



IEO | Independent
Evaluation
Office
United Nations Development Programme

INDEPENDENT COUNTRY PROGRAMME EVALUATION **ECUADOR**

ANNEXES

Contents

ANNEX 1. TERMS OF REFERENCE	1
ANNEX 2. EVALUATION FRAMEWORK	16
ANNEX 3. PEOPLE CONSULTED	22
ANNEX 4. DOCUMENTS CONSULTED	26
ANNEX 5. PROJECT LIST	30
ANNEX 6. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX	33
ANNEX 7. DIAGRAM OF THE RECONSTRUCTED THEORY OF CHANGE	39

ANNEX 1. TERMS OF REFERENCE

INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs) to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level, as well as the effectiveness of UNDP's strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to:

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

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy¹. IEO's responsibility is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making, and improvement; and (ii) enhance the independence, credibility, and utility of the evaluation function and its coherence, harmonization, and alignment in support of United Nations reform and national ownership.

This is the second country-level evaluation conducted by IEO in Ecuador². The ICPE Ecuador will focus on UNDP's work during its current programme cycle, 2019-2022, with a view to contributing to UNDP's preparation of the next country programme starting from 2023. The IEO will conduct the evaluation in close collaboration with the Government of the Republic of Ecuador, the UNDP country office in Ecuador, and the UNDP Regional Bureau for Latin America and the Caribbean (RBLAC).

The Global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and Country's need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. Thus, this ICPE will also consider the degree to which UNDP has been able to adapt to the crisis and support the country's preparedness, response to the pandemic and its ability to recovery meeting the new development challenges that the pandemic has highlighted, or which may have emerged.

COUNTRY CONTEXT

The Republic of Ecuador is an upper-middle-income economy³ with an estimated population in 2020 of 17.6 million⁴, 64 percent of which reside in urban areas⁵. With an HDI of 0.759, lower than the Latin American average⁶, it belongs to the category of high human development countries, ranking 86 out of the 189 countries and territories in 2019. Historically, Ecuador has experienced economic volatility, social inequality, and structural unemployment.

¹ <http://web.undp.org/evaluation/policy.shtml>

² IEO conducted an ADR in 2008. <http://web.undp.org/evaluation/evaluations/adr/ecuador.shtml>

³ The World Bank. Data for Ecuador, Upper middle income. <https://data.worldbank.org/?locations=EC-XT>

⁴ Instituto Nacional de Estadística y Censos, Ecuador (INEC). <https://www.ecuadorencifras.gob.ec/estadisticas/>

⁵ UN Data for Ecuador as of 2019. <https://data.un.org/en/iso/ec.html>

⁶ Human Development Report 2020. <http://hdr.undp.org/en/countries/profiles/ECU#>

After Ecuador's deep economic crisis in 1999, the country had a period of economic stability, along with its dollarization, resulting in real GDP annual growth rate averaged 4.5 percent from 2001 to 2014, while real GDP per capita increased by 43 percent⁷. It resulted in a significant improvement in terms of reduction of poverty and inequality; the multidimensional poverty headcount ratio dropped from 46 percent in 2010 to 34.6 percent in 2017, and the Gini index positively decreased from 0.54 in 2004 to 0.45 in 2018⁸. But Ecuador's economy has been highly dependent on oil exports. Between mid-2014 and early 2016, global oil prices considerably decreased, falling 70 percent⁹ and severely impacting Ecuador. Revenues plunged, and public spending and investment declined. The devastating 2016 earthquake¹⁰ deepened the country's economic recession. Since then, the economic recovery has been weak and multidimensional poverty has increased. In 2020 Ecuador's economy was negatively impacted by the COVID-19 pandemic, the oil price fell, and the quarterly GDP dropped to similar levels as in the year 2000.¹¹

Inequality and gaps between the rural and urban areas and among the indigenous, afro-descendant, mestizo, and white population persist. The incidence of income poverty in 2019 was higher in rural areas (41.8 percent) where Ecuadorian indigenous populations (58.1 percent) and ethnic minorities mainly work, e.g., Afro-Ecuadorians (34.5 percent), than in urban areas (17.2 percent)¹². The employment market has deteriorated in the last three years, informal employment has reached 48.6 percent of the population and the country's unemployment rate has reached an estimated 6.6 percent in 2020. Youth and those aged between 25 and 34 have been most affected by the current economic crisis, representing together 61.8 percent of the unemployed population.¹³

Recent efforts to reform the State and its administration, such as the constitutional reform of 2018, entailed the renewal of governance institutions: judicial, electoral, defense of human rights, constitutional control, supervisory and control agencies, and mechanisms to appoint officials and combat corruption¹⁴. In 2019, Ecuador received its best score since its inclusion in the Transparency International Corruption Perceptions Index, 38 out of 100 points, and ranked 93 out of 198 countries¹⁵. Ecuador's geographical location poses a challenge in its northern border in terms of fighting against drug trafficking due to its socio-economic indicators and limited institutional presence of authorities¹⁶. Also, Ecuador faces a refugee crisis. Since 2016, 2.2 million Venezuelans have entered Ecuador, of whom almost 400,000 have stayed in the country¹⁷.

⁷ The World Bank, Ecuador, Systematic Country Diagnostic, June 2018.

⁸ The World Bank Data. <https://datos.bancomundial.org/indicador/SI.POV.GINI?locations=EC&view=chart>

⁹ The World Bank Group, 'The 2014-2016 Oil Price Collapse in Retrospect', April 2018

¹⁰ In April 2016, an earthquake with a magnitude of 7.8 Mw, hit the country. It generated an estimated loss of 22,000 jobs and the estimated fiscal cost of the reconstruction in the affected areas was approximately US\$2.250 billion.

¹¹ Banco Central del Ecuador, Boletín de Prensa Septiembre 2020. <https://www.bce.fin.ec/index.php/boletines-de-prensa-archivo>

¹² INEC, Encuestas Nacionales de Empleo, Desempleo, y Subempleo, Indicadores de Pobreza y Desigualdad, Diciembre 2019. https://www.ecuadorencifras.gob.ec/documentos/web-inec/POBREZA/2019/Diciembre-2019/201912_PobrezayDesigualdad.pdf

¹³ INEC, Boletín Técnico N. 02-2020-ENEMDU, Encuesta Nacional de Empleo, Desempleo y Subempleo, Setiembre 2020

¹⁴ United Nations Development Programme Country programme document for Ecuador (2019-2022)

¹⁵ Transparency International the global coalition against corruption. <https://www.transparency.org/en/cpi/2019/results/ecu>

¹⁶ <https://www.unodc.org/brussels/ecuador.html>

¹⁷ UNHCR. Sept. 2020. <https://reporting.unhcr.org/sites/default/files/UNHCR%20Ecuador%20Fact%20Sheet%20-%20September%202020.pdf>

From a gender perspective, the female population¹⁸ faces various challenges in the context of economic and social inequality, including poverty, unemployment, and violence. Ecuador's gender inequality index (GII) was 0.384 in 2019¹⁹ and the Global Gender Gap Report positioned Ecuador as the 13 out of 25 countries in the Latin America and the Caribbean region in 2020²⁰. Ecuadorian women have limited work opportunities and face higher unemployment (8.0 percent in 2020) than men (5.7 percent)²¹. They also perform most of the households' unpaid domestic and care work²². Gender-based violence is a critical issue. Femicides increased from 59 in 2018 to 67 in 2019²³. Up to 32 percent of women experienced some act of violence in 2019, while 12 percent of women were the victims of sexual violence, with the afro-descendant women as the group affected the most (40.8 percent)²⁴. Regarding political empowerment, Ecuador ranks 48th out of 153 countries, with almost 40 percent of seats in the National Assembly held by women in 2020²⁵, above the average of 33 percent of women in parliaments in Latin America and the Caribbean region²⁶.

In terms of environment and natural resources, Ecuador is among the 17 most biodiverse countries in the world due to its geographical location and variety of climates, and the diversity of its natural species²⁷. The country's species of animals and plants represent 6.1 percent of all species worldwide²⁸. Oil exploration, logging, and road building have negatively impacted Ecuador's rainforests, which currently covers only 2 percent of the Amazon Basin. The total forest is approximately 11.6 million ha, of which 11.5 million ha constitute natural forest and 78,000 ha plantations²⁹. Currently, the country ranks 56th out of 180 and 7th in the Latin American and Caribbean region in the Environmental Performance Index³⁰. Ecuador is a signatory to the United Nations Framework Convention on Climate Change (UNFCCC); however, it has not yet submitted its commitment to greenhouse gas reductions.

The country is highly vulnerable to natural disasters, climate change, and the overexploitation of natural resources. The fact that 96 percent of the urban population lives in the coastal and mountainous regions³¹ increased the risk from ocean-warming phenomena such as El Niño and related disasters, including floods and landslides. In 2015-2016, El Niño resulted in 1,196 adverse events, negatively affecting approximately 27,000 people³². The 2016 earthquake caused approximately 675 deaths, 80,000 displaced people, and

¹⁸ Women and girls represent 49.8 percent of the population in Ecuador. Source: World Bank data, Population, female (% of total population). <https://data.worldbank.org/indicator/SP.POP.TOTL.FE.ZS?locations=EC>

¹⁹ UNDP, Human Development Report, Gender Inequality Index, 2019. <http://hdr.undp.org/en/content/gender-inequality-index>

²⁰ World Economic Forum, Global Gender Gap Report 2020. http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

²¹ INEC, Boletín Técnico N. 02-2020-ENEMDU, Encuesta Nacional de Empleo, Desempleo y Subempleo, Octubre 2020.

[https://www.ecuadorencifras.gob.ec/documentos/web-inec/EMPLEO/2020/Septiembre-](https://www.ecuadorencifras.gob.ec/documentos/web-inec/EMPLEO/2020/Septiembre-2020/Boletin%20tecnico%20de%20empleo%20enemdu%20sep20_final.pdf)

[2020/Boletin%20tecnico%20de%20empleo%20enemdu%20sep20_final.pdf](https://www.ecuadorencifras.gob.ec/documentos/web-inec/EMPLEO/2020/Septiembre-2020/Boletin%20tecnico%20de%20empleo%20enemdu%20sep20_final.pdf)

²² INEC. <https://www.ecuadorencifras.gob.ec/las-mujeres-sostienen-el-trabajo-domestico-y-de-cuidado-en-los-hogares-ecuatorianos/>

²³ The UN ECLAC. Ecuador – Country Profile. <https://oig.cepal.org/en/countries/12/profile>

²⁴ INEC, Encuesta nacional sobre relaciones familiares y violencia de género contra las mujeres, boletín, Noviembre 2019.

https://www.ecuadorencifras.gob.ec/documentos/web-inec/Estadisticas_Sociales/Violencia_de_genero_2019/Boletin_Tecnico_ENVIGMU.pdf

²⁵ The UN ECLAC Ecuador, Gender Equality Observatory for Latin America and the Caribbean, 2020.

