human rights, and the design and implementation of mechanisms to access information, so as to ensure citizen participation and access to justice across the country, without any discrimination whatsoever.</p> <p><i>(UNDAF outcome 3; SDGs 10,11,12, 16)</i></p>	<p>CPD: 100,116,700</p> <p>Budget as of Dec. 2018: 157,815,478</p>	65,743,359
<p><b>Outcome 12. Sustainable natural resource management.</b> By 2020, the country will have reinforced the sustainable management of natural resources and implemented adaptation and mitigation policies with respect to climate change and man-made damage, using a gender and intercultural approach.</p> <p><i>(UNDAF outcome 4; SDGs 5, 6, 7, 11, 12, 13,14,15, 17)</i></p>	<p>CPD: 100,016,700</p> <p>Budget as of Dec 2018: 53,377,829</p>	19,995,686
<b>TOTAL</b>	<p><b>CPD: 1,000,497,000</b></p> <p><b>Budget as of Dec.18: 925,586,085</b></p>	<b>473,460,962</b>

Source: UNDP Argentina Country Programme Document 2016-2020 and UNDP data extracted from Atlas / Figures for budget and expenditure “as of Dec. 2018” are based on PowerBi data for project list.

#### 4. Scope of the evaluation

This ICPE will focus on the current programme cycle (2016-2020) and will cover the period from January 2016 to March 2019. It will assess UNDP’s contributions to the country, as defined at the outcome and output level in the CPD, and in any underlying strategies that may have been developed during the period under review and were not necessarily captured in the CPD.

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

## 5. Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards,<sup>22</sup> and to IEO's Evaluation Policy. The ICPE will address the following key evaluation questions.<sup>23</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?

At the initial phase of the evaluation, the ICPE standard evaluation matrix will be further developed to include additional sub-questions, sources of information, and evaluative evidence or indicators for each of the main evaluation questions.

To answer question 1, a Theory of Change (ToC)<sup>24</sup> might be developed in consultation with the country office, as appropriate, to better understand how and under what conditions UNDP's interventions are expected to lead to the desired outcomes. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes.

The effectiveness of UNDP's programme will be analysed under evaluation question 2. This will include an assessment of the achieved outputs/outcomes, as indicated in the CPD results framework, and the extent to which these outcomes have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect unintended changes and results will be considered. A desk review of programme/ project documents and reports and a pre-mission questionnaire administered to the country office will be used to identify main results, as well as challenges faced by the country office in implementing its CPD. Particular attention will be paid to assessing UNDP's contributions and value added in a high middle-income economy such as Argentina, with a focus in the area of social protection, considering that this outcome represents 69 percent of the programmes expenditures, and is of great importance to the Government of Argentina.

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<sup>22</sup> <http://www.uneval.org/document/detail/1914>

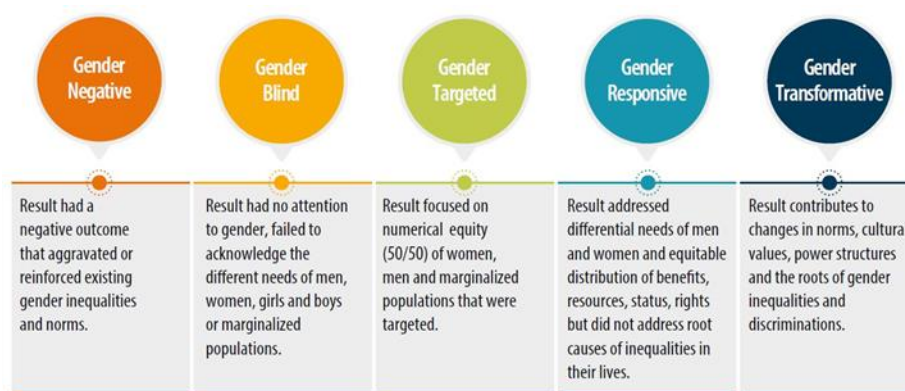
<sup>23</sup> The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

<sup>24</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.

To better understand UNDP’s performance, the specific factors that have influenced - both positively or negatively - UNDP’s performance and eventually, the sustainability of results in the country will be examined under evaluation question 3. In assessing the evolution of the CPD, UNDP’s flexibility and capacity to adapt to the changing context and respond to national development needs and priorities will be examined. The existing and (potential) sustainability of results will be assessed using four criteria: national ownership and appropriation, level of national capacity, resource availability 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>25</sup> have been applied in the CPD design and implementation are some of the aspects that will be assessed under this question.<sup>26</sup>

As gender equality is central to UNDP’s country support to implement and achieve the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, the evaluation will also analyse the extent to which UNDP Argentina programme was designed and contributed to gender equality and women empowerment. To assess gender, the evaluation will consider the gender marker<sup>27</sup> in the portfolio analyses by priority outcome area and the gender results effectiveness scale (GRES) when assessing results. The GRES, developed by IEO, 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.

**Figure 1. Gender Results Effectiveness Scale**



<sup>25</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>26</sup> This information is extracted from analysis of the goals inputted in the Enhanced RBM platform, the financial results in the Executive Snapshot, the results in the Global Staff Survey, and interviews at the management/ operations in the Country Office.

<sup>27</sup> A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).



## 6. Data collection

**Assessment of data collection constraints and existing data.** A preliminary assessment was carried out to identify the evaluable data available as well as potential data collection constraints and opportunities. The UNDP Evaluation Resource Center (ERC) information indicates that 4 project evaluations (GEF funded evaluations) were carried out for the 2016-2020 cycle to date, and 11 project evaluations for the 2010-2015 period. In addition, during 2018-early 2019, a stocktaking exercise of UN's contribution to the 2030 Agenda, and two UNDP outcome evaluations (outcome 9 and 10) will be carried out. These evaluation exercises will serve as useful inputs for the ICPE. With respect to indicators, the CPD Outcomes, UNDP Results-Oriented Annual Reports (ROAR) and the corporate planning system associated with it provide baselines, data sources and indicators. In addition, Argentina has good national statistical capacity since the National Statistics and Census Institute regularly publishes official statistical data of the country. The security level is considered low, which should not constraint primary data collection.<sup>28</sup>

**Data collection methods.** The evaluation will rely on multiple primary and secondary sources for data collection, validation and triangulation of evidence. Efforts will be made to collect the views of a wide range of stakeholders on UNDP's overall performance and contributions. Face-to-face and/or telephone/Skype interviews will be conducted with government representatives, UN agencies including UNDP country office and RBLAC staff, multilateral organizations, bilateral donors, civil-society organizations, private-sector representatives, and programme beneficiaries. An online survey may be administered to UNDP's main partners at the central and decentralized level to collect their feedback on specific issues covered by the evaluation.

As part of the desk review, a portfolio analysis/project list will be developed and used to select interventions for in-depth review during the main data collection phase. The criteria for selection include, but are not limited to:

- Programme coverage: projects covering the various components, cross-cutting areas and gender,<sup>29</sup>
- Geographic coverage: not only national level and urban-based ones, but also in the various regions,<sup>30</sup>
- Maturity: covering both completed and active projects;
- Strategic relevance to the country office and government; and
- Degree of "success" (coverage of successful projects, as well as projects reporting difficulties where lessons can be learned).

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.

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<sup>28</sup> <https://trip.dss.un.org/dssweb/traveladvisory.aspx>

<sup>29</sup> The gender marker, a corporate tool at UNDP, is assigned for all projects, using scores from 3 to 0. A score of 3 means the project has gender equality as the main objective; a 2 indicates that the intended outputs that have gender equality as a significant objective. A 1 signifies outputs that will contribute in some way to gender equality, but not significantly, and a 0 refers to outputs that are not expected to contribute noticeably to gender equality.

<sup>30</sup> Given the territorial inequalities in the country and differences between urban and rural areas, the analysis will reach out and validate the results and development inequalities at the departmental level where UNDP (and national or UN partners) operate.

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 Argentina for the data collection mission. Special attention will be given to the integration of gender in the evaluation methods and reporting. Gender-related data will be collected through corporately-available sources (e.g. the Gender Marker) and programme/ project-based sources (e.g. through desk reviews of relevant documents and interviews with UNDP staff and key informants), where available, and assessed against its programme outcomes.

The IEO and the Country Office will identify an initial list of background and programme-related documents which will be posted on an ICPE SharePoint website. Document reviews will include: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the Country Office and partners, including quality assurance reports available.

All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to organize the available evidence by sub-questions, therefore facilitating the analysis process.

## 7. Management arrangements

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

**UNDP Country Office in Argentina:** 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 independence of the views expressed, the Country Office staff will not participate in the interviews with key stakeholders. The CO and IEO will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a videoconference, where findings, conclusions and recommendations of the evaluation will be presented. Once a final draft report has been prepared, the CO will prepare a management response to the evaluation recommendations, in consultation with the Regional Bureau. It will support the use and dissemination of the final ICPE report at the country level.

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

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

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

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

<b>Table 2: Data collection responsibilities</b>	
<b>Area</b>	<b>Responsible for Report/ Data collection</b>
<b>Inclusive and sustainable economic development / social protection and inclusion</b>	Consultant 1: sustainable development and social protection expert
<b>Human rights and citizen participation (Institutional strengthening)</b>	Consultant 2: Democratic governance, institutional strengthening expert
<b>Sustainable natural resource management</b>	Consultant 3: Environmental sustainability expert

## 8. Evaluation process

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

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

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

**Phase 3: Field data collection.** The evaluation team will undertake a mission to the country on March 2019 to engage in data collection activities. The estimated duration of the mission will be 2.5 to 3 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 Argentina 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 Argentina 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>31</sup> as follows:

<b>Table 3: Timeframe for the ICPE process going to the Board in June 2020 (tentative)</b>		
<b>Activity</b>	<b>Responsible party</b>	<b>Proposed timeframe</b>
<b>Phase 1: Preparatory work</b>		
TOR – approval by the Independent Evaluation Office	LE	October 2018
Selection of other evaluation team members	LE	November-December 2018
<b>Phase 2: Desk analysis</b>		
Preliminary analysis of available data and context analysis	Evaluation team	January- February 2019
<b>Phase 3: Data collection</b>		
Data collection and preliminary findings	Evaluation team	March 2019
<b>Phase 4: Analysis, report writing, quality review and debrief</b>		
Analysis and Synthesis	LE	April 2019
Zero draft ICPE for clearance by IEO	LE	July 2019
First draft ICPE for CO/RB review	CO/RB	August 2019
Second draft shared with the government	CO/GOV	September 2019
Draft management response	CO/RB	October 2019
Final debriefing with national stakeholders	CO/LE	November 2019
<b>Phase 5: Production and Follow-up</b>		

<sup>31</sup> The timeframe is indicative of process and deadlines and does not imply full-time engagement of the team during the period.

