TERMINAL EVALUATION OF THE UNDP / GCF PROJECT ARG-RS-001

Project Evaluator: Carlos Ludena

Date: March 14, 2023

# Opening Page

**Title of UNDP-supported GCF-financed project**: ARG19003: Readiness for the National Adaptation Plan Process

**UNDP PIMS ID:** 6245

**GCF ID**: ARG-RS-001

**TE timeframe and date of final TE report**: January 10 to March 14, 2023

**Region and countries included in the project**: Latin America and the Caribbean - Argentina

**GCF Focal Area/Strategic Program**: Readiness Programme

**Executing Agency/Implementing partner:** UNDP

**Project** **partners**: Ministry of Environment and Sustainable Development (MEySD)

**TE Team members**: Carlos Ludeña (carlosludena@gmail.com)

# Acknowledgements

This Terminal Evaluation was prepared for the UNDP by Carlos Ludeña, as the Independent Evaluator. I would like to thank the Project team for their support in facilitating the information and supporting the data collection. I would like to thank the project partners who provided information and valuable contributions throughout the Evaluation process, giving a solid basis for the findings included in this report. Finally, I would like to thank Camelia Sofiea for her work and support during the development of this evaluation.

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# List of Acronyms and Abbreviations

|  |  |
| --- | --- |
| CAF | Development Bank of Latin America |
| CC | Climate Change |
| CCA | Climate Change Adaptation |
| CO | Country Office |
| COFEMA | Federal Environmental Council |
| CAE | External Advisory Council (*Consejo Asesor Externo*) |
| CTA | Administrative Coordination of the National Climate Change Cabinet (*Coordinación Técnica Administrativa del GNCC*) |
| DIM | Direct Implementation Modality |
| EA | Executing Agency |
| GCF | Green Climate Fund |
| GEF | Global Environment Facility |
| GHG | Greenhouse Gases |
| GNCC | National Climate Change Cabinet (*Gabinete Nacional de Cambio Climático*) |
| IA | Implementing Agency |
| IDB | Inter-American Development Bank |
| IKI | International Climate Initiative |
| IPR | Interim Progress Report |
| MAG | Ministry of Agriculture, Livestock and Fishing (*Ministerio de Agricultura, Ganadería y Pesca*) |
| MEySD | Ministry of Environment and Sustainable Development (*Ministerio* *de Ambiente y Desarrollo Sostenible*) |
| M&E | Monitoring and Evaluation |
| MRV | Measurement, Reporting and Verification |
| NAP | National Adaptation Plan (*Plan Nacional de Adaptación*) |
| NDA | National Designated Authority |
| NGO | Non-Governmental Organization |
| NPAMCC | National Plan for Adaptation and Mitigation to Climate Change (*Plan Nacional de Adaptación y Mitigación al Cambio Climático*) |
| PEGs | Progress, Effectiveness, and Gaps |
| POPP | UNDP's Programme and Operations Policies and Procedures |
| ProDoc | Project Document |
| SDG | Sustainable Development Goal |
| SIMARCC | Climate Change Risk Map System (*Sistema de Mapas de Riesgo del Cambio Climático*) |
| SINAGIR | National System for Integrated Risk Management (*Sistema Nacional para la Gestión Integral del Riesgo*) |
| TE | Terminal Evaluation |
| ToC | Theory of Change |
| ToR | Terms of Reference |
| UNDP  | United Nations Development Programme |

# Executive Summary

## Project Summary Table

|  |  |  |  |
| --- | --- | --- | --- |
| Project Details |  | Project Milestones |  |
| Project Title | ARG19003Readiness for the National Adaptation Plan Process | GCF Approval Date (Grant Agreement signed): | 12/12/2018 |
| UNDP Project ID (PIMS #): | 6245 | Date of 1st disbursement received from GCF | 26/02/2019 |
| GCF Project ID: | ARG-RS-001 | ProDoc Signature Date: | 12/12/2018 |
| UNDP Atlas Business Unit, Award ID, Project ID: | 00113009 | Date Project Manager hired: |  08 /2019  |
| Country/Countries: | Argentina | Inception Workshop Date: | 01/07/2019 |
| Region: | Latin American and the Caribbean | Terminal Evaluation Completion date: | 28/02/2023 |
| Focal Area: | Climate Change | Planned Operational Closure Date: | 31/01/2022 |
| GCF Operational Programme or Strategic Priorities/Objectives: | Readiness Adaptation Planning | Actual Operational Closure Date: | 09 /12 /2022  |
| Trust Fund: | Green Climate Fund (GCF) |
| Implementing Partner (Executing Entity): | UNDP |
| NGOs/CBOs involvement: | NGOs engaged as consulting firms; CBOs involved through consultations |
| Private sector involvement: | through consultations |
| Financial Information |
| Total GCF funding: | USD 2,999,964 |
| Total Budget administered by UNDP | USD 2,999,964 |