<https://oig.cepal.org/en/countries/ecuador>

²⁶ The WB. Proportion of seats held by women in national parliaments.

<https://data.worldbank.org/indicator/SG.GEN.PARL.ZS?locations=ZJ-EC>

²⁷ Convention of Biological Diversity. <https://www.cbd.int/countries/profile/?country=ec>

²⁸ UNDP, The Biodiversity Finance Initiative. <https://www.biodiversityfinance.net/ecuador>

²⁹ Convention of Biological Diversity. <https://www.cbd.int/countries/profile/?country=ec>

³⁰ Environmental Performance Index. <https://epi.yale.edu/epi-results/2020/country/ecu>

³¹ The World Bank, Ecuador. <https://climateknowledgeportal.worldbank.org/country/ecuador/vulnerability>

³² The World Bank, Ecuador. Systematic Country Diagnostic, June 2018

around 350,000 individuals in need of humanitarian assistance³³.

COVID-19 context: Ecuador was one of the first countries in Latin America to face the coronavirus pandemic and was described in April 2020 as an epicenter of the pandemic in Latin America. With a context of high-income inequality and rising poverty, Ecuador is suffering an unprecedented crisis due to COVID-19. In 2020 there have been 209,355 confirmed cases of COVID-19 with 13,992 deaths³⁴. The country has faced a different nationwide state of emergency declarations, curfews, and other restrictions all over the year. Only between March and May 2020, the total losses were US\$ 6.4 billion, of which 82.4 percent correspond to the private sector and 17.6 percent to the public sector. The productive sector registered 63.8 percent of the losses, which is more than three times the health sector losses³⁵.

UNDP PROGRAMME IN ECUADOR

The Basic Cooperation Agreement signed between the Ecuadorian State and the United Nations Development Programme on 19 January 2005 constitutes the legal basis for the programme documents and technical cooperation projects supported by UNDP in various areas of development. The UNDP country programme document (CPD) for Ecuador for the period 2019-2022 responds to the priorities agreed in the United Nations Sustainable Development Cooperation Framework (UNSDCF) for the same period of 2019-2022. These priorities are aligned with the National Development Plan³⁶ for 2017-2021 and the 2030 Agenda for Sustainable Development.

UNDP's country programme is expected to contribute to four outcomes in the UNSDCF, structured around the following themes:

- a) Promoting rights through access to services and social protection (regarding 'people'). The programme will develop mechanisms to improve social policymaking and implement the 2030 Agenda, particularly to eradicate poverty and reduce inequalities.
- b) Protecting the environment and encouraging a sustainable development model (regarding 'planet'). UNDP will promote the sustainable use of natural resources in a way that maintains and enhances the resilience of ecosystems and the services they provide, moving towards a more sustainable economy.
- c) Socio-economic inclusion and pursuit of sustainable livelihoods (regarding 'prosperity'). The programme will develop policies and tools for economic inclusion of vulnerable groups, particularly women and youth, and increasing disaster resilience and empowering communities.
- d) Improving public action and participation, with an approach of rights, democracy, and peace (regarding 'peace'). UNDP will assist national and local institutions in building institutional capacities that incorporate the sustainable development goals through planning and budgeting exercises, foster dialogue and conflict prevention, and help strengthen civil society organizations.

The country programme is also expected to contribute to several cross-cutting themes throughout the

³³ UNCHR, The UN Refugee Agency, Ecuador Emergency Update on Earthquake, 27 June 2016. <https://reporting.unhcr.org/sites/default/files/UNHCR%20Ecuador%20Emergency%20Update%20on%20Earthquake%20-%2027JUN16.pdf>

³⁴ World Health Organization data as of 28 December, 2020. <https://covid19.who.int/region/amro/country/ec>

³⁵ Socioeconomic assessment, COVID-19 PDNA Ecuador, March-May 2020

³⁶ The National Development Plan for 2017-2021 "Toda una Vida" is articulated around three thematic areas (Rights for all, lifelong, Economics at the service of society, and More society, better state) and nine development goals. Link: <https://www.planificacion.gob.ec/plan-nacional-de-desarrollo-2017-2021-toda-una-vida/>

programme period, namely: building institutional capacities; promoting South-South and triangular cooperation; developing human talent; and promoting public-private partnerships, gender equality, human rights, and work with local governments. The promotion of 'alliances' and joint initiatives is re-emphasized by the new strategic orientation of the United Nations system in Ecuador. The main implementation modality of the programme is national, implying that national partners will be the principal parties responsible for programme results, with UNDP support. In terms of the SDGs, the country programme 2019-2022 is expected to contribute to most³⁷ of the Goals. The overall budget of the four-year programme is estimated as US\$ 113.4 million in the CPD, with 84 percent of the total programme budget allocated to a single outcome area, addressing environment, sustainable management of natural resources, and climate change.

³⁷ All but SDGs 3 (health) and 4 (education).

Table 1: UNSDCF³⁹/CPD outcomes to which UNDP is expected to contribute for period 2019-2022⁴⁰

UNSDCF outcome	UNDP Country Programme outputs	Indicative CPD resources (\$)		Expenditure (as of January 4 th , 2021) ³⁸
		Regular	Other	
National priority: National Development Plan, area 1: Rights for All, Lifelong (Goal 1) SDGs: 1, 5, 10, and 17				
UNDAF Outcome 1: By 2022, people, especially priority groups that have historically been excluded, can exercise their rights to increase their access to high-quality social services and protection and improve their capacity for resilience, promoting gender equality and reducing violence.	Output 1.1. Mechanisms designed or implemented at the local and national level for social policy improvement to achieve the SDGs.	\$ 391,000	\$ 5,245,000	\$ 3,638,074
National priority: National Development Plan, area 1: Rights for All, Lifelong (goal 3) and area 2: Economics at the Service of Society (goal 6) SDGs: 5, 6, 7, 12, 13, 14 and 15				
UNDAF Outcome 2: By 2022, Ecuador has strengthened its normative, political and institutional frameworks to improve sustainable, participatory and gender- focused natural resource management, promoting more responsible production and consumption patterns, in a context of climate change.	Output 2.1. Instruments and/or mechanisms generated or implemented nationally or locally to sustainably manage natural resources, environmental pollution, mainstream climate-change adaptation and mitigation, and transition to more sustainable productive systems. Output 2.2. Actions of sustainable forest conservation and management implemented and good practices in sustainable supply chains.	\$ 390,000	\$ 94,303,000	\$ 35,227,572

³⁸ Expenditure data extracted by IEO from Atlas/PowerBI on January 4th, 2021.

³⁹ UNSDCF for Ecuador 2019-2022. <https://ecuador.un.org/es/35291-marco-de-cooperacion-para-el-desarrollo-sostenible-2019-2022>

⁴⁰ Source: UNDP CPD for Ecuador (2019-2022)

UNSDCF outcome	UNDP Country Programme outputs	Indicative CPD resources (\$)		Expenditure (as of January 4 th , 2021) ⁴⁰
		Regular	Other	
National priority: National Development Plan, area 2: Economics at the Service of Society (goals 5 and 6) SDGs: 1, 5, 8, 9, 10 and 12				
UNDAF Outcome 3: By 2022, Ecuador has policies and norms favouring diversification of the productive structure, generation of decent work and sustainable livelihoods, and economic inclusionof persons, with equal opportunitiesfor women and men.	Output 3.1. Public-policy instruments and/or mechanisms designed or implemented to promote equitable economic inclusion and improve people’s livelihoods.	\$ 391,000	\$ 7,545,000	\$ 6,977,054
National priority: National Development Plan, Area 3: More Society, Better State (Goals 7, 8 and 9) SDGs: 5, 11 and 16				
UNDAF Outcome 4: By 2022, Ecuador has strengthened, coordinated institutions favouring public governance and citizen participation in protection for rights, consolidating democratic society, peace and equality.	Output 4.1. Institutions strengthened for efficient, transparent, participatory governance of public policiesin line with the SDGs. Output 4.2. Local governments strengthened to exercise their competencies participatorily and contribute to achieving (localizing) the SDGs in the local territory.	\$ 390,000	\$ 4,772,000	\$ 1,011,247
Subtotal		\$ 1,562,000	\$ 111,865,000	
Country Programme Total		\$ 113,427,000		\$ 46,853,947

GOAL AND SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme to inform the development of the CPD for the next programme cycle. They are conceived as both accountability and learning tools, in that they aim to provide an account of results achieved and examine factors – both positive and negative – that have driven performance.

The ICPE Ecuador will focus on the formal UNDP country programme approved by the Executive Board for the period 2019-2022. The ICPE will take into account interventions that may have started in the previous programme cycle but continued in the current one, as well as any changes made to the CPD due to various reasons. The ICPE will pay close attention to UNDP's response to the COVID19 pandemic in the country to assess both its contribution and how the pandemic may have affected its planned programme implementation.

The ICPE will cover UNDP's development programme in its entirety, regardless of its funding sources, e.g. UNDP's regular resources, donors, or the government. The support provided by RBLAC and Headquarters will be considered. Also included are any activities UNDP country office have engaged that are considered crucial for the political and social agenda of a country, although they may not necessarily be done as part of a specific project.

METHODOLOGICAL APPROACH AND EVALUATION QUESTIONS

IEO will conduct the evaluation in compliance with United Nations Evaluation Group norms and standards⁴¹ and ethical guidance⁴². The ICPE will address the following four main evaluation questions:

- I. What did the UNDP country programme intend to achieve during the period under review?
- II. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
- III. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?
- IV. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

To address question 1, a Theory of Change (ToC) approach will be used to better understand how, and under what conditions, UNDP's interventions are expected to lead to *an inclusive society in which people can enjoy their rights and have access to high-quality services, within a sustainable environment where they can achieve socio-economic progress and pursue their livelihoods with backing from efficient institutions under conditions of peace*⁴³. 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. To the extent possible, the ICPE will seek to use available indicators to measure or assess progress towards the outcomes. In assessing the CPD's progress, UNDP's capacity to adapt to the changing context and respond to national or sub- regional development needs and priorities will also be looked at. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.

⁴¹ <http://www.uneval.org/document/detail/1914>

⁴² <http://www.uneval.org/document/detail/2866>

⁴³ Acknowledged in the CPD as the UNSDCF 2019-2022 vision.

The effectiveness of UNDP's country programme will be analysed in response to evaluation question 2. This will include an assessment of the achieved results and the extent to which these results have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect as well as unintended results will be identified.