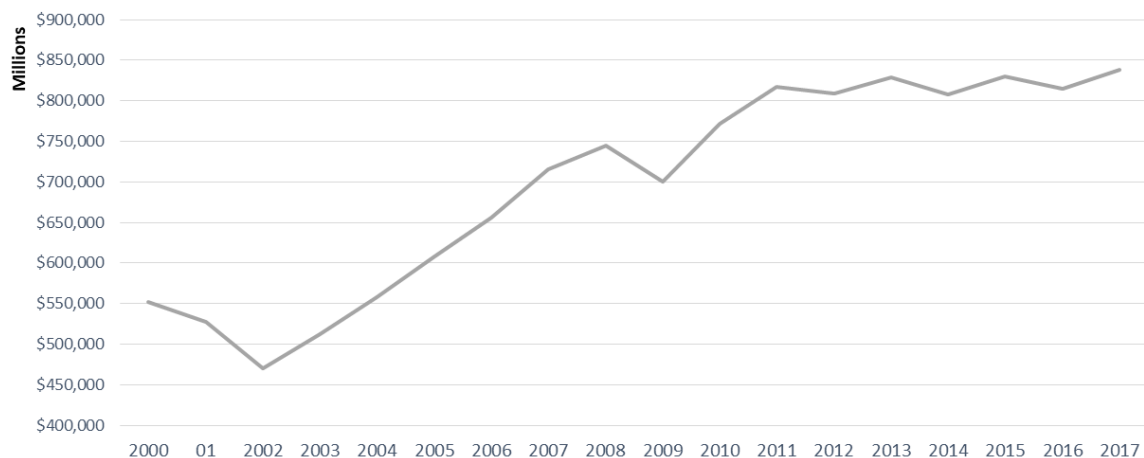
Editing and formatting	IEO	November 2019
Final report and Evaluation Brief	IEO	November 2019
Dissemination of the final report	IEO/CO	December 2019
Executive Board	RB/CO	June 2020

## Annex 2. COUNTRY AT A GLANCE

### GDP,<sup>32</sup> PPP (constant 2011 international \$)

#### GDP

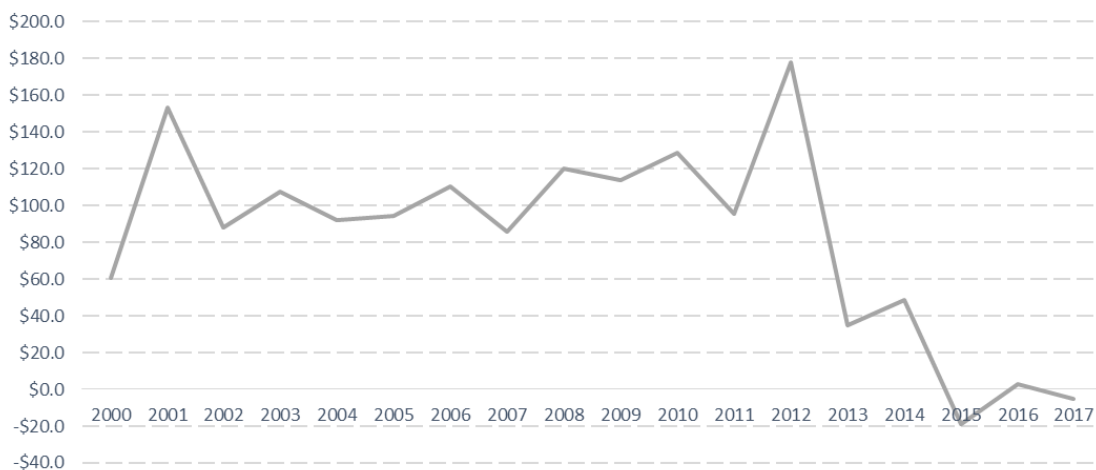
GDP, PPP (constant 2011 international \$)



### Net ODA received<sup>33</sup> (Official Donors, Total (Current Prices (USD millions)))

#### Net ODA received

current prices USD millions

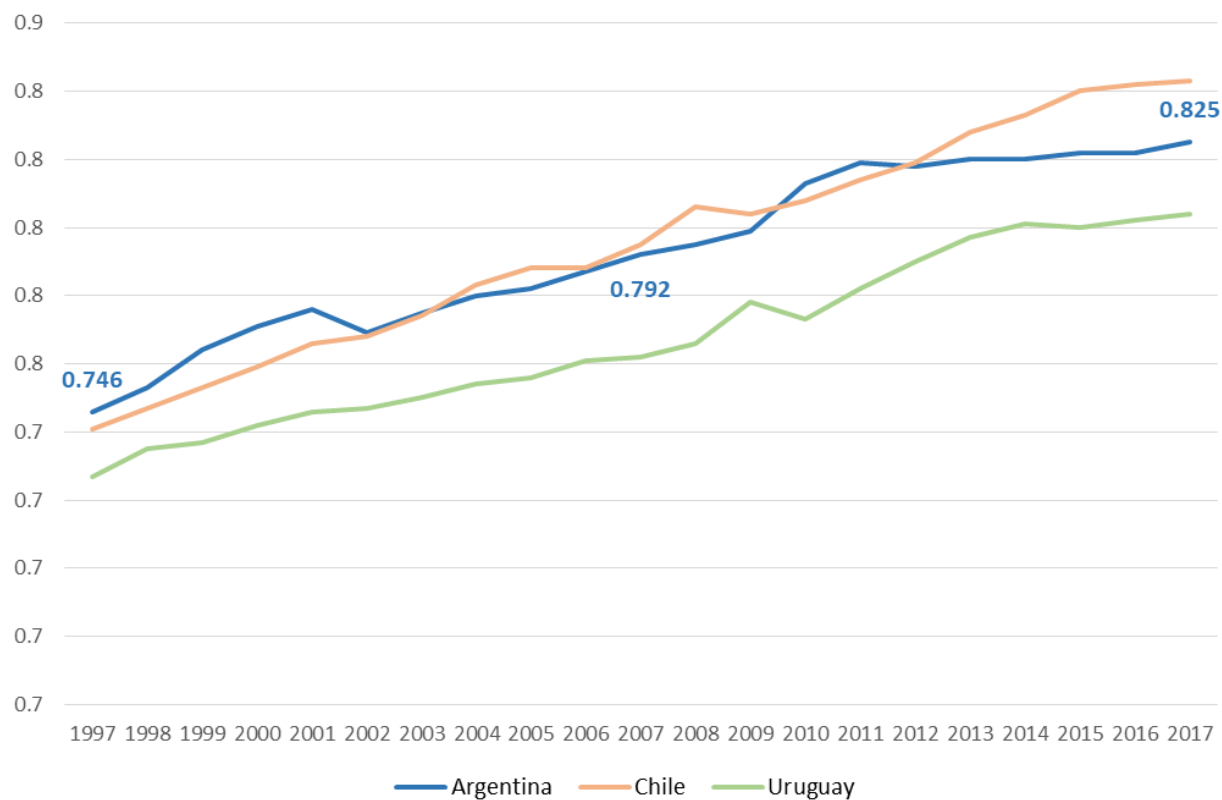


<sup>32</sup> World Bank Indicators. <https://data.worldbank.org/indicator/NY.GDP.MKTP.PP.KD?end=2017&locations=AR&start=2000>

<sup>33</sup> OECD. [https://stats.oecd.org/qwids/#?\\_ga=2.162183029.835922411.1545927447-1445795053.1544563845](https://stats.oecd.org/qwids/#?_ga=2.162183029.835922411.1545927447-1445795053.1544563845)

## Human Development Index trends,<sup>34</sup> 1997-2017

### Human Development Index Trends



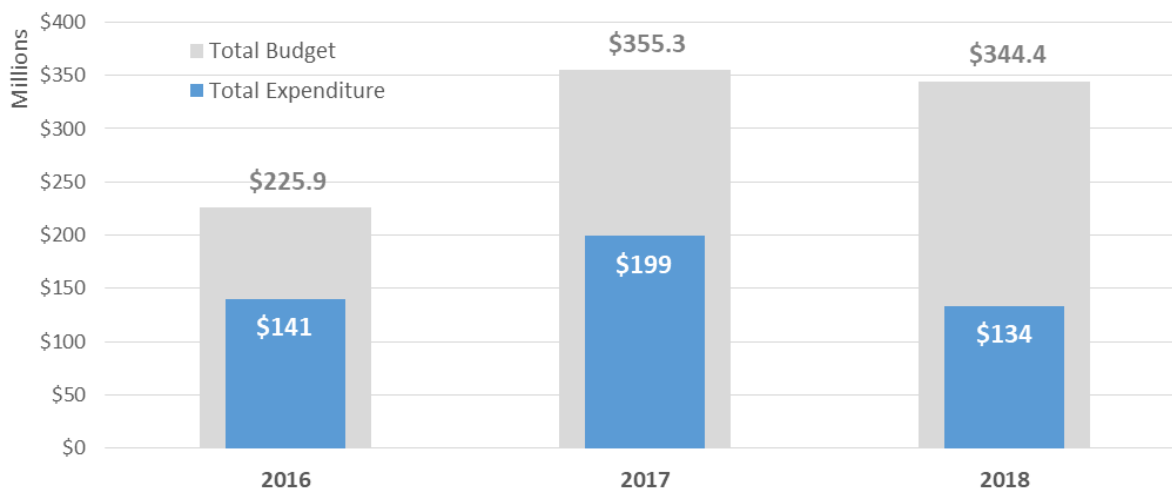
<sup>34</sup> UNDP – HDR. <http://hdr.undp.org/en/indicators/137506>

