

# 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>

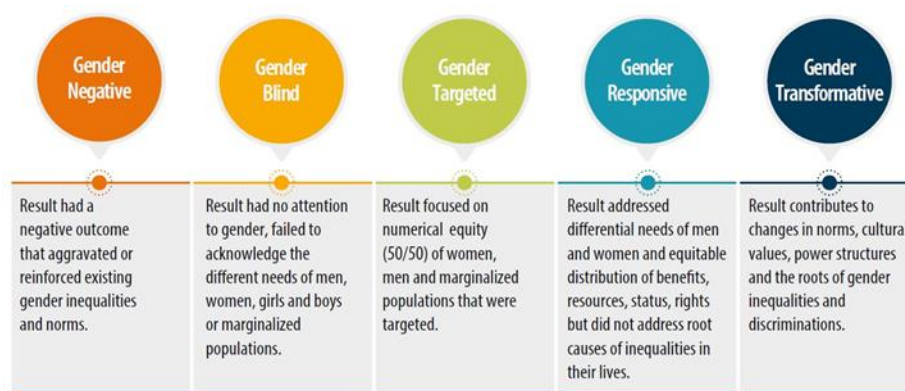
<sup>23</sup> The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

<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     |