To capture UNDP's performance in light of the COVID-19 pandemic at the country level, evaluation question 3 will be addressed through several subquestions:

- To what degree has UNDP's COVID-19 support been relevant to the needs of Ecuador? (Relevance)
- How well has UNDP support and response aligned with national government plans as well as support from other UN Agencies, Donors and NGOs/ CSOs? (Coherence)
- How well has UNDP supported Ecuador to develop responses that reduced loss of life and protected longer-term social and economic development? (Effectiveness)
- To what extent were UNDP's funding decisions informed by evidence, needs analysis, risk analysis and dialogue with partners and did this support efficient use of resources? (Efficiency)
- Has support contributed to the development of social, economic and health systems in Ecuador that are equitable, resilient and sustainable? (Sustainability)

To better understand UNDP's performance, specific factors that influenced its performance - positively or negatively - and, eventually, the sustainability of results in the country will be examined in response to evaluation question 4. In addition to regional and country-specific factors that may explain UNDP's performance, the utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south cooperation), and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

The IEO will engage with multiple stakeholders at all stages of the evaluation process. During the initial phase, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will help identify key informants for interviews during the data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

DATA COLLECTION AND ANALYSIS

The ICPE will include an initial assessment of existing data and potential data collection constraints and opportunities. In terms of availability of decentralized evaluations, the Evaluation Resource Center (ERC)⁴⁴ information indicates that twelve evaluations were planned as part of the current programme cycle, and at the time of this TOR preparation, six project evaluations had been completed. The remaining six, including three outcome evaluations, are planned before the end of 2021. One project evaluation has been cancelled.

The ICPE will examine a variety of data sources and indicators linked to the country programme. The CPD

⁴⁴ UNDP's ERC: Evaluation Plan Ecuador 2019-2022. <https://erc.undp.org/evaluation/plans/detail/1505>

outcomes and outputs, the UNDP Results-Oriented Annual Reports (ROAR) and the corresponding information in the corporate planning system (CPS) provide indicators, baselines and their status of progress. The ICPE will rely on those indicators and data but will also consider other indicators that may have been used by CO in reality, if different, to assess the UNDP programme goals and to measure or assess progress toward the intended results.

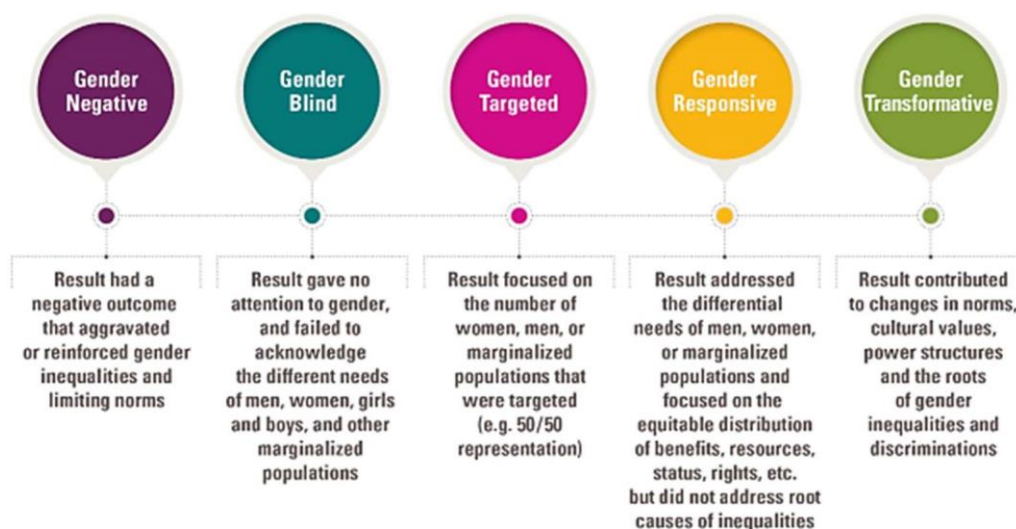
The ICPE will triangulate data collected through primary and secondary sources, including:

- a) Desk review of programmatic and project-level documentation, including background context documents; strategies and theories of change developed by UNDP country office; Results Oriented Annual Reports; UNDP's COVID-19 Mini-ROAR, project documents and progress reports; and decentralized evaluations. The IEO and the country office will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint folder.
- b) Interviews and focus group discussions with key informants via telephone/zoom, including UNDP staff at Headquarters, regional, and country level; members of the United Nations Country Team, government representatives and members of sub-regional and regional organizations, donors, civil society organizations, and beneficiaries of project interventions. Efforts will be made to collect views from a diverse range of stakeholders on UNDP's performance.
- c) An advance questionnaire will be administered to the country office as an additional self-reporting input to the evaluation prior to the virtual data collection consultation phase.

IEO will employ a rating system for all ICPEs starting in 2021. The rating system was first piloted in 2020 and is currently being refined. Details will be provided in due course prior to the implementation of the ICPE.

In line with UNDP's gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes. The evaluation will analyse the extent to which UNDP's support was designed to, and in fact did contribute to gender equality through an analysis of gender marker-related data and the gender results effectiveness scale (GRES). The GRES, developed by IEO, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.

Figure 1: IEO's Gender Results Effectiveness Scale



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, IEO, UNDP, 2015

MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The ICPE will be conducted under the overall guidance of the UNDP IEO's Director and the Chief of Section, Country Programme Evaluation. IEO will meet all costs directly related to the conduct of the ICPE. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team, which will be composed by:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility of managing the ICPE, including preparation of evaluation design, selection of the evaluation team members, and methodological guidance. The LE will be responsible for the synthesis process and the preparation of the draft and final evaluation reports, and organizing the final stakeholder debrief with the country office, RBLAC and national stakeholders.
- **Associate Lead Evaluator (ALE):** IEO staff member who supports the LE, particularly during data collection and analysis, management of consultants and the preparation of the final report. Together with the LE, the ALE will backstop the work of other team members.
- **Research Associate (RA):** The RA will provide background research, including portfolio and financial analyses, support the preparation of the final report, and support other aspects of the ICPE process as may be required.
- **Consultants:** IEO will explore partnering with a nationally- or regionally-based think tank, research institution, or academia to strengthen its data collection and analysis capacity amid operational challenges in the pandemic. One consultant will be recruited to cover the environment, natural resources management and climate change adaptation portfolio. Under the guidance of LE, the consultants will develop a data collection plan, conduct preliminary research, conduct data collection activities, prepare outcome analysis papers, and contribute to the final ICPE report.

Table 2: Data collection tentative responsibility by outcome area

Outcomes	Data collection and report
Outcome 1 – By 2022, people, especially priority groups that have historically been excluded, can exercise their rights to increase their access to high-quality social services and protection and improve their capacity for resilience, promoting gender equality and reducing violence.	LE + ALE
Outcome 2 – By 2022, Ecuador has strengthened its normative, political and institutional frameworks to improve sustainable, participatory and gender-focused natural resource management, promoting more responsible production and consumption patterns, in a context of climate change.	LE + Consultant
Outcome 3 – By 2022, Ecuador has policies and norms favouring diversification of the productive structure, generation of decent work and sustainable livelihoods, and economic inclusion of persons, with equal opportunities for women and men.	LE + RA
Outcome 4 – By 2022, Ecuador has strengthened, coordinated institutions favouring public governance and citizen participation in protection for rights, consolidating democratic society, peace and equality.	LE + ALE
Gender equality	All
Strategic positioning issues	LE + ALE
Operations and management issues	LE + ALE

UNDP Country Office in Ecuador: The country office will support the evaluation team through liaising with key national partners and stakeholders; ensure that all necessary information regarding UNDP's programmes, projects and activities is available to the team; and provide factual verification of the draft report in a timely manner. The country office will provide the evaluation team with in-kind organizational support (e.g. arranging meetings with project staff, stakeholders, beneficiaries). To ensure the confidentiality of the views expressed, country office staff will not participate in interviews and meetings with stakeholders. The country office will jointly organize via video-conference the final stakeholder debriefing with the IEO, where findings and results of the evaluation will be presented, ensuring participation of key government and other national counterparts. Additionally, the country office will prepare a management response to ICPE's recommendations and will support the dissemination and use of the final output of the ICPE process.

UNDP Regional Bureau for Latin America and the Caribbean: RBLAC will support the evaluation through information sharing, facilitation of communication between the IEO and the country office, and participation in the final stakeholder debriefing. The Bureau will support and oversee the preparation of a management response by the country office and its implementation of relevant actions.

EVALUATION PROCESS

The evaluation will be conducted in five key phases.

- **Phase 1: Preparatory work.** The IEO prepares the evaluation terms of reference (ToR), defining the evaluation questions, and develops an overall evaluation matrix. The IEO starts collecting reference material with support of the country office. The evaluation team is established by recruiting any external consultants required for portfolio analysis.
- **Phase 2: Desk analysis.** Evaluation team members conduct desk reviews of reference material.

An advance questionnaire may be administered, as well as meetings held with country office staff, to fill data gaps and seek clarification in data and information. A set of specific interview questions will be developed at this time for use in data collection, based on a stakeholder and preliminary portfolio analysis.

- **Phase 3: Data collection.** It is expected that data collection be conducted remotely. The evaluation team engages in data collection activities virtually, taking advantage of various software solutions and tools (e.g. Zoom/ Skype) available to conduct interviews and consultations. The estimated duration of the phase is 3 weeks. Data are collected according to the approach outlined in Sections 5 and 6 with team responsibilities outlined in Section 7. At the end of the data collection phase, the evaluation team may hold a preliminary presentation on emerging findings to the country office, identifying areas requiring further analysis and any information and evidence gaps that may exist.
- **Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the LE undertakes a synthesis process to prepare the ICPE report. The initial draft is subject to an internal IEO peer review as well as external reviews. Once the draft is quality cleared, the first official draft is shared with the country office and the UNDP RBLAC for comments and factual corrections. The second draft, which takes into account their feedback, is then be shared with national stakeholders for further comments. The UNDP country office prepares a management response to the ICPE, under the overall oversight of the regional bureau. The report is then be presented at a final debriefing where evaluation results are presented to key national stakeholders and UNDP's ways forward are discussed. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized, edited and published.
- **Phase 5: Publication and dissemination.** The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The ICPE report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to UNDP Executive Board in time for its approval of a new CPD. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The country office will ensure the dissemination of the report to all relevant stakeholders in the country. The report and the management response will be published on the UNDP website⁴⁵ as well as in the Evaluation Resource Centre (ERC)⁴⁶. RBLAC will be responsible for monitoring and oversight of the implementation of follow-up actions in the ERC.