# Annex 3. COUNTRY OFFICE AT A GLANCE

## UNDP Argentina - Evolution of Programme Budget and Expenditure

### Evolution of Programme Budget & Expenditure

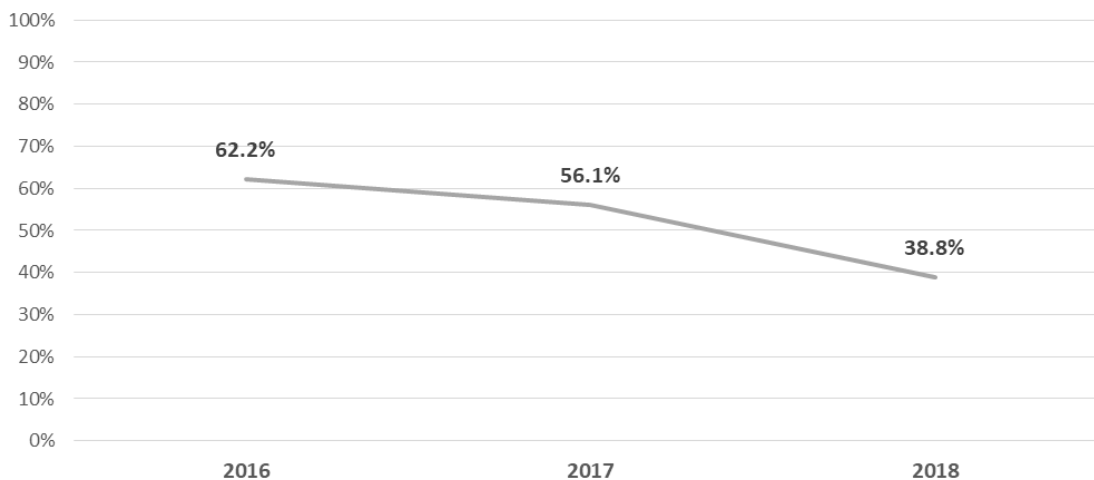
(US Dollars)



Source: ICPE Project List (Power Bi/ Atlas)

## UNDP Argentina – Execution Rate

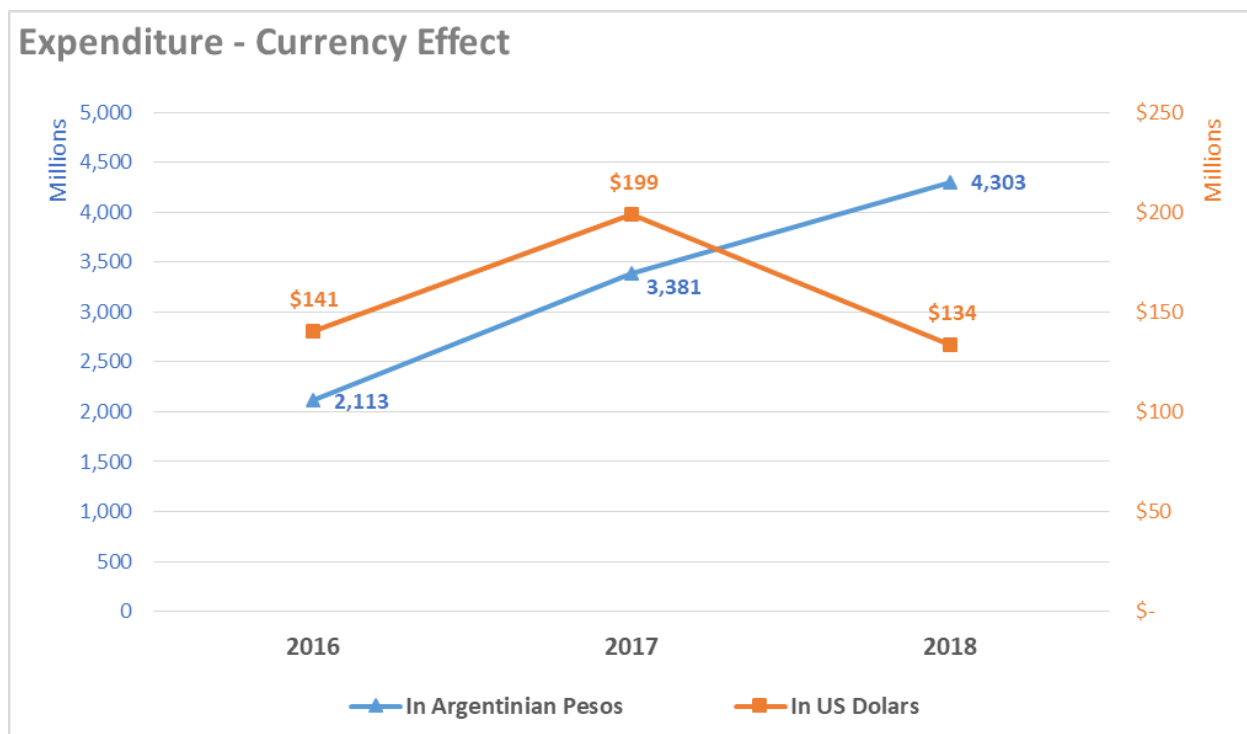
### Execution Rate by Year



Source: ICPE Project List (Power Bi/ Atlas)



**Expenditure – Currency Effect**



Source: UNDP Country Office Argentina

**UNDP Argentina – Top Donors**

**Top Donors**

US\$ Millions

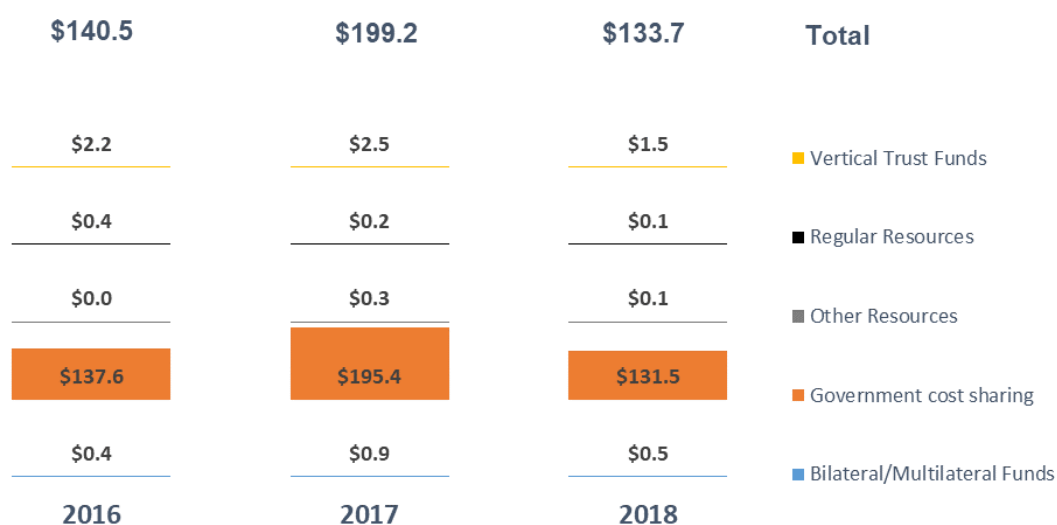


Source: ICPE Project List (Power Bi/ Atlas)

## UNDP Argentina – Annual Expenditure by Fund Source

### Annual Expenditure by Fund Source

US\$ Millions

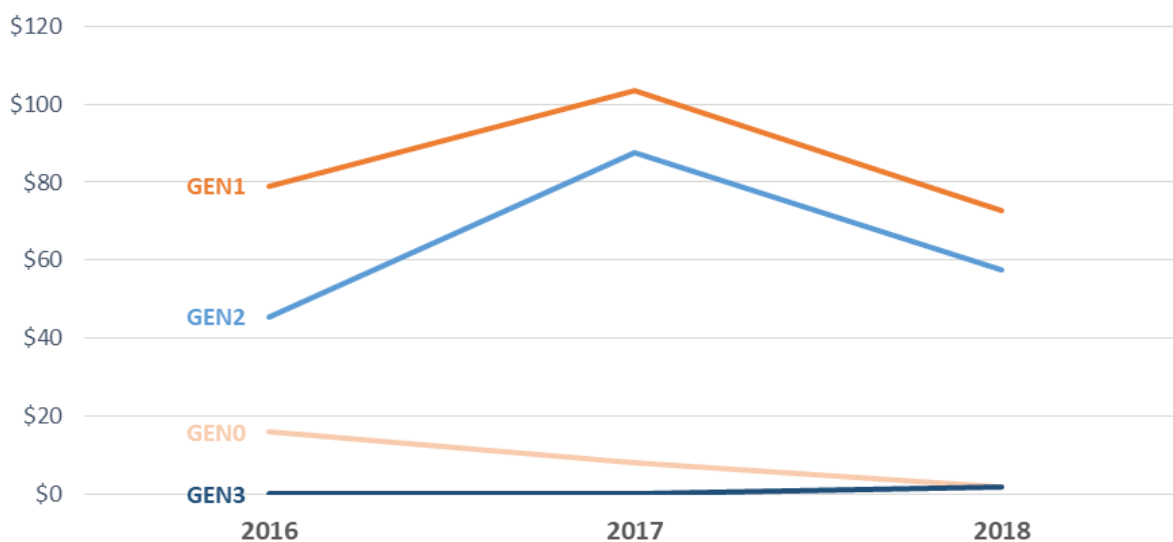


Source: ICPE Project List (Power Bi/ Atlas)

## UNDP Argentina – Expenditure by Gender Marker and Year

### Expenditure by Gender Marker and Year

US\$ Millions



Source: ICPE Project List (Power Bi/ Atlas)