⁴⁵ web.undp.org/evaluation/

⁴⁶ erc.undp.org

TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively⁴⁷ as follows:

Table 3: Tentative timeframe for the ICPE process⁴⁸		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Deputy Director	LE	January 2021
Selection of consultant	LE/RA	January – February 2021
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	February – March 2021
Advance questionnaires to the CO	Evaluation team and country office	March 2021
Phase 3: Data collection		
Data collection phase	Evaluation team	April 2021
Phase 4: Analysis, report writing, quality review and debrief		
Analysis of data and submission of outcome papers	Evaluation Team	May 2021
Zero draft for internal IEO clearance / External Reviews	LE	June-July 2021
First draft to CO/RBLAC for comments	LE/CO/RBLAC	August 2021
Second draft shared with the government and national stakeholders	LE/CO/Government	September 2021
Draft management response	CO/RBLAC	September 2021
Stakeholder debrief via video-conference	IEO/CO/RBLAC	October 2021
Phase 5: Publication and dissemination		
Editing and formatting	IEO	October 2021
Final report and evaluation brief	IEO	November 2021
Dissemination of the final report	IEO	November 2021

⁴⁷ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

⁴⁸ The timeframe takes into consideration that the new CPD should be approved by the Executive Board in 2022.

ANNEX 2. EVALUATION FRAMEWORK

Evaluation Questions	Sub-questions	Evaluative criteria or indicators	Data to be collected	Data collection methods and tools*						Desk Review Sources
				DR	TOC	PMQ	I	DO	EJ	
Q.1. What did the UNDP country programme intend to achieve during the period under review?	1.1 What are the key development questions, challenges and trends that characterize the period under evaluation? Which are the national strategies and policies that exist, and which are the main actors operating in the country? (since the end of the last CPD and as of today)	Degree of programme alignment to national development challenges and priorities	Description of the UNDP programme, including specific areas of work and approaches for contribution to the framework of the CPD/UNDAF outcomes UNDP intervention strategy (reach and focus), including its Theory of Change, mapping the expected exchange paths, exchange logic, risks, and hypotheses.	X	X					Assessment of the CPD and the UNSDCF National Development Plans National Statistics ROAR UNDP Ecuador
	1.2 What did the UNDP CO intend to achieve during the current Country Programme cycle? How has the CPD been changed in response to emerging priorities and changes in the operating environment?	Degree of flexibility and capacity of the programme to respond to the changing priorities, demands, and institutional changes of UNDP Punctuality of the response Relevance of changes of the programme during its implementation Level of coherence of the Theory of Change (clarity of vision and direction of the interventions in its short, medium, and long term)	Evidence of new themes, interventions to respond to emerging needs (programme evolution) Interested parties' perception of UNDP's response capacity	X	X	X	X		X	PMQ ROAR Theory of Change (or reconstructed TOC)

Evaluation Questions	Sub-questions	Evaluative criteria or indicators	Data to be collected	Data collection methods and tools*						Desk Review Sources
				DR	TOC	PMQ	I	DO	EJ	
Q.2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?	2.1 What progress has been made in achieving the "results" foreseen in the CPD? To what extent have they contributed (or it is likely to contribute) the "effects" of the UNSDCF?	<p>Analysis of the results achieved in each CPD outcome</p> <p>Degree of contribution or link between the achieved results, the results, and the foreseen objectives (UNSDCF effects)</p> <p>Adaptation of institutional strengthening or support for capacity development</p>	<p>Links among specific UNDP interventions and changes in the level of effects defined by the UNSDCF</p> <p>Evidence of results/changes achieved because of the contribution of the programme</p> <p>Evidence of contribution to gender equality and women's empowerment</p>	X	X			X	X	<p>Indicators Matrix (of the CPD with updated data of the CPS)</p> <p>Previous Evaluations</p> <p>ROAR</p> <p>PMQ</p>
	2.2 What unforeseen/planned results (positive or negative) will the programme produce?	<p>Analysis of unplanned results under each CPD outcome.</p> <p>Type of exchange / effects on beneficiaries</p>	Unforeseen results in CPD, both positive and negative				X	X	X	<p>ROAR</p> <p>PMQ</p>
Q.3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response, and recovery process?	3.1 - To what extent has the support of UNDP been relevant to the needs of Ecuador?	Criteria of Relevance of the interventions aimed to address COVID-19	Evidence of policy alignment and needs of national authorities	X		X	X		X	<p>ROAR</p> <p>Mini-ROAR</p> <p>PMQ</p>
	3.2 How have the support and response of UNDP aligned with the national government plans, as well as with the support of other agencies of the United Nations, donors and NGO/CSO?	Coherence criteria of interventions to address COVID-19	Evidence of alignment and coordination with other actors involved in the response to COVID-19	X		X	X		X	<p>ROAR</p> <p>Mini-ROAR</p> <p>CPM</p>

Evaluation Questions	Sub-questions	Evaluative criteria or indicators	Data to be collected	Data collection methods and tools*						Desk Review Sources
				DR	TOC	PMQ	I	DO	EJ	
	3.3 How well has UNDP supported Ecuador to develop answers that reduce the loss of lives and protect social and economic development in the long term?	Criteria for the Effectiveness of Interventions to address COVID-19	Results achieved in response to the needs identified in terms of health and socioeconomic response.	X		X	X		X	ROAR Mini-ROAR PMQ
	3.4 To what extent were UNDP funding decisions informed by policies, needs analysis, risk analysis and dialogue with members, and did they support an efficient use of resources?	Efficiency Criteria of Interventions to address COVID-19	Operative data and execution reports.	X		X	X		X	ROAR Mini-ROAR PMQ
	3.5 Has the support contributed to the development of social, economic and health systems in Ecuador that are equitable, resilient, and sustainable?	Criteria of Sustainability of Interventions to address COVID-19	Evidence of contributions with a long-term perspective. Exit strategies	X		X	X		X	ROAR Mini-ROAR PMQ
Q.4. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?	4.1 What factors have contributed or hindered the achievement of results (both positively and negatively)?	<i>Inclusiveness of design and implementation process:</i> Extent to which partners and beneficiaries were consulted and involved during programme design and implementation Degree of awareness by national actors & partners of UNDP's CPD areas of work Level of programme focus and type of interventions	Key factors that affect the results. Program design (including alignment with national priorities, type of interventions, TOC/work plans). Programme design (including alignment with national priorities, type of	X		X	X		X	ROAR Management Consulting Team (MCT) reports M&E documents PMQ Resource Mobilization Strategies

Evaluation Questions	Sub-questions	Evaluative criteria or indicators	Data to be collected	Data collection methods and tools*						Desk Review Sources
				DR	TOC	PMQ	I	DO	EJ	
		<p>Challenges faced during implementation</p> <p>Quality of programme design and monitoring activities (TOC and clear strategy, workplans, indicators, M&E plans)</p> <p><i>Resources:</i> results of the resource mobilization strategy, efficiency ratio</p> <p><i>CO capacities:</i> Evidence of training plans, technical shortcomings, guidance / support provided by RB and HQ.</p> <p>Key factors affecting results.</p>	<p>interventions, TOC/work plans)</p> <p>Matrix of resources of the Country Office</p> <p>Implementation and oversight (including NIM/DIM, portfolio management, risk management, flexibility, mergers, and acquisitions)</p> <p>Country context</p>							<p>Human Resources data</p> <p>Graphs of the Project Table</p>
	4.2 To what extent has UNDP adequately used associations and knowledge management to successfully achieve the expected results?	<p>Level, type, and quality of commitment to the government, United Nations agencies; IFIs; CSOs; donors; private sector; think tanks</p> <p>Interested parties' perception of UNDP defense and power of influence</p> <p>Degree in which UNDP promoted synergies and minimized duplicity among members and national counterparts (<i>convening power, coordination</i>)</p> <p>Degree in which the CO promoted and used South South</p>	<p>List of partners and satisfaction with the partnership</p> <p>Evidence of the systematization and use of lessons and other practices, including South South and Triangular Cooperation</p>	X		X	X		X	<p>PMQ 3, 6, 2</p> <p>ROAR C.3, F.3, A.2.2</p>

Evaluation Questions	Sub-questions	Evaluative criteria or indicators	Data to be collected	Data collection methods and tools*						Desk Review Sources
				DR	TOC	PMQ	I	DO	EJ	
		and Triangular cooperation <i>(knowledge brokerage)</i> Examples of innovative projects and solutions								
	4.3 To what extent has the programme contributed to gender equality, women's empowerment and social equity?	<p>Gender: Type and relevance of gender results</p> <p>Institutional environment for the incorporation of the gender perspective:</p> <ul style="list-style-type: none"> - Level of attention and resources allocated (human and financial) for gender integration and women's empowerment - Level of integration of the gender dimension in the design and implementation of projects - Trend in the use of gender markers <p><i>Human rights/equity: Degree of integration of a human rights approach within the programme (attention to marginalized or more vulnerable groups – young, old – and promotion of social inclusion)</i></p>	<p>Results and classification related to gender based on the GRES scale</p> <p>Number of results and expenditures of the projects based on the gender marker and the gender work plan</p> <p>Type of initiatives and results achieved in promoting equal rights and access to basic services for different target groups</p>	X		X	X	X	X	<p>IEO analysis of gender markers of projects PMQ</p> <p>ROAR</p> <p>Project documents and reports</p> <p>Gender reports produced by the CO</p>

Evaluation Questions	Sub-questions	Evaluative criteria or indicators	Data to be collected	Data collection methods and tools*						Desk Review Sources
				DR	TOC	PMQ	I	DO	EJ	
	4.4 What mechanisms were established to ensure the sustainability of results, given the identifiable risks?	<p>Number of interventions that had sustainability or exit strategies/ plans: i) at the design and ii) during implementation</p> <p>Evidence on the use of exit strategies / up-scaling of pilot projects</p> <p>Degree of:</p> <ul style="list-style-type: none"> - National commitment and ownership - Capacities to sustain results - Resources availability (budget allocation) - Enabling environment (institutional and policy framework) 	<p>Output strategies for projects and the programme (in project documents and reports)</p> <p>Initiatives that were extended or have the potential for extension</p>	X		X	X	X	X	<p>Project documents</p> <p>Assessments of the project</p> <p>PMQ</p>

**DR: Document Review, TOC = Theory of Change, PMQ: Pre-Mission Questionnaire, I: Interviews with main counterparts and partners, DO: Direct Observation, EJ: Experts Judgement*