## UNDP Argentina – Programme expenditure by Source

### Program Expenditure by Source

Millions

■ CORE ■ NON-CORE

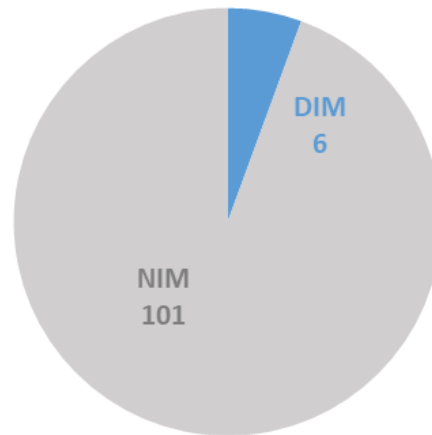


Source: ICPE Project List (Power Bi/ Atlas)

## UNDP Argentina – Implementation Modality

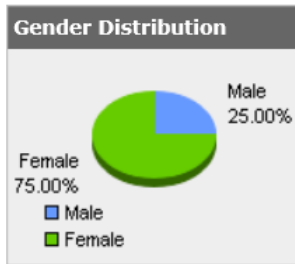
### Implementation Modality

Number of Projects

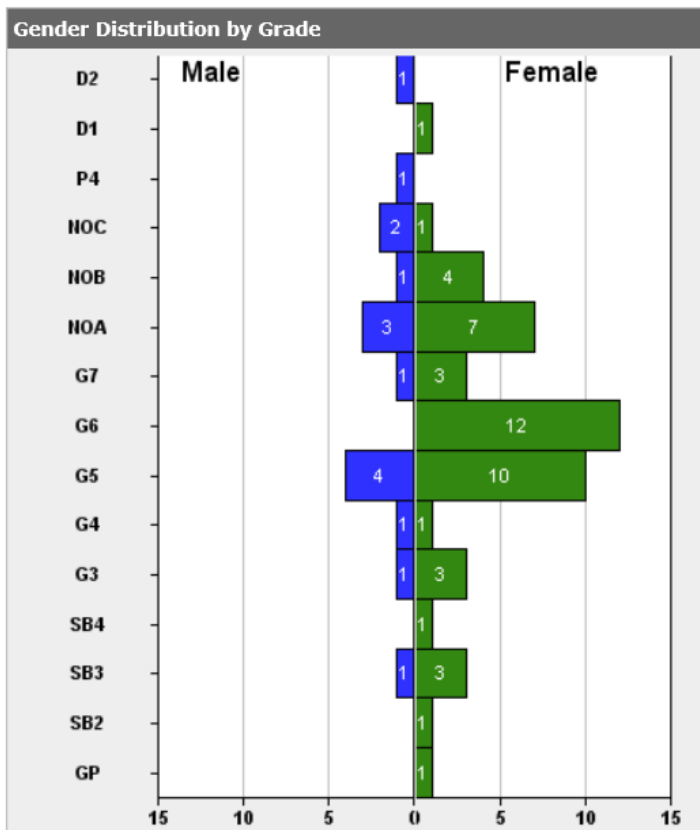
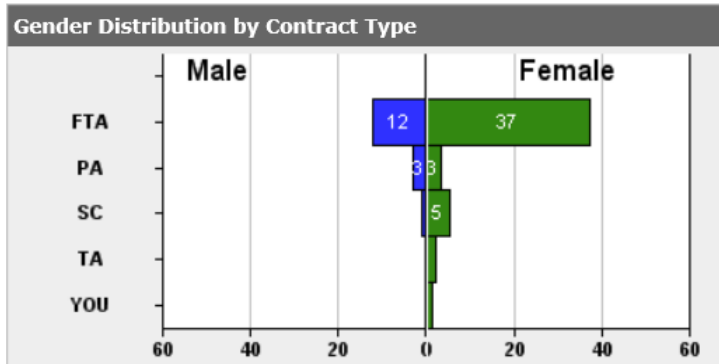


Source: ICPE Project List (Power Bi/ Atlas)

## UNDP Argentina – Gender Distribution



Gender Distribution		
Male	Female	All
16	48	64



Source: Atlas - Executive Snapshot

## Annex 4. PROJECT LIST

Project ID	Project Title	Output	Output Title	Initial Year	End Year	Implementing Organization	TOTAL BUDGET 2016-2018	TOTAL EXPENDITURE 2016-2018
<b>OUTCOME 9: Inclusive and sustainable economic development.</b>								
00047126	Desarrollo de la Producción y el Empleo en San Juan	00056426	Producción y Empleo en SanJuan	2007	2016	Agencia Inversiones San Juan	\$20,230	\$13,288
00049410	Gestión Ambiental Minera para una Producción Sustentable	00060228	Gestión Ambiental Minera	2008	2018	Sec Min de Minería Energía	\$14,128,942	\$9,883,573
00050376	Desarrollo de Oportunidades de Negocios Innovativos	00062200	Procesos Productivos	2008	2016	Subse Industria Min Industria	\$800	\$741
00111672	Impact investment for SDG	00110567	Impact investment for SDG	2018	2019	UNDP	\$115,000	\$137
00050972	Producción Limpia y Consumo Sustentable	00063245	Producción más Limpia	2008	2016	Subse Control y Fiscal Min Amb	\$2,857,272	\$906,065
00051439	Estudios para el Planeamiento Estratégico en Energía	00064051	Planeamiento Energía	2009	2016	Secretaria de Energia	\$12,280	\$12,274
00059495	Manejo Forestal Sostenible en el Gran Chaco Americano	00074402	Manejo Forestal Sostenible	2011	2017	Subse Planif y Ordenam Min Amb	\$203,768	\$201,437
00060741	Restauración Bosques Nativos de Parques Nacionales	00076624	Restauración Bosques Nativos	2010	2017	Adm Parques Nacionales	\$138,827	\$26,749
00061600	Monitoreo del Trabajo, Empleo y Protección Social	00078102	Monitoreo Trabajo y Empleo	2011	2016	Subse Programac Tecnica MTESS	\$357,878	\$62,464
00061755	Implementación Territorial de las Políticas de Empleo	00078497	Políticas de Empleo	2011	2016	Ministerio de Trabajo, Empleo	\$868,304	\$338,027
00066228	Encadenamientos Productivos Mineros	00082432	Encadenamientos Productivos	2012	2016	Sec Minería Min Planif Federal	\$188,491	\$8,488
00066509	Sistemas Productivos Locales	00082680	Sistemas Productivos Locales	2012	2019	Subse Pol y Gest PyME Min Prod	\$10,313,333	\$3,989,968
00066749	Programa Mi PC Desarrollo Productivo	00082822	Programa Mi PC	2012	2018	Subse Emprendedores Min Prod	\$2,668,010	\$2,503,319
00074420	GEF BD:4829 Mainstreaming Sustainable Use of BD	00086847	Mainstreaming Sustainable Use	2013	2016	Subse Planif y Ordenam Min Amb	\$2,800	\$2,800
00079811	San Juan II	00089695	San Juan II	2014	2020	Agencia Inversiones San Juan	\$21,604,435	\$6,392,178
00080382	Sustainable Land Use Management in the Drylands of Arg	00090091	Sustainable Land Use Mgmt	2014	2019	Subse Planif y Ordenam Min Amb	\$2,698,254	\$1,119,647
00080576	Economía Social Neuquén	00090229	Economía Social Neuquén	2014	2016	Min Desarrollo Social Neuquen	\$1,633	\$1,080

Project ID	Project Title	Output	Output Title	Initial Year	End Year	Implementing Organization	TOTAL BUDGET 2016-2018	TOTAL EXPENDITURE 2016-2018
00089469	Fomento de empleo para Jóvenes	00095690	Fomento de empleo para Jóvenes	2015	2018	Ministerio de Trabajo, Empleo	\$30,059,156	\$17,365,354
00089766	Promoción Comercio Internacional	00095878	Promoción Comercio Internacion	2015	2019	Sub. Com. Exterior Min Produc	\$2,299,557	\$1,180,741
00094919	Seguimiento ODS	00098985	Seguimiento de los ODS	2016	2020	Consejo Coord Politica Social	\$2,264,908	\$1,450,590
00096925	Plan Nacional Emprendedurismo	00100833	Plan Nacional Emprendedurismo	2016	2019	Subse Emprendedores Min Prod	\$9,978,816	\$5,482,856
00097301	Laguna Blanca	00101085	Laguna Blanca	2016	2016	Pres Provisional Senado Nacion	\$100,000	\$84,789
00097319	Cuarta Conferencia Global Trabajo Infantil	00101108	Conf. Global Trabajo Infantil	2016	2018	Ministerio de Trabajo, Empleo	\$11,764,353	\$10,955,380
00061058	Pacto Global	00077165	Pacto Global	2010	2018	UNDP	\$303,683	\$215,770
00100551	CTI de la Provincia de Buenos Aires	00103458	CTI de la Provincia de Bs As	2017	2020	Min. Ciencia, Tec. Innov. BsAs	\$1,053,855	\$625,546
00102909	Modernización Gestión Pública Dependencias MTEySS	00104786	Modern Gestión Pública MTEySS	2018	2020	Ministerio de Trabajo, Empleo	\$3,274,805	\$19,337
00102940	Fortalecimiento Subsecretaria Coord Min Producción	00104793	Fortalecimiento Min Producción	2017	2019	Subse Coordin Min Producción	\$1,931,262	\$796,967
00104732	Fortalecimiento Plan Belgrano	00106166	Fortalecimiento Plan Belgrano	2017	2017	Jefatura Gabinete Min Defensa	\$40,382	\$40,382
00093806	Mainstreaming, Acceleration and Policy Support (MAPS)	00098056	4.Accountability and Data	2016	2020	UNDP	\$48,999	\$48,999
00107941	Sist de Información Geográfica Registrales Mineros	00108025	Sist de Información Geográfica	2018	2019	Sec Min de Minería Energía	\$1,870,115	\$230,165
00112468	Microempresas para Mujeres-Salta	00111014	Microempresas para Mujeres-Sal	2018	2018	Subsec.Polític.de Género Salta	\$46,300	\$40,380
00113471	Fortalecimiento Ecosistemas Productivos	00111601	Fort Ecosistemas Productivos	2018	2019	Secretaría Emprendedores PyME	\$391,600	\$50,000
<b>Subtotal Outcome 9: Inclusive and sustainable economic development</b>							<b>\$121,608,047</b>	<b>\$64,049,491</b>
<b>Outcome 10: Social Protection &amp; inclusion</b>								
00045267	Gestión de Insumos Médicos en Neuquén	00053439	Insumos Médicos Neuquén	2006	2016	Min Salud y Des Social Neuquen	\$25	\$24
00049382	Gestión de Programas Sociales	00060154	Gestión de Programas Sociales	2008	2017	Subse Coord Min Desarrollo Soc	\$2,307,208	\$1,540,266
00050252	Sistema de Formación Continua	00061980	Sistema de Formación Continua	2008	2016	Ministerio de Trabajo, Empleo	\$3,600	\$3,540
00050353	Fortalecimiento del Ministerio de Salud de Buenos Aires	00062173	Fortalecimiento Salud	2008	2017	Min Salud Prov de Buenos Aires	\$7,564,346	\$4,254,493

Project ID	Project Title	Output	Output Title	Initial Year	End Year	Implementing Organization	TOTAL BUDGET 2016-2018	TOTAL EXPENDITURE 2016-2018
00056943	Atención Primaria de la Salud	00070109	Atención Primaria de la Salud	2009	2016	Sec Prom y Progr Sanit Min Sal	\$1,610	\$0
00059399	Gestión de Insumos Médicos en Santa Fe	00074256	Gestión de Insumos Médicos	2010	2016	Min. Salud Provincia Santa Fe	\$1,250	\$1,161
00061908	Atención Primaria de la Salud Buenos Aires	00079003	Atención Primaria de la Salud	2011	2018	Min Salud Prov de Buenos Aires	\$16,243,839	\$9,922,416
00062552	Fortalecimiento Ministerio Salud Santiago del Estero	00080094	Salud Santiago del Estero	2012	2016	Min Salud Prov Sgo del Estero	\$1,631,510	\$1,041,195
00066597	Apoyo al Programa Primeros Años – Segunda etapa	00082733	Primeros Años II	2012	2017	Consejo Coord Política Social	\$4,020,064	\$793,224
00066602	Gestión de Políticas Alimentarias II	00082735	Políticas Alimentarias II	2012	2020	Subse Pol Alim Min Des Social	\$155,835,856	\$125,258,410
00073902	Gestión Centralizada en Salud (Cartera BIRF)	00106410	PROTEGER BIRF 8508-AR	2017	2018	Unidad Finan Inter de Salud	\$28,101,266	\$1,802,277
00073902	Gestión Centralizada en Salud (Cartera BIRF)	00109737	SUMAR II BIRF 8516-AR	2018	2018	Unidad Finan Inter de Salud	\$10,956,625	\$0
00073902	Gestión Centralizada en Salud (Cartera BIRF)	00086511	SUMAR BIRF 8062-AR	2013	2018	Unidad Finan Inter de Salud	\$19,180,377	\$4,675,304
00073902	Gestión Centralizada en Salud (Cartera BIRF)	00086512	FESP II BIRF 7993-AR	2013	2018	Unidad Finan Inter de Salud	\$36,812,547	\$1,662,059
00081625	Innovaciones en la red asistencial	00090811	Reorganizar Sistema de Salud	2014	2019	Min Salud y Des Social Neuquen	\$2,240,691	\$821,852
00082671	Consolidación de la Gestión centralizada en Salud	00091483	Gestión centralizada en Salud	2014	2020	Unidad Finan Inter de Salud	\$26,170,722	\$16,565,307
00084981	Consolidación Cartera BID	00092749	Multifase I	2015	2019	Unidad Finan Inter de Salud	\$120,587,229	\$95,071,074
00084981	Consolidación Cartera BID	00095866	Multifase II	2015	2019	Unidad Finan Inter de Salud	\$55,680,242	\$15,359,289
00090371	Consolidación Salud Sgo Estero	00096171	Consolidación modelo atencion	2016	2019	Min Salud Prov Sgo del Estero	\$20,310,530	\$17,800,566
00095446	Salud Pcia Bs As	00099451	Salud Pcia Bs As	2016	2019	Min Salud Prov de Buenos Aires	\$48,967,090	\$17,696,227
00097461	Primeros Años	00101180	Primeros Años	2016	2020	Consejo Coord Política Social	\$12,158,171	\$7,539,145
00107433	Embarazo Adolescente	00107740	Embarazo Adolescente	2018	2020	Sec.Niñez,Adol y Familia MDS	\$24,009,932	\$1,864,598
<b>Subtotal Outcome 10: Social Protection &amp; inclusion</b>							<b>\$592,784,730</b>	<b>\$323,672,426</b>
<b>Outcome 11: Human rights and citizen participation</b>								
00051157	Desarrollo de la Agencia de Recaudación Buenos Aires	00063552	Desarrollo Agencia Recaudación	2008	2016	Agencia de Recaudacion Bs. As.	\$979,921	\$671,859
00051338	Gobierno Electrónico de Ciudad de Buenos Aires	00063868	Gobierno Electrónico	2008	2016	Agencia Sist de Informacion	\$230	\$219

Project ID	Project Title	Output	Output Title	Initial Year	End Year	Implementing Organization	TOTAL BUDGET 2016-2018	TOTAL EXPENDITURE 2016-2018
00060090	Fortalecimiento del Ministerio de Trabajo	00075477	Apoyo al Ministerio de Trabajo	2010	2016	Subse Coordinacion MTESS	\$1,071,902	\$56,437
00060097	Fortalecimiento de la Oficina Anticorrupción	00075494	Fortalecimiento Institucional	2010	2016	Oficina de Anticorrupcion	\$33,618	\$27,543
00061512	Gestión de Calidad del Ministerio de Finanzas de Córdoba	00077940	Ministerio Finanzas de Córdoba	2011	2016	Min Finanzas Prov. de Cordoba	\$395,915	\$364,932
00068663	Fortalecimiento Secretaría de Gabinete	00083721	Secretaría de Gabinete	2012	2019	Subse Coord Min Modernización	\$35,531,056	\$9,011,935
00068910	Apoyo al Plan de Modernización de Fondos Documentales	00083804	Apoyo al Plan de Modernización	2012	2016	Direccion Nac DDHH Min Defensa	\$496,380	\$144,823
00069081	Fortalecimiento Ministerio Relaciones Exteriores y Culto	00083864	Ministerio Relaciones Exterior	2012	2016	SECIN MREC	\$2,877,517	\$1,022,459
00070537	Evaluación Objetivos del Milenio Agenda Post 2015	00084456	Evaluación de los ODM	2012	2016	Unidad Finan Inter de Salud	\$286,779	\$252,840
00071769	Fortalecimiento Relaciones Exteriores de Cancillería	00085064	Fortalecimiento Cancillería	2013	2017	SECIN MREC	\$11,631,776	\$4,887,957
00073096	Apoyo a la Gestión Ministerio de Cultura de la Nacion	00086056	Apoyo Ministerio de Cultura	2013	2018	Min Cultura de la Nacion	\$4,287,593	\$2,204,676
00079268	Capacidades Institucionales Ministerio Defensa	00089298	Capacidades Ministerio Defensa	2014	2017	Jefatura Gabinete Min Defensa	\$565,788	\$368,310
00081451	Innovation Facility	00090714	Country & Regional Initiatives	2014	2018	UNDP	\$82,470	\$79,914
00083980	Acceso Democrático a las TICs	00092203	Acceso Democrático a las TICs	2014	2017	Subse Coord Min Modernización	\$8,142,727	\$6,668,829
00084247	Gestión Espectro Radioeléctrico	00092358	Gestión EspectroRadioeléctrico	2014	2017	Ente Nacional de Comunicacione	\$2,984,460	\$1,531,753
00088766	Saneamiento Río Reconquista Bs As	00095296	Saneamiento Río Reconquista	2015	2018	Min Infraestructura Bs. As.	\$856,420	\$503,425
00090630	Catastro Buenos Aires	00096308	Catastro Buenos Aires	2016	2019	Agencia de Recaudacion Bs. As.	\$21,988,836	\$9,450,683
00096954	Mejora de las cap de gestión del Min de Fin CBA	00100848	Mejora capacidad de gestion	2016	2019	Min Finanzas Prov. de Cordoba	\$33,942,749	\$18,581,154
00096955	Direccion Gral de Relaciones Internacionales del HSN	00100849	Institucionalizacion del Obser	2016	2016	Senado de la Nacion - Rel Inter	\$115,920	\$90,598
00097278	Planificación y gestión compras Prov Bs As	00101068	Optimización capac. planific.	2017	2020	Min Infraestructura Bs. As.	\$5,606,442	\$804,599
00097341	Fortalecimiento del Observatorio Argentino de Drogas	00101121	Observatorio Arg de Drogas	2017	2018	SEDRONAR	\$298,325	\$82,609
00097344	Contribución al diseño de modelos de redes de banda ancha	00101123	Contribución al diseño de modelos de redes de banda ancha	2016	2019	Subse Coord Min Modernización	\$2,268,459	\$1,300,052