ANNEX 3. PEOPLE CONSULTED

Government of Ecuador

ARCE, Sofía, Directora de Relaciones Internacionales, Municipio de Cuenca
ARMIJOS, Freddy, Alcalde, Gobierno Autónomo Descentralizado (GAD) Nangaritza
BARRERA, Karina, Subsecretaria de Cambio Climático, Ministerio del Ambiente y Agua del Ecuador
BUCHELI, Jaime, Gerente, Empresa Eléctrica Quito
CELIS, Kimberly, Especialista Sector Externo, Ministerio de Finanzas (MEF)
CRESPO Enrique, Coordinador de Ciencia, Tecnología e Innovación, ConQuito
FIALLO, Ximena, Directora Prevención, Sistema Nacional y Monitoreo, Secretaría de Derechos Humanos
FLORES, Elizabeth, Directora de Sustancias Químicas, Residuos y Desecho Peligrosos y no Peligrosos, Ministerio del Ambiente (MAE)
GANZHI, Oswaldo, Especialista Técnico, Subsecretaría de Cambio Climático, Ministerio del Ambiente
GARCÉS, Patricio, Director Cooperación Internacional Bi-Multilateral y Sur-Sur, Cancillería de la República
GONZÁLEZ, Luis, Presidente Gobierno Autónomo Descentralizado (GAD), Parroquial Zurmi
HERNÁNDEZ, Cecibel, Directora de Fomento, Gobierno Autónomo Descentralizado (GAD) Esmeraldas
HERRERA, Edwin, Jefe Planificación, Gobierno Autónomo Descentralizado (GAD) Sucumbíos
IBÁÑEZ, Karolina, Analista, Dirección Cooperación Internacional, Ministerio del Ambiente y Agua Ecuador
JIMÉNEZ Paúl, Director Ejecutivo, Instituto Metropolitano de Planificación Urbana
JIMÉNEZ, Cléver, Prefecto, Gobierno Autónomo Descentralizado (GAD) Provincial Zamora Chinchipe
MALDONADO, Ana Isabel, Especialista Técnico, Municipio de Cuenca.
MÁRQUEZ, Shareem, Ex Experta de atención a grupos prioritarios, Ministerio de Trabajo (Asistente Senior de Proyecto, Alto Comisionado de las Naciones Unidas para los Refugiados)
MENA, Cecilia, Asesora, Secretaría de Derechos Humanos
NARANJO, María Antonieta, Directora Ejecutiva Unidad del Registro Social
NIACHIMBA, Doralisa, Directora de Desarrollo de la Investigación, Secretaria de Educación Superior, Ciencia, Tecnología e Innovación (SENESCYT)
ORTEGA, Glenda, Subsecretaria de Patrimonio Natural, Ministerio del Ambiente (MAE)
ORTÍZ, Gabriela, Directora de Relaciones Internacionales, Consejo Nacional Electoral (CNE)
PAREDES, Milton, Director de Investigación, Tribunal Contencioso Electoral (TCE)
PERDOMO, José Ricardo, Subsecretario de Recursos Pesqueros, Ministerio de Producción, Comercio Exterior, Inversiones y Pesca
PESÁNTEZ, Eddie, Viceministro de Agricultura, Ministerio de Agricultura y Ganadería (MAG)
RODRÍGUEZ, Byron, Técnico de Ordenamiento Territorial, Gobierno Autónomo Descentralizado (GAD) Municipal de Paquisha
RUMBEA, María Fernanda, Gerente de Asesoría Jurídica de EPICO
SALTOS, Daniela, Subdirectora General, Dirección de Cooperación Internacional, Ministerio del Ambiente y Agua del Ecuador (MAAE)
VALLE, Carla, Técnica Planificación y Relaciones Internacionales, Secretaría Técnica Planifica Ecuador

VÁSCONEZ, Verónica, Coordinadora Agenda 2030, Vicepresidencia de la República
VICENTE, Hernán, Técnico de Planificación, Gobierno Autónomo Descentralizado (GAD) Parroquial Zurmi
VILLALBA, Andrea, Directora de Cooperación Internacional, Unidad del Registro Social
VITERI Xavier, Especialista Ministerio de Cultura

Civil Society and Non-Profit Organizations

QUINTUÑA, Santiago, Coordinador Proyecto Turismo Comunitario Caguanapamba, Consejo de Gobierno de la Comunidad Caguanapamba
VARGAS, Marlon, Presidente, Confederación De Nacionalidades Indígenas Ecuador (COFENAIE)

Private Sector

NARANJO, Fernando, Especialista de Energía Renovable, Empresa Eléctrica Provincial Galápagos S.A.
QUINDI, Israel, Director de Impulso a la Economía Solidaria, Jardín Azuayo
ZURITA, Andrés, Director Ejecutivo, Alianza para Emprendimiento e Innovación del Ecuador (AEI)

Academia

PAZMIÑO, Eddie, Profesor titular Proyecto Químicos, Escuela Politécnica Nacional (EPN)
RIVERA, José Luis, Profesor titular Proyecto Químicos, Escuela Politécnica Nacional (EPN)

Beneficiaries

CHUP, Galup, Responsable, Relaciones internacionales del Consejo de Gobierno del Pueblo Shuar Arutam
CHURUCHUMBI, Guillermo, Alcalde, Gobierno Autónomo Descentralizado (GAD) Municipal de Cayambe
COLOMA, Carlos, Técnico del Gobierno Autónomo Descentralizado de Chillanes
INLAGO, Myriam, Administradora, Asociación Regional de Soberanía Alimentaria del Territorio Kayambi Aso Resak
MACÍAS, Cirilo, Presidente del Pueblo Manta
ORTEGA, Saúl, Gobierno Autónomo Descentralizado (GAD) Municipal de Cayambe
PINCAY, Javier, Alcalde, Gobierno Autónomo Descentralizado (GAD) Municipal de Puerto López
RAMÓN, Nora, Gerente, Asociación Pequeños Productores del Sur de la Amazonía Ecuatoriana (APEOSAE)
TUNKI, Josefina, Presidenta, Pueblo Shuar Arutam (PSHA)

Donors and Bilateral Partners

ÁLVAREZ, Juan Carlos, Representante, Banco Mundial
FERRARI-BRAVO, Andrea, Jefe de Cooperación, Unión Europea
GALO, Nina, Oficial, Cooperación Comisión Europea
GEURTS, Charles-Michel, Ambassador EU Delegation to Ecuador
GRAZIANNI, Pietro, Codirector, Fondo Ítalo Ecuatoriano para el Desarrollo Sostenible (FIEDS)

GUTIERREZ, Nelson, Gerente de Proyecto, Banco Mundial
PONCE, Pedro, Especialista Medio Ambiente, Unión Europea
STADLER, Michael, Coordinador de cooperación internacional, Embajada de Suiza

UNDP

ADAMES, Fernando, Representante Residente Adjunto, Coordinador de Proyecto, PNUD Ecuador
ANDRADE, Mónica, Coordinadora Área de Ambiente y Energía, Coordinadora de Proyecto, PNUD Ecuador
ARIAS, Daniela, Coordinadora de Proyecto, PNUD Ecuador
AYALA, María Gabriela, Jefe de Experimentación, Laboratorios de Aceleración, PNUD Ecuador
BAQUERO, Enriqueta, Gerente de Operaciones, Coordinadora de Proyecto, PNUD Ecuador
BASTIDAS, Cristina, Asociada de Recursos Humanos, PNUD Ecuador
BASTIDAS, Efraín, Coordinador de Proyecto, PNUD Ecuador
BELTRÁN, Karla, Coordinador de Proyecto, PNUD Ecuador
BERMÚDEZ, Nury, Oficial de Gestión de Riesgos, Coordinadora de Proyecto, PNUD Ecuador
BURGOS, Cristina, Oficial Desarrollo Económico Inclusivo, PNUD Ecuador
CHACÓN, Carla, Asociada de Programa de Medio Ambiente y Energía, PNUD Ecuador
ENDARA, Sandra, Asociada de Programa, Gobernabilidad Democrática y Desarrollo Social, PNUD Ecuador
ESTRELLA, Verónica, Coordinadora de Proyecto, PNUD Ecuador
GARZÓN, Isabel, Coordinadora de Proyecto, PNUD Ecuador
GÓMEZ, Carla, Ex Técnica Innovación y Desarrollo Económico, PNUD Ecuador (Experta Micro, Pequeñas y Medianas Empresas, PNUD Barbados y el Caribe Oriental)
GONZÁLEZ, Fernanda, Experta Técnica en Proyectos Ambiente y Energía, PNUD Ecuador
GRIJALVA, Ana, Analista de Exploración, Laboratorios de Aceleración, PNUD Ecuador
GRIJALVA, Margarita, Coordinadora Inter agencial, PNUD Ecuador
GUAMBO, Verónica, Coordinadora Local, PNUD Ecuador
JIMÉNEZ, María Paulina, Analista de Mapeo de Soluciones, Laboratorios de Aceleración, PNUD Ecuador
LAGUNAS DEL AMO, Raquel, Directora Equipo de Género, PNUD
LOOR, Diana, Coordinadora de Proyecto, PNUD
LÓPEZ, Christian, Coordinador de Proyecto, PNUD Ecuador
LUACES, Sara, Ex Técnica en Medios de Vida y Negocios, PNUD Ecuador (Especialista Desarrollo Pequeñas y Medianas Empresas, Programa de Voluntarios de las Naciones Unidas, PNUD Dirección Regional para América Latina y el Caribe)
LUCIO PAREDES, Adriana, Técnica Especialista, Gobernabilidad y Desarrollo Inclusivo, PNUD Ecuador
MALDONADO, Miguel, Coordinador de Proyecto, PNUD Ecuador
MARTIN, Guillermina, Especialista en Políticas de Género, PNUD Dirección Regional para América Latina y el Caribe (DRALC)
MARTINO, José, Oficial de Comunicación, PNUD Ecuador
MAYANQUER, Carlos, Asociado de Finanzas, PNUD Ecuador
MEILÁN, Xavier, Gerente de Asesoría Jurídica, Coordinador Nacional Proyecto Apoyo Consejo Nacional Electoral, PNUD Ecuador
MERINO, Juan, Coordinador Financiamiento y REDD+ de PROAmazonía, PNUD Ecuador
MORA, Arturo, Coordinador de Proyecto, PNUD Ecuador

MORDT, Matilde, Representante Residente del PNUD en el Ecuador, PNUD Ecuador
NAVIA, Tito, Coordinador de Proyecto, PNUD Ecuador
NÚÑEZ, Jorge, Coordinador de Proyecto, PNUD Ecuador
ORELLANA, Diego, Coordinador de Proyecto, PNUD Ecuador
PACHANO, Fernando, Responsable Área de Gobernabilidad y Desarrollo Inclusivo, Coordinador de Proyecto, PNUD Ecuador
PAREDES, Magaly, Coordinadora Interagencial, PNUD Ecuador
PEÑA, Alejandra, Gerente de Proyecto, PNUD Ecuador
PINTO, Cristina, Coordinadora de Proyecto, PNUD Ecuador
RÍOS, Verónica, Coordinadora de Proyecto, PNUD Ecuador
RODAS, Mario, Oficial de Programa Area de Ambiente y Energía, PNUD Ecuador
SANTANA, Óscar, Experto internacional, Proyecto Petroecuador, PNUD Ecuador
SERRANO ROCA, Patricia, Gerente de Proyecto PROAmazonía, PNUD Ecuador
TREJO, Nathalie, Especialista en género, PNUD Ecuador
VAREA, Ana María, Coordinadora de Proyecto, PNUD Ecuador

Other UN Agencies

BASSU, Giovanni, Representante, Alto Comisionado de las Naciones Unidas para los Refugiados (ACNUR)
BEHREND, Markus, Representante, Fondo de Población de las Naciones Unidas (UNFPA)
DÁVALOS, José Iván, Representante, Organización Internacional para las Migraciones (OIM)
FILALI-MEKNASSI, Youssef, Representante, Organización de las Naciones Unidas para la Educación, la Ciencia y la Cultura (UNESCO)
GONZÁLEZ-ALEMÁN, Joaquín, Representante, Fondo de las Naciones Unidas para la Infancia (UNICEF)
SAVELLI, Lena, Coordinadora Residente, Naciones Unidas
TOUCHETTE, Mario, Representante, Programa Mundial de Alimentos (PMA)
VERGARA, Rocío, Coordinadora, Programa de Voluntarios de las Naciones Unidas (UNV)

ANNEX 4. 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, Peru governmental departments, project management offices and others.