Project ID	Project Title	Output	Output Title	Initial Year	End Year	Implementing Organization	TOTAL BUDGET 2016-2018	TOTAL EXPENDITURE 2016-2018
00097911	Fortalecimiento Cámara Nacional Electoral	00101457	Fortalecimiento Cámara Nacional Electoral	2016	2017	Camara Nacional Electoral	\$127,622	\$74,533
00098805	Apoyo a la consolidación de la ANMaC	00102005	ANMaC fortalecido	2016	2019	Min Justicia y DDHH Nacion	\$1,703,765	\$615,660
00099891	Promoviendo ODS acceso a la justicia	00103101	Acceso a la Justicia Ampliado	2016	2019	Subsec. Acceso a la Justicia	\$3,488,305	\$1,957,451
00101622	Administración Pública Tierra del Fuego	00103980	Administración Pública TdF	2017	2018	Prov.Tierra del Fuego- Min.Econ	\$314,697	\$90,309
00102401	Políticas de Transparencia y Control de la Corrupción	00104484	Polit Transparencia y Control	2017	2020	Oficina de Anticorrupcion	\$138,803	\$6,097
00102402	Estrategias del Ministerio de Defensa	00104485	Estrategias Ministerio Defensa	2017	2020	Jefatura Gabinete Min Defensa	\$7,948,772	\$520,589
00103748	Fortalecimiento MRECIC	00105640	Fortalecimiento MRECIC	2017	2021	SECIN MREC	\$8,955,563	\$4,147,513
00103973	Seguridad informática de la ASI	00105755	Seguridad informática de la AS	2018	2019	Agencia Sist de Informacion	\$230,809	\$381
00104701	Afianzamiento Plataforma Continental Argentina	00106155	COPLA	2017	2020	COPLA MREC	\$315,081	\$177,702
00112525	Probemos Hablando: Formación p/ convivencia colaborativa	00111044	Probemos Hablando	2018	2018	Procuración Penitenciaria Nac.	\$18,400	\$16,461
00113598	Oficina de Análisis Costo/Beneficio Legislación (OACBL)	00111684	Oficina d Análisis Legislación	2018	2019	Min. de Gobierno de bs As	\$15,000	\$0
00113888	Spotlight Argentina	00112160	Spotlight Argentina	2018	2018	UNDP	\$113,377	\$29,056
<b>Subtotal Outcome 11: Human rights and citizen participation</b>							<b>\$157,815,478</b>	<b>\$65,743,359</b>
<b>Outcome 12: Sustainable natural resource management</b>								
00058990	Conservación de Servicios Eco sistémicos	00073513	Servicios Eco sistémicos	2011	2018	Subse CC y Desar Sust Min Amb	\$1,043,226	\$694,875
00059639	Manejo Racional de Bifenilos Policlorados	00074658	Manejo Bifenilos Policlorados	2010	2017	Subse Control y Fiscaliz SAYDS	\$818,970	\$698,736
00064650	PIMS 4881 Propuesta Desarrollo Capacidades en CC	00090035	Capacidades en bajas emisiones	2014	2018	Subse CC y Desar Sust Min Amb	\$1,772,126	\$843,923
00069288	Apoyo Programa Nacional de Protección de Bosques Nativos	00083943	Protección de Bosques Nativos	2012	2019	Subse Planif y Ordenam Min Amb	\$11,695,036	\$5,323,487
00075918	Red Nacional de Voluntariado Ambiental	00087567	Red Voluntariado Ambiental	2013	2016	Min Ambiente y Desarrollo Sust	\$200	\$204
00081914	GEF/Recursos Genéticos y Portocolo de Nagoya	00091036	Portocolo de Nagoya	2014	2016	Subse Planific Ambiental SAYDS	\$1,050	\$1,050
00082060	BUR Argentina	00091138	BUR Argentina	2015	2017	Subse CC y Desar Sust Min Amb	\$263,912	\$254,933

Project ID	Project Title	Output	Output Title	Initial Year	End Year	Implementing Organization	TOTAL BUDGET 2016-2018	TOTAL EXPENDITURE 2016-2018
00083430	GEF/Preparación Proyecto Biogas	00091912	GEFPreparación Proyecto Biogas	2014	2016	Subse CC y Desar Sust Min Amb	\$65,209	\$61,512
00084985	REDD+	00092753	REDD+	2015	2018	Subse CC y Desar Sust Min Amb	\$1,209,132	\$808,102
00085129	Uso sostenible BD	00092877	Uso sostenible BD	2015	2019	Subse CC y Desar Sust Min Amb	\$2,981,878	\$1,923,440
00085322	Protocolo de Montreal FASE VIII	00093009	Programa Ozono VIII	2015	2017	Subse CC y Desar Sust Min Amb	\$205,340	\$163,286
00085322	Protocolo de Montreal FASE VIII	00103737	Programa ozono IX	2015	2019	Subse CC y Desar Sust Min Amb	\$478,646	\$229,516
00086259	Environmental Governance for Sustainable Natural R. Mgmt	00093554	Environmental Governance for S	2014	2018	UNDP	\$15,000	\$11,330
00090603	Bosques Nativos y Comunidad	00096295	Bosques Nativos y Comunidad	2015	2020	Subse Planif y Ordenam Min Amb	\$27,838,959	\$6,886,114
00094553	Apoyo a la SPC en respuesta al fenómeno El Niño	00098677	Apoyo a la SPC	2016	2017	Sec Protec Civil Min Seguridad	\$103,654	\$98,043
00094740	Apoyo a la SPC para fortalecer al SINAGIR	00098827	SINAGIR	2016	2018	Sec Protec Civil Min Seguridad	\$652,118	\$438,719
00095752	Application of the Nagoya Protocol	00099822	Protocolo implementado	2016	2019	Subse Planif y Ordenam Min Amb	\$816,253	\$424,559
00096291	Red Federal de Monitoreo Ambiental	00100252	Sistema de Monitoreo	2016	2019	Sec Control y Mon Amb Min Amb	\$1,080,969	\$652,531
00096640	Modelos de negocios para la producción de biogas	00100597	Biogas production	2017	2020	Min Ambiente y Desarrollo Sust	\$1,605,549	\$111,854
00098136	Gestión de Riesgo en cinco municipios de Entre Rios	00101574	GRD en 5 municipios Entre Rios	2016	2016	Gobierno Provincia Entre Rios	\$130,000	\$81,482
00103746	IP Mainstreaming biodiversity conservation	00105638	IP Mainstreaming biodiversity	2017	2018	Min Ambiente y Desarrollo Sust	\$136,987	\$57,067
00104210	Tercer Reporte Bienal de Actualización de la Argentina	00105897	Tercer BUR	2018	2019	Subse CC y Desar Sust Min Amb	\$149,500	\$47,445
00106706	Programa Especial Gestión de Químicos	00107307	Programa Especial Químicos	2017	2019	Sec Control y Mon Amb Min Amb	\$124,115	\$84,214
00109116	Inamata Initial Assessment	00108534	MIA Assessment	2018	2019	Min Ambiente y Desarrollo Sust	\$190,000	\$99,265
<b>Subtotal Outcome 12: Sustainable natural resource management</b>							<b>\$53,377,829</b>	<b>\$19,995,686</b>
<b>TOTAL</b>							<b>\$925,586,085</b>	<b>\$473,460,962</b>

## Annex 5. PEOPLE CONSULTED

### Government of Argentina

1. Abrasesco, Veronica. Secretary of Integral Drug Policy of the Argentine Nation.
2. Abrati, Rubén Walter. Administration Area. Ministry of Social Development.
3. Agosto, Gabriela. National Council for the Coordination of Social Policies.
4. Almecija, Julieta. Assistant Secretary of Coordination. Ministry of Production and Employment.
5. Altavista, Manrique. Focal Point GEF, Environmental Affairs Directorate. Ministry of Foreign Affairs and Worship (MREC).
6. Armas Pfirter, Frida. Project Coordinator. National Commission for the Outer Limit of the Continental Shelf (COPLA). Ministry of Foreign Affairs and Worship (MREC).
7. Balard, Ignacio. Coordinator of the Multilateral Relations Programme. Ministry of Education.
8. Blasiuk, Lilian. Secretariat of Environment and Sustainable Development.
9. Boioli, Vanina. Finance manager. National Electoral Chamber.
10. Candiano, Roberto. Undersecretariat for the Rights of Children, Adolescents and the Family. Ministry of Social Development.
11. Caratori, Luciano. Undersecretary of Planning and Energy Scenarios. Secretariat of Energy.
12. Castañares, Maria Delia. Women's Office of the Supreme Court of Justice.
13. Castillo Marin, Nazareno. Ex – Punto Focal GEF Secretariat of Environment and Sustainable Development.
14. Cid, Silvana. Secretariat of Integral Drug Policy of the Argentine Nation.
15. De Rosa, Daniel Alejandro. Undersecretary of Coordination. Ministry of Modernization.
16. Depierro, Guillermo. International Health Financing Unit (UFI). Ministry of Social Development and Health
17. Di Pietro, Luis. Coord. Proy. 16001. National Council for the Coordination of Social Policies.
18. Ducay, Miguel. Project Coordinator. Secretariat of Federal Integration and International Cooperation. Ministry of Culture.
19. Fermani, Sebastian. Secretariat of Environment and Sustainable Development.
20. Fernández, Ramiro. Energy Scenario Platform.
21. Freire, Carlos. Coord. Undersecretary of Coordination. Ministry of Modernization.
22. Galante, Marcela. Legal Area. Ministry of Social Development.
23. Gaspari, Ernesto. Ambassador, Secretary for External Coordination and Planning, MREC
24. Gentile, Carlos. Secretary Climate Change and Sustainable Development.
25. Gigli, Patricio. Director of Entrepreneurs, Secretariat of Entrepreneurship and SMEs.

26. Gribnicow, Andres. Secretariat of Federal Integration and International Cooperation. Ministry of Culture.
27. Holzman, Patricia. Secretariat of Environment and Sustainable Development.
28. Iza, Hugo. Secretariat of Environment and Sustainable Development.
29. Izaguirre, Mariana. Secretariat of Entrepreneurship and SMEs
30. Ladigan, Leonardo. Project Coordinator. Secretary of Coordination and International Cooperation.
31. Lardone, Julia. Ministry of Foreign Affairs and Worship (MREC).
32. Levaggi, Marcia. Focal Point GEF. Environmental Affairs Directorate. Ministry of Foreign Affairs and Worship (MREC).
33. Levit, Horacio. Secretariat of Environment and Sustainable Development.
34. López, Fernando. Programmes Coord. UNDP, Assistant Secretary of Coordination. Ministry of Production.
35. López, Matías. Managing Director, National Council for the Coordination of Social Policies.
36. Marino, Gustavo. Secretariat of Environment and Sustainable Development.
37. Mayer, Mariano. Secretary Entrepreneurship and SMEs. Ministry of Production.
38. Moreno, Diego. Secretary of Environmental Policy in Natural Resources.
39. Moro, Juan Pablo. Secretariat of Environment and Sustainable Development.
40. Mujica, Tomas. Mining Project. Ministry of Production and Labor.
41. Negri, Nicolas. National Coordination for Combating Money Laundering and Financing of Terrorism. Ministry of Justice.
42. Neiman, Nicole Vanessa. National Director of Integral Protection and Articulation of Direct Actions, National Women's Institute (INAM).
43. Osorio, Manuel. Director of Strategic Planning, National Controlled Materials Agency.
44. Pastorino, Gabriela. Women's Bureau, National Supreme Court of Justice.
45. Pereyra, Ana. National Director of Policy and Planning at the Ministry of Science, Technology and Productive Innovation.
46. Pisani, Marianela. Head of office, Directorate General for Sectorial and Special Programmes and Projects.
47. Puebla, Julián. Secretariat of Entrepreneurship and SMEs
48. Puglisi, Alejandro. Technical Advisor, Ministry of Foreign Affairs – Chancellery.
49. Rangone, Miriam. Food Policy Project Coordinator. Ministry of Social Development.
50. Rodríguez, María Fernanda. Undersecretariat for Access to Justice. Ministry of Justice and Human Rights.
51. Rozas Garay, Marcelo. Undersecretary for Disaster Risk Reduction. Ministry of Security.
52. Rufali, Silvana. National Director. International Implementation Project Management.
53. Santavaya, Fernando. Mining Project. Ministry of Production and Labor.