Asamblea Nacional República del Ecuador, Ley para prevenir y erradicar la violencia contra las mujeres, Registro Oficial Suplemento 175, 2018

Asamblea Nacional República del Ecuador, Ley Orgánica de Recursos Hídricos, Usos y Aprovechamiento del Agua, Asamblea Nacional 2013-2017, Registro Oficial 305, Segundo Suplemento, Agosto 2014

Asamblea Nacional República del Ecuador, Ley Orgánica de Sanidad Agropecuaria, La Gaceta Legislativa, Asamblea Nacional, Agosto 2017

Asamblea Nacional República del Ecuador, Ley Orgánica de Tierras Rurales y Territorios Ancestrales, Asamblea Nacional 2013-2017, Registro Oficial SAN-2016-0398, Marzo 2016

Asamblea Nacional República del Ecuador, Nuevo Código Orgánico del Ambiente, Registro Oficial Suplemento No. 983, Abril 2017

Asamblea Nacional República del Ecuador, Semillas y fomento de la agricultura sustentable, Asamblea Nacional 2013-2017, Registro Oficial SAN-2017-0119, Junio 2017

Banco Central del Ecuador, Boletín de Prensa, Setiembre 2020

Banco Central del Ecuador, Cuentas Nacionales Trimestrales del Ecuador, Resultados de las variables macroeconómicas, Marzo 2021

Barrera Mencha, Marinelli Nicoletta, Fundación ALDEA, Compilación de Notas Territorios de Vida (TICCAS), 2020

Cámara Nacional de Pesquería, Fortalecimiento de capacidades en pesca sostenible a tripulantes de la pesquería de peces pelágicos pequeños de Ecuador, Enero 2021

Congreso Nacional de la República del Ecuador, Ley Forestal y de Conservación de Áreas Naturales y Vida Silvestre, Registro Oficial Suplemento # 418, 2004

Flores, Karim, Estrategia de Género, Proyecto Global Environmental Facility (GEF), Iniciativa de Pesquerías costeras para América Latina productos 3 y 4, Setiembre 2017

Fundación Futuro Latinoamericano, diálogo, capacidades y desarrollo sostenible, Producto 7 final: Plan para la Implementación de la Contribución Determinada a Nivel Nacional (NDC) de Ecuador, componente de adaptación, 2020

Global Environmental Facility (GEF), Building Capacity to implement the Nagoya Protocol, A review of GEF Support, September 2014

Global Environmental Facility (GEF) Evaluation Office, OPS4 Progress Towards Impact, The ROtI handbook: towards enhancing the impacts of environmental projects, Methodological Paper #2

Global Environmental Facility (GEF), Mercury and the GEF, October 2013

Gobierno del Ecuador, Economía Violeta: por los derechos económicos y una vida libre de violencia para las mujeres, Política Publica 2021-2025, Diciembre 2020

Gobierno del Ecuador con el apoyo de Naciones Unidas Ecuador, Banco Mundial, Unión Europea en Ecuador, Evaluación socioeconómica, PDNA COVID-19 Ecuador, Marzo - Diciembre 2020

Grupo Banco Mundial y State and Peacebuilding Fund, Retos y oportunidades de la migración venezolana en Ecuador, Resumen Ejecutivo, Junio 2020

Instituto Nacional de Estadística y Censo (INEC), Encuesta Nacional de Empleo, Desempleo y Subempleo (ENEMDU), Diciembre 2020

Instituto Nacional de Estadística y Censo (INEC), Encuesta Nacional de Empleo, Desempleo, y Subempleo (ENEMDU), Indicadores de Pobreza y Desigualdad, Junio 2021

Instituto Nacional de Estadística y Censo (INEC), Boletín Técnico N. 02-2021, Encuesta Nacional de Empleo, Desempleo y Subempleo (ENEMDU), Pobreza y Desigualdad, Marzo 2021

Martinez, Diego y Borja Tathiana, Transferencias Monetarias, Enero 2021

Ministerio del Ambiente, Somos Biodiversidad, Boletín, Enero - Marzo 2018; Abril - Junio 2017

Ministerio del Ambiente (MAE), Cuarta Comunicación Nacional, Segundo Informe Bienal de Actualización - Inventario Nacional de Gases de Efecto Invernadero (INGEI), 2020

Ministerio del Ambiente (MAE), ONU Mujeres, Indicadores de Genero para el Sistema de Medición, Reporte, y Verificación (MRV) de la acción climática de Ecuador, 2019

Ministerio del Ambiente (MAE), Estrategia Nacional para la Biodiversidad 2015-2030 y su Plan de Acción 2015-2021

Ministerio del Medio Ambiente (MAE), Programa de Naciones Unidas para el Desarrollo, ONU Mujeres, Asociación NDC, Ministerio Federal de Cooperación y Desarrollo Económicos, Agencia Española de Cooperación Internacional para el Desarrollo. Indicadores de género para el Sistema de Medición, Reporte y Verificación de la Acción Climática del Ecuador

Ministerio del Ambiente y Agua de Ecuador (MAEE), Informe estado de supervivencia y reproducción de anfibios en cría ex situ, Centro Jambatu, Junio 2017

Ministerio del Medio Ambiente y Agua de Ecuador (MAEE), Programa de Naciones Unidas para el Desarrollo, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Gmb, Guía Técnica para la Integración del Enfoque de Género en la Gestión de Cambio Climático en Ecuador

Ministerio del Ambiente, Agua y Transición Ecológica del Ecuador, Programa Nacional para la Gestión Ambientalmente Racional y la Gestión del Ciclo de Vida de las Sustancias Químicas, Eliminación de POS 73 ton de plaguicidas obsoletos, primera fase

Ministerio del Ambiente, Agua y Transición Ecológica del Ecuador, Producto 4: Informe compilando/sistematizando todo el proceso que se realizó para la destrucción de envases y/o contenedores con plaguicidas obsoletos, Eliminación de POS 65 ton, segunda fase

Olivares Alejandro y Medina, Pablo, Revista de Ciencia Política, Volumen 40, No. 2, La persistente debilidad institucional de Ecuador, Protestas, elecciones y divisiones políticas durante el 2019, 2020

Organización Internacional del Trabajo, COVID-19 Respuesta, Nota informativa, El Sistema de salud Ecuatoriano y la COVID-10, OIT Países Andinos, Ecuador

Secretaría Nacional de Planificación y Desarrollo, Plan Nacional Buen Vivir 2013-2017

Secretaría Nacional de Planificación y Desarrollo, Plan Nacional de Desarrollo 2017-2021, Toda una vida, 2017

Secretaría Técnica de la Circunscripción Territorial Especial Amazónica. 2021. Plan Integral para la Amazonía, Secretaría Técnica de la Circunscripción Territorial Especial Amazónica, Puyo, Ecuador

Secretaría Técnica de Planificación “Planifica Ecuador”, Examen Nacional Voluntario, Ecuador 2020

Socioeconomic assessment, COVID-19 PDNA Ecuador, March-May 2020

Sustainable Fisheries Partnership, United Nations Development Programme, Global Environment Facility, Lineamientos básicos para un proyecto de mejora pesquera con enfoque de género, 2020

The United Nations High Commissioner for Refugees (UNHCR), The UN Refugee Agency, Operational Factsheet, August 2021

The United Nations High Commissioner for Refugees (UNHCR), The UN Refugee Agency, Ecuador Emergency Update on Earthquake, 27 June 2016

The World Bank Group, Ecuador Systematic Country Diagnostic, 2018

The World Bank Group, The 2014-2016 Oil Price Collapse in Retrospect, 2018

United Nations Development Programme, Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, Spanish Agency for International Development Cooperation, Federal Ministry for Economic Cooperation and Development, Methodology for the formulation of Nationally determined contributions (NDC) through participatory processes and inclusive, experience Ecuador

United Nations Development Programme, Human Development Report Ecuador, 2020

United Nations Development Programme, Reinventing Yourself along the way: Refugee and Migrant Women of Venezuela A study of their conditions and access to livelihoods in Colombia, Ecuador and Peru in the framework of the response to Venezuelans, Coordination Platform for Venezuelan Refugees and Migrants

United Nations Human Settlements Programme (UN-Habitat), The New Urban Agenda, 2020

Vergara Romero, A. A., et al., Revista Científica Ecociencia, Diagnosing the socio-economic impact of humanitarian aid in the covid-19 health crisis: validity of an instrument, 7(5), 76–93, 2020

World Economic Forum, Global Gender Gap Report 2021

ANNEX 5. PROJECT LIST

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	Total Budget	Total Expenditure	Implementation Modality	Gender Marker
OUTCOME 1: By 2022, people, especially priority groups that have historically been excluded, can exercise their rights to increase their access to high-quality social services and protection and improve their capacity for resilience, promoting gender equality and reducing violence.									
00099408	HIP Medios de Vida. Acciones emergentes	00102697	HIP - Medios de Vida	2016	2019	\$71,472	\$71,050	DIM	GEN2
00101219	Post Disaster Needs Assessment and Recovery Preparedness	00103841	PDNA & Recovery Preparedness	2016	2019	\$73,300	\$58,296	DIM	GEN2
00110105	09ENGAGEMENT FACILITY 2018	00109201	FORTALECIM. ORGANIZACIONAL	2018	2023	\$287,599	\$115,400	DIM	GEN0
00111272	Fondo nacional para investigación	00110378	Fondo nacional investigación	2018	2022	\$5,533,670	\$3,091,384	NIM	GEN1
00113558	Social protection for youth	00111662	Social protection for youth	2020	2021	\$290,934	\$146,186	DIM	GEN2
00117452	Resiliencia de la población	00114234	R1. Resiliencia	2019	2021	\$232,017	\$155,036	DIM	GEN3
		00114235	R2. Acceso Agua Segura	2019	2021	\$151,511	\$124,455	DIM	GEN2
		00114236	R3.DRR_prácticas construcción	2019	2021	\$192,650	\$152,392	DIM	GEN1
		00123997	EMERGENCIA SANGAY	2020	2021	\$30,000	\$29,814	DIM	GEN2
00125721	Spotlight violencia género	00120000	Spotlight violencia género	2020	2022	\$279,233	\$14,109	DIM	GEN3
Sub Total Outcome 1						\$7,142,387	\$3,958,122		
OUTCOME 2: By 2022, Ecuador has strengthened its normative, political and institutional frameworks to improve sustainable, participatory and gender-focused natural resource management, promoting more responsible production and consumption patterns, in a context of climate change.									
00061982	Assessment con Climate Change Capacity Building	00105178	NDC SUPPORT PROGRAMME ECUADOR	2011	2020	\$576,274	\$476,735	NIM	GEN2
		00118982	NDC BMZ	2019	2021	\$1,007,484	\$694,912	NIM	GEN2
00075233	Conservación de la vida silvestre en peligro	00087256	Conservación Vida Silvestre	2013	2019	\$180,362	\$179,575	NIM	GEN1
00083398	Gestión Integrada de Recursos Hídricos de las Cuencas Transfronterizas y Acuíferos de Puyango-Tumbes, Catamayo-Chira y Zarumilla	00091894	Gestión Integrada de Recursos	2015	2020	\$1,417,242	\$1,197,737	NIM	GEN1
00083706	Cadenas Globales de Suministros Sostenibles	00092045	Marine Commodities Com Ecuador	2016	2021	\$391,753	\$369,256	NIM	GEN1

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	Total Budget	Total Expenditure	Implementation Modality	Gender Marker
00085032	Sexta Fase PPD	00092802	Sexta Fase PPD	2016	2020	\$388,989	\$391,796	OTHERS	GEN2
		00104217	MAE PASNAP	2017	2019	\$101,535	\$99,142	DIM	GEN2
00086259	Environmental Governance for Sustainable Mining govern	00093554	Environmental Governance for S	2014	2023	\$105,155	\$53,486	DIM	GEN1
00086955	Conservación de anfibios	00094106	Conservación de anfibios ecuat	2015	2020	\$1,030,570	\$978,801	NIM	GEN1
00090199	Global Marine Commodities	00096079	Marine CommoditiesGlobal	2016	2021	\$2,399,401	\$1,904,043	OTHERS	GEN1
00095244	Nagoya Protocol	00099240	Nagoya Protocol	2016	2020	\$276,230	\$239,737	DIM	GEN1
00100778	Green Climate Fund - PROGRAMA PROAMAZONIA	00103568	Priming Financial Instruments	2017	2022	\$24,512,199	\$18,265,509	NIM	GEN2
00100779	GEF QUÍMICOS Y CONTAMINANTES	00103569	GEF QUIMICOS Y CONTAMINANTES	2017	2022	\$5,050,042	\$3,779,918	NIM	GEN1
00100780	Full Size GEF AMAZONIA - PROGRAMA PROAMAZONIA	00103570	GEF AMAZONIA	2017	2023	\$9,119,623	\$6,344,979	NIM	GEN2
00101839	Readiness Green Climate Fund - PROGRAMA PROAMAZONIA	00104101	READINESS GREEN CLIMATE FUND	2018	2019	\$191,480	\$190,840	DIM	GEN2
00101840	National Adaptation Plan	00104102	National Adaptation Plan	2019	2022	\$2,757,993	\$862,060	DIM	GEN2
00101841	REDD+ Results based payment	00104103	REDD+ Results based payment	2020	2026	\$4,711,729	\$900,349	NIM	GEN2
00104643	Iniciativa de Pesquerías Costeras	00106131	Iniciativa Pesquerías Costeras	2017	2021	\$1,675,286	\$1,028,959	NIM	GEN2
00106014	Sixth National Reports on Biodiversity in LAC	00106960	6th National Reports in LAC	2017	2020	\$28,980	\$28,636	DIM	GEN2
00106358	Biodiversity Finance Initiative (BIOFIN) Phase II	00108636	BIOFIN II Ecuador	2019	2020	\$420,573	\$313,449	DIM	GEN1
00110105	09ENGAGEMENT FACILITY 2018	00110180	FORTALEC. GESTION AMBIENTAL	2018	2023	\$246,250	\$206,489	DIM	GEN0
00112385	PPD FO 7	00110942	PPD SEPTIMA FASE GEF	2019	2023	\$1,384,161	\$740,566	OTHERS	GEN2
00112463	Cuarta Comunicación Nacional	00111009	Cuarta Comunicación Nacional	2019	2021	\$885,046	\$616,608	NIM	GEN1
00112464	Integrating landscape considerations in wildlife conservation	00111010	Integrating landscape -Jaguars	2019	2021	\$42,272	\$41,724	DIM	GEN2
00117181	Eficiencia energética y calidad ambiental	00114063	Eficiencia energética y calida	2019	2021	\$14,752,569	\$7,180,612	DIM	GEN1
00121247	CAF Vuln climática	00117074	CAF Vulnerabilidad climática	2019	2024	\$2,201,441	\$521,595	DIM	GEN1
Sub Total Outcome 2						\$75,854,639	\$47,607,516		
OUTCOME 3: By 2022, Ecuador has policies and norms favoring diversification of the productive structure, generation of decent work and sustainable livelihoods, and economic inclusion of persons, with equal opportunities for women and men.									
00096096	FUERZA ECUADOR	00100098	FUERZA ECUADOR	2016	2019	\$24,107	\$15,933	DIM	GEN1

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	Total Budget	Total Expenditure	Implementation Modality	Gender Marker
00104569	Desarrollo Económico Inclusivo	00106067	Desarrollo Económico Inclusivo	2018	2021	\$1,382,660	\$1,038,227	DIM	GEN2
00110105	09ENGAGEMENT FACILITY 2018	00110181	DESARROLLO ECONOM. & G. RIESGO	2018	2023	\$338,773	\$125,395	DIM	GEN1
00111829	Sello de género	00110637	Sello de género	2018	2019	\$32,800	\$32,800	DIM	GEN3
00112209	Ruta Qapaq Ñan Proyecto II	00110832	Ruta Qhapaq ñan Proyecto II	2018	2021	\$481,270	\$452,735	DIM	GEN2
00126803	Respuesta ante la emergencia por COVID-19 en Ecuador	00120750	COVID-19 Kits Alimenticios	2020	2020	\$16,137,261	\$10,446,327	DIM	GEN2
		00120817	COVID-19 Respuesta emergencia	2020	2020	\$532,636	\$241,581	DIM	GEN2
		00120818	Programa de formación en línea	2020	2020	\$58,532	\$11,133	DIM	GEN2
Sub Total Outcome 3						\$18,988,038	\$12,364,130		
OUTCOME 4: By 2022, Ecuador has strengthened, coordinated institutions favouring public governance and citizen participation in protection for rights, consolidating democratic society, peace and equality.									
00075812	Fortalecimiento de la gestión de la Cooperación Cuenca	00087511	Co Internacionalizacion Cuenca	2013	2020	\$70,404	\$24,803	NIM	GEN1
00107271	Petroecuador - evaluación técnica	00107601	Evaluación técnica	2017	2019	\$30,773	\$11,987	DIM	GEN0
00110105	09ENGAGEMENT FACILITY 2018	00110179	Apoyo Implementacion ODS	2018	2023	\$1,573,090	\$1,164,758	DIM	GEN2
00113560	Visión Quito 2040	00111664	Visión Quito 2040	2019	2020	\$704,532	\$369,001	NIM	GEN1
00116957	Joint UNDP-DPPA Programme on conflict prevention	00113905	Joint UNDP-DPPA Programme CP	2019	2023	\$37,800	\$37,171	DIM	GEN2
00118535	Accelerator Lab-Ecuador	00115324	AcceleratorLab-Ecuador	2019	2021	\$867,910	\$691,264	DIM	GEN1
00123906	Cooperación Sur Sur y Triangular	00119023	Cooperación Sur Sur	2020	2021	\$50,001	\$1,983	DIM	GEN0
00125031	Asistencia al Consejo Nacional Electoral	00119592	Consejo Nacional Electoral	2020	2022	\$1,120,960	\$449,531	DIM	GEN2
00125719	Financiando los ODS y reduciendo la desnutrición	00119998	Financiamiento ODS SDG Fund	2020	2022	\$269,871	\$101,000	DIM	GEN2
Sub Total Outcome 4						\$4,725,339	\$2,851,499		
Grand Total						\$106,710,403	\$66,781,268		

Source: Data from Power BI as of 21 July 2021

ANNEX 6. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX

Outcome Indicator	Outcome Baseline	Outcome Target: 2022	Outcome Indicator Status/Progress	
			2019	2020
Outcome 1: By 2022, people, especially priority groups that have historically been excluded, can exercise their rights to increase their access to high-quality social services and protection and improve their capacity for resilience, promoting gender equality and reducing violence.				
OC1 i1.12 Proportion of the population covered by systems or minimal levels of social protection, disaggregated by sex, socially and territorially.	Baseline: 0.39% of all people covered by social programmes and services are in situations of human mobility Yes	Target: 5% Yes	El gobierno nacional y gobiernos locales cuentan con instrumentos para mejorar la gestión de la política social: Yes	El gobierno nacional y gobiernos locales cuentan con instrumentos para mejorar la gestión de la política social: Yes
	Baseline: 45.6% of elderly adult women without access to social security, receiving non-contribution pensions. Yes	Target: 65% Yes		
OC1 i15 Number of people affected by adverse events of natural or man-made origin.	Baseline: 1,768 per 100,000 inhabitants Baseline: 768	Target: 1,500 per 100,000 inhabitants Target: 935	Personas de comunidades rurales están mejor preparados para hacer frente eventos adversos: 818	Personas de comunidades rurales están mejor preparados para hacer frente eventos adversos: 868

Output Indicator	Output Baseline	Output Target: 2022	Output Status/Progress	
			2019	2020
Output 1.1. Mechanisms designed or implemented at the local and national level for social policy improvement to achieve the SDGs.				
OP1.1 - i1 Number of instruments developed at the national or local level to improve social policy management and attainment of the SDGs. (Internal Results and Resources Framework – IRRF 2.1.2.1)	Baseline: 5	Target: 8	8	5
OP1.1 - i1.2 Level of data availability (disaggregated by sex, age, ethnic group, human mobility, disability and geographical location) to orient social policy and attainment of the SDGs (scale of 1-4). (IRRF 1.1.1.3)	Baseline: 2	Target: 3 Target: 4	3	3
OP1.1 - i3 Number of public-policy instruments developed and/or implemented at national or local level to align the national framework to existing international commitments to institution-building for disaster risk management and productive resilience. (IRRF 1.3.1.2)	Baseline: 6	Target: 10	7	8
Outcome Indicator	Outcome Baseline	Outcome Target: 2022	Outcome Indicator Status/Progress	
			2019	2020
OUTCOME 2: By 2022, Ecuador has strengthened its normative, political and institutional frameworks to improve sustainable, participatory and gender-focused natural resource management, promoting more responsible production and consumption patterns, in a context of climate change.				
OC2 i2.1 Proportion of the national territory (mainland, island and marine) under conservation or environmental management.	Baseline: 16%	Target: 17%	16.08%	16.00%