54. Schimmer, Sebastian. Secretary of Electoral Action, National Electoral Chamber.
55. Sueiro, Santiago. Undersecretariat for Special Projects and Cooperation. Ministry of Social Development.
56. Toscano, Laura. Project Coordinator. National Electoral Chamber.
57. Trebino, Juan. Coord. Secretariat for the Monitoring and Control of Environmental Contamination. Secretariat of Environment and Sustainable Development.
58. Volpato, Ana. Food Policy Project. Ministry of Social Development.
59. Volpi, Alberto. Project Coordinator. Penitentiary Procurement.
60. Zlauvinen, Gustavo. Vice-Chancellor. Secretary of Foreign Affairs.

### **Subnational Governments**

61. Alejo, Antonio. Secretary of Sustainable Development. Ministry of the Environment. Government of Jujuy
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63. Boneu, Franco. Secretary of Innovation. Ministry of Finance, Government of Córdoba.
64. Budassi, Iván Fernando. Undersecretary of Government Management, Ministry of Government, Province of Buenos Aires.
65. Buitrago, Nicolás. Técnico Regional MST Project - Desertification at Jujuy and Salta.
66. Cavardeli, Diego. Consultor IPJ. Ministry of Finance, Government of Córdoba.
67. Farfán, Herber. Secretary of Public Revenue. Ministry of Finance, Government of Córdoba.
68. Farfán, Mónica. In charge of the Land Registry. Ministry of Finance, Government of Córdoba.
69. Gattás, Daniel. Executing Unit Coordinator. Ministry of Finance, Government of Córdoba.
70. Gronda, Javier. Secretary of Biodiversity, Government of Jujuy.
71. Guzman, Mónica. Information Systems Technique. Directorate of Territorial Planning. Ministry of the Environment. Government of Jujuy.
72. Hansen, Ricardo. Administrative Coordinator of the Ministry of Infrastructure of the Province of Buenos Aires.
73. Herrero, Álvaro. Undersecretary of Strategic Management and Institutional Quality of the Government of the Autonomous City of Buenos Aires.
74. Ibáñez, Rubén. Technical coordinator, Project "101622 Tierra del Fuego Public Administration". Province of Tierra del Fuego.
75. Lencinas, Teresita. Project Coordinator, Ministry of Infrastructure, Province of Buenos Aires.
76. Linares, Gustavo. National Director. Information Systems Agency (ASI), City of Buenos Aires.
77. Maggiora, Andrea Laura. Administrative Coordinator of the Buenos Aires Revenue Agency.
78. Moyental, Marcelo. Administrative coordinator, Project "101622 Tierra del Fuego Public Administration". Province of Tierra del Fuego.

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81. Piumeto, Mario. Project Coordinator. Secretary of Public Revenue. Ministry of Finance, Government of Córdoba.
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83. Quintana, Victoria. Ministry of Infrastructure, Province of Buenos Aires.
84. Sanchez, Estefania. Coordinator. Sustainable Development Secretary. Government of Jujuy.
85. Sanz, Verónica. Director of Inspection at IPJ. Ministry of Finance, Government of Córdoba.
86. Sottile, Federico. Project Coordinator. ANMAC 16021
87. Tchintian, Cristina. Undersecretary of Coordination and Policy Articulation, Province of Tierra del Fuego.
88. Torres, Alejandra. Secretary of Planning and Modernization, Province of Córdoba.
89. Valía, María Florencia. Undersecretary of Planning and Management Control. Ministry of Infrastructure, Province of Buenos Aires.
90. Vespasiani, Alejandro. UNDP Coordination Unit, Ministry of Finance, Government of Córdoba.
91. Villafani, Luciana. Director General Secretary. Ministry of Finance, Government of Córdoba.
92. Zenon, Daniel. Director, Management and Use of Soil. Sustainable Development Secretary. Government of Jujuy

### **Programme beneficiaries**

93. Escobar, Eduardo Ezequiel. U-Sound, CEO, Entrepreneurs' Club Project
94. Sajama, Irma Maria. Beneficiary, Proyecto USUBI
95. Socomba, Horacio Jorge. Beneficiary, Proyecto USUBI
96. Simons, Gonzalo. U-Sound, President, Entrepreneurs' Club Project

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97. Malagón Orjuela, Edwin. Regional Energy Specialist, BID.
98. Pereira Mateus, Luis Pedro. Spotlight Project, European Union.
99. Veneziani, Marcella. Programme Assistant, Spotlight Project, European Union.

### **Civil society**

100. Bigorito, Sebastian. Executive Director, Argentine Business Council for Sustainable Development. (CEADS)
101. Del Valle Azugna, Betina. Sustainability Manager, Grupo Sancor Insurance.

102. Gherardi, Natalia. Executive Director, ELA - Latin American Justice and Gender Team.
103. Mancera, Ester. Deaf without Violence and Territorial Links for Gender Equity.

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104. Adames, Fernando. Operations Manager, PNUD
105. Ansotegui, Mercedes. Programme Associate, PNUD
106. Basset, Graciela. Financial Analyst, PNUD
107. Basz, Pablo. Capacity Development Analyst, PNUD
108. Boherquez, Paola. Programme Analyst, PNUD
109. Bottino, Gabriel. Programme Coordinator, PNUD
110. Catterberg, Gabriela. HDR Analyst, PNUD
111. Ciurciolo, Melisa Noelia, Programme Assistance, PNUD
112. Combi, Maria, Small Grants Programme
113. Del Rio, Maria Cecilia. M&E Associate, PNUD
114. Di Paola, Maria Eugenia. Programme Officer PNUD
115. Fuertes, Flavio. Programme Analyst, Global Compact, PNUD
116. Galindez, Maria Eugenia. Programme Associate, PNUD
117. García, Alejandra. Gender Analyst, PNUD
118. García, Virginia. Communication Associate, PNUD
119. Gomez, Gonzalo, Programme Specialist, Office of Investigation and Audit, LAC, UNDP
120. Laurenzano, Paola. Procurement Analyst, PNUD
121. Luzi, Nora Claudia. Programme Analyst, PNUD.
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123. Miranda, Maria. Gender Associate. PNUD
124. Morimoto, Silvia. Country Director
125. Mottet, Matias. Programme Analyst, PNUD
126. Muñoz, Guillermo, Chief, Office of Investigation and Audit, LAC, UNDP
127. Pérez Riveros, Natalia. Programme Associate, PNUD
128. Ricciardi, Walter. ICT Analyst, PNUD
129. Robles, Carolina. Programme Associate. PNUD
130. Russo, Estela. Programme Associate. PNUD
131. Santi, Maria Victoria. M&E PNUD
132. Seoane, Laura. Human Resources Specialist, PNUD

- 133. Valdes, Rene Mauricio. Resident Representative PNUD
- 134. Zlauvinen, Maria Cecilia. Finance Associate, PNUD

**Other UN agencies**

- 135. Braver, Jessica. Resident Coordinator Office
- 136. Canaviri, Antonio. M&E Official, UNICEF
- 137. Guerra, Valeria. Focal Point Resident Coordinator Office. ACNUDH/OACHR
- 138. Isasi, Mariana. UNFPA
- 139. Manfredi, Constanza. Resident Coordinator Office
- 140. Pangaro, Alejandra. Programme Coordinator OIT
- 141. Yofre, Francisco. Officer in charge, FAO Argentina



## 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, Argentina governmental departments, project management offices and others.*

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Presidencia de la Nación, Ministerio de Ambiente y Desarrollo Sustentable, Secretaría de Gobierno de Agroindustria. “Plan de Acción Nacional de Agro y Cambio Climático República Argentina.”

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Presidencia de la Nación, Ministerio de Ambiente y Desarrollo Sustentable, Ministerio de Energía y Minas. “Plan de Acción Nacional de Energía y Cambio Climático” Versión 1 -2017.