OC2 i2.8 Number of public-policy instruments designed and/or implemented nationally or locally to promote the environmental sustainability of Ecuador regarding sustainable use of natural resources and conservation of biodiversity, climate change, management of chemicals and hazardous waste, international waters, and promoting renewable energies, including through public policies to mainstream education for sustainable development	Baseline: 11	Target: 38	39	93
Output Indicator	Output Baseline	Output Target: 2022	Output Indicator Status/Progress	
			2019	2020
Output 2.1. Instruments and/or mechanisms generated or implemented nationally or locally to sustainably manage natural resources, environmental pollution, mainstream climate-change adaptation and mitigation, and transition to more sustainable productive systems.				
OP2.1 - i2.1.1 Number of public-policy instruments (tools, methodologies, norms, platforms, etc.) generated nationally or locally, using participatory methods to contribute to sustainable natural resources management, including biodiversity conservation, integrated management of international watersheds and waters, environmental quality, and promotion of renewable energies, mainstreaming the gender approach (IRRF 2.4.1.1)	Baseline: 5	Target: 20	39	93
OP2.1 - i2.1.2 Number of local and sectoral development plans and strategies that mainstream comprehensive climate change adaptation and mitigation (IRRF 2.1.1.1)	Baseline: 5	Target: 40	10	32
OP2.1 - i2.1.3 Number of institutions and persons with capacities strengthened to participate in designing and implementing actions on climate change, sustainable natural resource use and biodiversity conservation, international waters, managing chemicals and waste, and renewable energy	Baseline: 2 institutions	Target: 15 institutions, 300,000 people Target: 15 institutions	54 institutions	302

OP2.1 - i2.1.4 Number of families who have implemented more sustainable productive systems as alternative livelihoods to conserve natural resources (IRRF 1.4.1.2)	Baseline: 2,000 families	Target: 15,000 families	9,686 families	18,521
Output 2.2. Actions of sustainable forest conservation and management implemented and good practices in sustainable supply chains.				
OP2.2 - i2.2.1 Number of hectares under forest conservation and/or sustainable forest management (IRRF 1.4.1.2)	Baseline: 5.6 million	Target: 7.7 million	6,023,423	6,349,397
OP2.2 - i2.2.2 Number of hectares applying sustainable land-use practices. (IRRF 1.4.1.2)	Baseline: 7,260	Target: 224,260	33,503	59,746
Outcome Indicator	Outcome Baseline	Outcome Target: 2022	Outcome Indicator Status/Progress	
			2019	2020
Outcome 3: By 2022, Ecuador has policies and norms favoring diversification of the productive structure, generation of decent work and sustainable livelihoods, and economic inclusion of persons, with equal opportunities for women and men.				
OC3 i3.6 Percentage of participation by Economic Solidary Grassroots organizations in the total amount of public contracts.	Baseline: 43%	Target: 50%	43%	43%

Output Indicator	Output Baseline	Output Target: 2022	Output Indicator Status/Progress	
			2019	2020
Output 3.1. Public-policy instruments and/or mechanisms designed or implemented to promote equitable economic inclusion and improve people’s livelihoods.				
OP3.1 - i3.1.1 Number of mechanisms designed and/or implemented nationally or locally to promote economic empowerment (IRRF 1.2.1.2)	Baseline: 5	Target: 10	8	3
OP3.1 - i3.1.2 Number of women participating in implementing economic inclusion initiatives (IRRF 1.2.1.2)	Baseline: 0	Target: 300	2,744	277
OP3.1 - i3.1.3 Number of participating families who have increased their income (IRRF 1.2.1.2)	Baseline: 0	Target: 100	1,641	522
OP3.1 - i3.1.4 Number of families benefiting from economic recovery actions in disaster contexts. (IRRF 1.3.1.2)	Baseline: 0	Target: 100	0	522
Outcome Indicator	Outcome Baseline	Outcome Target: 2022	Outcome Indicator Status/Progress	
			2019	2020
Outcome 4. By 2022, Ecuador has strengthened, coordinated institutions favouring public governance and citizen participation in protection for rights, consolidating democratic society, peace and equality.				
OC4 i4.1 Index of perception of public services quality in general, disaggregated by sex.	Baseline: 6.6	Target: 8	Índice de percepción de la calidad de los servicios públicos: 6.6	Índice de percepción de la calidad de los servicios públicos: 7

OC4 i4.4 Proportion of female legislators in (a) the national parliament and (b) local governments	Baseline: National: 38% Local: - 7% of all municipalities - 9% of prefectures - 34% in urban city councils - 25% in rural councils - 25% on parish boards	Target: National: 50% Local - Municipalities and prefectures, 15% - Urban city councils, 40% - Rural councils, 30% - Parish boards, 40%	Porcentaje de mujeres legisladoras en la Asamblea: 38%	Porcentaje de mujeres legisladoras en la Asamblea: 40%
Output Indicator	Output Baseline	Output Target: 2022	Output Indicator Status/Progress	
			2019	2020
Output 4.1. Institutions strengthened for efficient, transparent, participatory governance of public policies in line with the SDGs.				
OP4.1 - i4.1.1 Number of national public institutions (ministries and others) aligning their planning and budget with the SDGs. (IRRF 2.2.2.3)	Baseline: 2	Target: 10	3	4
Output 4.2. Local governments strengthened to exercise their competencies participatorily and contribute to achieving (localizing) the SDGs in the local territory.				
OP4.2 - i4.2.1 Number of local public institutions aligning their actions with the SDGs.	Baseline: 4	Target: 10	6	5
OP4.2 - i4.2.2. Level of participation by civil society organizations in local actions to achieve the SDGs (scale of 1-4). (IRRF 2.2.2.5)	Baseline: 2	Target: 3	3	2

Data Source:

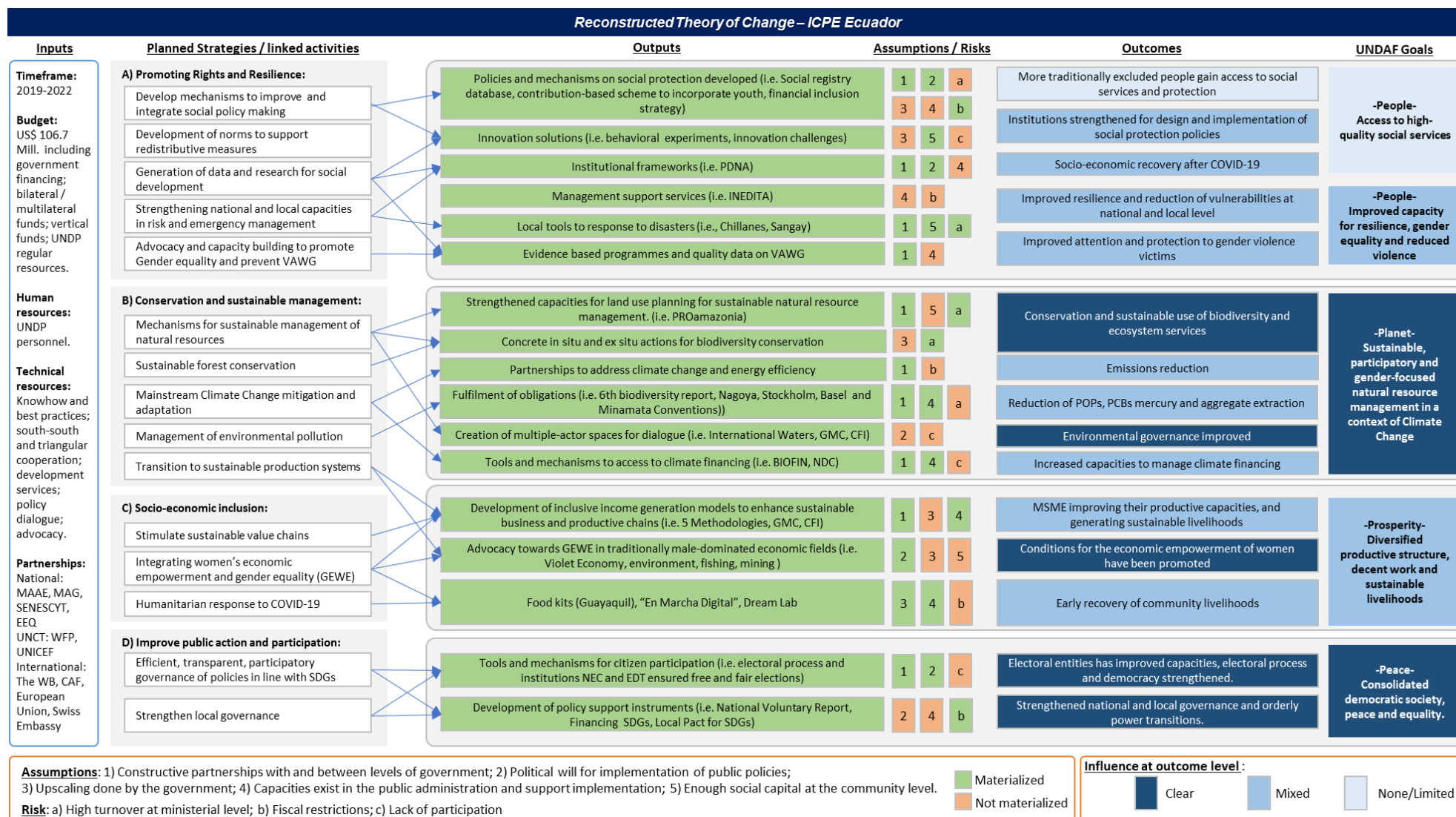
IRRF_CPD_SP_Indicators

https://app.powerbi.com/groups/me/reports/f9a30509-da37-4cc1-b971-8f17c0c5ba30/ReportSectionf6e575c0ac9200015472?filter=OperatingUnits%2Frollup_ou%20eq%20%27ECU%27

Date: June 30th, 2021

Baseline and Target, **in bold light blue** are data adapted from IRRF Website (different from the one in the original CPD)

ANNEX 7. DIAGRAM OF THE RECONSTRUCTED THEORY OF CHANGE





Independent
Evaluation
Office

United Nations Development Programme

Independent Evaluation Office
United Nations Development Programme
One UN Plaza, DC1-20th Floor
New York, NY 10017, USA
Tel. +1(646) 781 4200



/ www.undp.org/evaluation



/ [UNDP_Evaluation](https://twitter.com/UNDP_Evaluation)



/ [ieoundp](https://www.facebook.com/ieoundp)



/ [evaluationoffice](https://www.youtube.com/evaluationoffice)

Evaluations for a #strongerUNDP