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## Annex 7. OUTCOME INDICATOR MATRIX

<u>Outcome #</u>	<u>Outcome Description</u>	<u>Indicator #</u>	<u>Indicator Description</u>	<u>Indicator Baseline</u>	<u>Indicator Target 2020</u>	<u>Indicator Value 2016</u>	<u>Indicator Value 2017</u>	<u>Indicator Value 2018</u>
OC 9	By 2020 the country will have implemented strategies to increase the productivity and diversity of its economy, generating added value and promoting the sustainable use of natural resources, by bringing in science and technology, and reinforcing new productive developments such as the cultural industries.	1.1	Share of renewable energies in primary energy supply at the national level.	5.5% (2014)	8.50%	4.98% (2015)	5.96% (2016)	6.50%
		1.2	Hourly productivity per employed person.	1.95	2.25	1.95	1.95	1.95
		1.3 (1.5 CPS)	Investment in research and development as a percentage of gross domestic product.	0.6% (2013)	0.80%	0.59%	0.59%	0.40%
		(1.3 CPS)	Tasa de participación Valor Agregado Bruto Cultural / Valor Agregado Bruto Total.	2.73 (2015)	TBD	2.45	2.47	2.56
		1.4	Gini Index. Total family income.	0.38 (2014)	TBD	0.364	0.437	0.44

<u>Outcome #</u>	<u>Outcome Description</u>	<u>Indicator #</u>	<u>Indicator Description</u>	<u>Indicator Baseline</u>	<u>Indicator Target 2020</u>	<u>Indicator Value 2016</u>	<u>Indicator Value 2017</u>	<u>Indicator Value 2018</u>
OC 10	By 2020 the country will have designed and implemented social protection and inclusion policies aimed at a full enjoyment of social rights through universal access to essential good-quality services, from a gender perspective, and with special emphasis on the	2.1	Number of people accessing public employment services, disaggregated by sex and age.	Baseline (2014): 506,554 (women: 262,669; men: 243,885)	Target: 700,000. Under18-year-olds: Female: 329, Male: 314, Youths (18 to 25 years old): Women 154,863; Men 141,510 (26 + years old): Women: 107,470; Men: 102,046.	Total: 525,215  Mujeres: 269,173 Hombres: 256,042	Total: 652,198 Mujeres: 334,251 Hombres: 290,947	Total: 652,199 Mujeres: 334,251 Hombres: 290,947
		2.2	Percentage of the population accessing health services through trade union-based health	62% (2010)	100%	62%	62%	62%

<u>Outcome #</u>	<u>Outcome Description</u>	<u>Indicator #</u>	<u>Indicator Description</u>	<u>Indicator Baseline</u>	<u>Indicator Target 2020</u>	<u>Indicator Value 2016</u>	<u>Indicator Value 2017</u>	<u>Indicator Value 2018</u>
	most discriminated groups.		schemes, health maintenance organizations and public insurance programmes.					
		2.3	Number of persons accessing food security services, disaggregated by sex and age.	220,000 (154,000 women, 66,000 men)	0	198,000 (mujeres: 138,600; hombres: 59,400)	198,000 (mujeres: 118,800; hombres: 79,200)	221,052 (mujeres: 132,631; hombres: 88,421)
		2.4	Percentage of households with drinking water and sewers.	83.9% and 53.1% (2010)	90% y 60%	87% and 58%	87% and 58%	89.6% and 70%
		2.5 (.1)	Number of under 18-year-olds receiving cash transfers.	74.5% (2011)	85%	74.5% (2015)	74.5% (2015)	89%
		2.6 (2.5.2)	Percentage of elderly collecting a pension and/or spouse pension (men over 65 years old and women over 60).	88.4% (2011)	95%	85%	85%	95.10%
		2.7 (2.6.1)	Percentage of the population eligible for social security (contributory and non-contributory), disaggregated by sex and age.	91%	100%	91%	91%	95%
		2.8 (2.7.1)	Percentage of public spending (national government/ provinces) consolidated and classified by social function.  (in CPS: % de gasto público social sobre gasto público total (a. Sector público nacional y b. Brecha relativa 3	TBD ( a) 54.7% y b) 1.45% )	TBD ( a) 60% y b) 1.20% )	64%	65.50%	65.4% (Brecha = 1.45)

<u>Outcome #</u>	<u>Outcome Description</u>	<u>Indicator #</u>	<u>Indicator Description</u>	<u>Indicator Baseline</u>	<u>Indicator Target 2020</u>	<u>Indicator Value 2016</u>	<u>Indicator Value 2017</u>	<u>Indicator Value 2018</u>
			primeras provincias/3 últimas.)					
		2.9 (2.8.1)	Existence and implementation of comprehensive care policies within the framework of a social protection system.	TBD	TBD	1 (Se puso en marcha el "Plan Nacional de Primera Infancia")	2 (Se avanzó con proyectos de Ley para extender la licencia por paternidad.)	2

<u>Outcome #</u>	<u>Outcome Description</u>	<u>Indicator #</u>	<u>Indicator Description</u>	<u>Indicator Baseline</u>	<u>Indicator Target 2020</u>	<u>Indicator Value 2016</u>	<u>Indicator Value 2017</u>	<u>Indicator Value 2018</u>
OC 11	By 2020 the country will have reinforced full citizenship through the overarching protection and promotion of human rights, and the design and implementation of mechanisms to access information, so as to ensure citizen participation and access to justice across the country, without any discrimination whatsoever.	3.1	Percentage of women in national and provincial legislatures.	36.8% national, 27% provincial	50% national, 50% provincial	39.50%	38.90%	39.39% National 33% Provincial
		3.2	Degree to which public policies incorporate national rules on international standards.	2	4	2	3	3
		3.3 (3.4)	Percentage of adolescents in conflict with the law at detention centres.	18% (2015)	12%	18% (2015)	18% (2015)	19%
		3.4	Existence of a national law on the right of migrant population to vote.	No	Yes			
		3.5	Degree of implementation of a good-quality, sustainable normative and institutional framework protecting the refugee	(2) Partly implemented	(4) Mostly implemented	2	2	3

<u>Outcome #</u>	<u>Outcome Description</u>	<u>Indicator #</u>	<u>Indicator Description</u>	<u>Indicator Baseline</u>	<u>Indicator Target 2020</u>	<u>Indicator Value 2016</u>	<u>Indicator Value 2017</u>	<u>Indicator Value 2018</u>
			population, which meets international human rights standards and reduces inequality and discrimination.					

<u>Outcome #</u>	<u>Outcome Description</u>	<u>Indicator #</u>	<u>Indicator Description</u>	<u>Indicator Baseline</u>	<u>Indicator Target 2020</u>	<u>Indicator Value 2016</u>	<u>Indicator Value 2017</u>	<u>Indicator Value 2018</u>
OC 12	By 2020, the country will have reinforced the sustainable management of natural resources and implemented adaptation and mitigation policies with respect to climate change and man-made damage, using a gender and intercultural approach.	4.1	Number of hectares of land managed under conservation and sustainable forest management mechanisms.	3 Million (2014) (in CPS data: 7.5 Mill.)	TBD (in CPS data: 14.5 Mill.)	7.8 Mill.	7.8 Mill.	7.8 Mill.
		4.2	Annual greenhouse gas emissions (tons of CO2 equivalent).	TBD (in CPS data: 429,437 Gg CO2 eq.)	TBD (in CPS data: 500,000 Gg CO2 eq.) (-10% BAU scenario)	429,437 Gg CO2 eq.	368,295 Gg CO2 eq.	368,295 Gg CO2 eq.
		4.3	Kilowatts incorporated into the national energy matrix by sector.	TBD (in CPS data: Gas natural: 51%, Petróleo: 34%, Nuclear: 3%, Carbón: 1%, Biomasa 5% Hidráulica: 5%, Renovables: 1%)	TBD	Gas natural: 52%, Petróleo: 33%, Nuclear: 2.7%, Carbón: 1.7%, Biomasa: 5%, Hidráulica: 4.4%, Renovables: 4%	Gas natural: 54%, Petróleo: 32%, Nuclear: 3%, Carbón: 1%, Biomasa: 5.74% Hidráulica: 4%, Renovables: 6%	Gas natural: 54%, Petróleo: 31.2%, Nuclear: 2.1%, Carbón: 1.34%, Biomasa: 6.27% Hidráulica: 4.3%, Renovables: 6.5%
		4.4	Number of protected natural areas, in hectares.	TBD (in CPS data: Continentales 33,522,287 ha (12% Territorio) Costero marinas:	TBD (in CPS data: Continentales 36,500,000 ha (13% Territorio)	33,522,287 ha	Continentales 53.654.545 ha Costero marinas: 7.352.000 ha	Continentales 29.758.300 ha Costero marinas: 9.700.000 ha

<u>Outcome #</u>	<u>Outcome Description</u>	<u>Indicator #</u>	<u>Indicator Description</u>	<u>Indicator Baseline</u>	<u>Indicator Target 2020</u>	<u>Indicator Value 2016</u>	<u>Indicator Value 2017</u>	<u>Indicator Value 2018</u>
				7.352.000 ha (5% costa))	Costero marinas: 11.250.000 ha (7.5% costa))			
		4.5	Degree to which policies and programmes on sustainable natural resources management and climate change adaptation and mitigation mainstream gender and intercultural aspects.	TBD (in CPS: 2)	TBD (in CPS: 4)	2. Muy parcialmente	2. Muy parcialmente	3. Parcialmente

Source: UNDP Corporate Planning System



## Annex 8. FOLLOW UP TO THE 2009 ADR RECOMENDATIONS

Recommendation	Evaluation team comment
Rec 1. Support institutional capacity development with a long-term perspective of recovering the strategic role	Unsatisfactory. Given the government’s institutional weakness and increasing demand for administrative services, the country office’s project profile, weak corporate incentives and commitment, institutional capacity development was weak.
Rec 2. Supporting dialogue and deliberative mechanisms among different levels of government and society	Satisfactory, and in progress. The country office promoted dialogue and fostered partnerships amongst the different government levels and actors under the SDG implementation framework.
Rec 3. Developing and fostering intersector initiatives	Highly Satisfactory. Proactive role in producing knowledge products and evidence-based studies and sectoral publications under the Human Development and Policy Unit series.
Rec 4. “Giro Estrategico” and policy advice and technical cooperation role	Moderately unsatisfactory. Strong policy advice and technical role in its SDGs, environmental and gender work, and through the Human Development and Policy Unit. But, a predominantly administrative role in the areas of social protection, inclusive sustainable development and human rights.
Rec 5. Sustainability of the benefits of UNDP interventions once they are finished by properly considering exit strategies.	Unsatisfactory. Weak exit strategies focused on transferring knowledge and capacities to national institutions, with adequate institutional strengthening, as well as insufficient linkages between projects to ensure continuity and sustainability
Rec 6. Systematization and lessons learned from good practices by the Argentina government and SSC	Unsatisfactory. Limited support in systematizing good practices and experiences of the Argentina government, in documenting or sharing lessons learned, and in promoting SSC
Rec 7 Ensure the capacity response of UNDP to emerging consequences by adopting a flexible approach to programming.	Moderately Satisfactory. The country office showed a high adaptation capacity given the different and changing corporate directives and the national context, including the economic crisis. However, the rigid operational guidance and bureaucratic procedures constrains a flexible approach to programming.