## Brief Project Description

The **overall objective** of the project was to:

* Facilitate the assessment and reduction of vulnerability to the adverse effects of climate change by integrating climate change adaptation (CCA) into the country's comprehensive and resilient development strategies.

In particular, this project focused on **six (6) specific objectives** related to strengthening the Government:

1. Establish a national process to coordinate adaptation planning at all relevant scales and with a medium- and long-term perspective.
2. Identify capacity gaps and strengthen capacities for adaptation planning and implementation and for integrating adaptation to climate change into national, provincial, and municipal development planning processes.
3. Support the preparation of sectoral adaptation plans and their integration into a National Climate Change Strategy for validation by the National Climate Change Cabinet (GNCC).
4. Establish a system for monitoring and assessing needs and adaptation measures, within the framework of the work of the GNCC and the Federal Environmental Council (COFEMA), with a methodology for continuous learning and addressing emerging needs repeatedly.
5. Design a communication strategy on adaptation to climate change, focusing on the most vulnerable populations and improve climate information services.
6. Support inter-sectoral and interjurisdictional collaboration, within the framework of the GNCC, COFEMA, the National System for Comprehensive Risk Management (SINAGIR), and collaboration with civil society and municipalities.

The NAP process facilitates the integration of CCA into existing strategies, policies and programs. In general terms, it supports the Argentinian government to advance in the Adaptation Planning process at a national, subnational and sectorial level. The **expected results** of the project are:

* To reduce vulnerability to the impacts of climate change, by building adaptive capacity and resilience.
* To facilitate the integration of CCA, in a coherent manner, into relevant new and existing policies, programmes and activities, in particular development planning processes and strategies, within all relevant sectors and at different levels, as appropriate

The development of the NAP Project was executed in stages. The respective outcomes, outputs, activities, and deliverables are linked and are part of a continuum. The project was implemented by UNDP as Implementing Partner and led by the Ministry of Environment and Sustainable Development (MEySD), under its capacity of National Authority for Climate Change. Other relevant sectoral ministries provided support. Furthermore, the project had a strong engagement at local level.

## Evaluation Rating Table

The Evaluation Ratings Table consolidates individual ratings undertaken in several areas within the main TE report, as detailed in the TE report’s ‘Section 3. Findings’. The rating scales used in a TE report are described in Table A2.

**Table A1. Evaluation Ratings Table.**

|  |  |
| --- | --- |
| 1. Monitoring & Evaluation (M&E)
 | Rating |
| M&E design at entry | S |
| M&E Plan Implementation | S |
| Overall Quality of M&E | S |
| 1. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution
 | Rating |
| Quality of UNDP Implementation/Oversight | S |
| Quality of Implementing Partner Execution | HS |
| Overall quality of Implementation/Execution | S |
| 1. Assessment of Outcomes
 | Rating |
| Relevance | HS |
| Effectiveness | S |
| Efficiency | S |
| Overall Project Outcome Rating | S |
| 1. Sustainability
 | Rating |
| Financial sustainability | ML |
| Socio-political sustainability | ML |
| Institutional framework and governance sustainability | L |
| Environmental sustainability | U/A |
| Overall Likelihood of Sustainability | ML |

**Table A2. Evaluation Ratings Scales.**

|  |  |
| --- | --- |
| Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance | Sustainability ratings: |
| 6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings5 = Satisfactory (S): meets expectations and/or no or minor shortcomings4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings1 = Highly Unsatisfactory (HU): severe shortcomingsUnable to Assess (U/A): available information does not allow an assessment | 4 = Likely (L): negligible risks to sustainability3 = Moderately Likely (ML): moderate risks to sustainability2 = Moderately Unlikely (MU): significant risks to sustainability1 = Unlikely (U): severe risks to sustainabilityUnable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability |

## Summary of conclusions, lessons and recommendations

Some of the project **key aspects for success** include:

* 1. Government active role during implementation. The Government of Argentina, through the Ministry of Environment and Sustainable Development (MEySD), played an active role in the project implementation, ensuring the ownership of the NAP process by the Government sectoral Ministries.
1. Coordination and synergies between institutions and stakeholders. Coordination was maintained despite virtual modalities during the pandemic. The project was able to establish relationships to reach agreements and establish synergies with users and beneficiary institutions.
2. Development of the SIMARCC. The Climate Change Risk Map System (SIMARCC) is a repository of information related to vulnerability and risk and contains (among others climate data layers and methodologies to generate climate models based on historical data, data collected during participatory process related to climate hazards and vulnerabilities).
3. Gender and vulnerable groups mainstreaming. The gender approach was implemented at various levels and with different tools. Indigenous people were also considered during project implementation.
4. Territorial Approach. By supporting the development of Provincial Response Plans, the NAP has a territorial approach that allows for greater mainstreaming of the CCA approach in national planning.
5. Technical support. Activities at the local level were accompanied by a team of local experts (one expert in adaptation and one in mitigation). This allowed for strengthening local capacities and supporting coordination between the national and provincial level.
6. Capacity Building. Development of various training processes on relevant topics for the development of the NAP (e.g., CC, CCA, gender) allowed a more active participation of the stakeholders involved in the development of the NAP.

Some of the **weak points** of the project include:

1. Impacts of the COVID 19 pandemic. The COVID 19 pandemic became the main focus for certain sectors, such as the health sector, the advancement of the project was no longer the highest priority in those sectors, hindering their participation.
2. Lack of private sector interest and participation in adaptation. Cooperation with the private sector is still a long way off in Argentina. The private sector, specially in agriculture, has historically been more focused on mitigation (e.g., zero tillage) and agricultural insurance.
3. Communications. The project design foresaw the development and dissemination of communication products, however, due to the communication requirements of the MEySD, these had to be aligned with the Ministry's communication campaigns. Unfortunately, communication for the Climate Change agenda was not prioritized within the MEySD, thus, the project communication was minimum.

**Table A3. Recommendations Table**

| Rec # | TE Recommendation | Entity Responsible | Time frame |
| --- | --- | --- | --- |
| A | Category 1: Recommendations for the design, implementation, monitoring and evaluation of the project |  |  |
| A.1 | Include climate finance mechanisms. | UNDP / MEySD, Ministry of Finance | Short-term |
| A.2 | Expanded stakeholder mapping | MEySD, Ministry of Women, Gender and Diversity | Short- term |
| A.3 | Information transfer | MEySD, GNCC | Short and Medium term |
| B | Category 2: Recommendations as actions to follow up or reinforce initial benefits from the project |  |  |
| B.1 | Improve political ownership of the NAP process | MEySD, GNCC | Short and Medium term |
| B.2 | Implement NAP financing mechanisms | Government, Ministry of Finance | Short and Medium term |
| B.3 | Strengthening and/or establishment of coordination mechanisms at national and local level | MEySD, GNCC, COFEMA | Short term |
| B.4 | Continue and expand communication products and media | MEySD, GNCC | Short term |
| B.5 | Continue capacity building and knowledge and information management | MEySD, GNCC | Short term |
| C | Category 3: Proposals for future directions underlining main objectives |  |  |
| C.1 | Participation of the private sector | MEySD, GNCC | Short and medium term |
| C.2 | Social and gender focus | Ministry of Women, Gender and Diversity | Short term |
| C.3 | Strengthening and expansion of activities and tools at the local level and in the territory | MEySD, GNCC, COFEMA | Medium term |

# Introduction

1. This TE was developed according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The evaluation was conducted based on sound principles of integrity, honesty, confidentiality, systematic inquiry, and cultural sensitivity. The evaluation provides evidence-based information that is triangulated, credible, reliable, useful, and relevant. The evaluation adopted a participatory and consultative approach ensuring close engagement with government counterparts, in particular, the GCF National Designated Authority (NDA), in this case the Ministry of Environment and Sustainable Development (MEySD), the project team, the UNDP Argentina Country Office (CO), and key stakeholders. The evaluation was framed using the criteria of relevance, effectiveness, efficiency, monitoring and evaluation implementation, impact, and the likelihood that the results can be sustained.

## Evaluation Purpose

1. In accordance with the ‘Guidance for Conducting Terminal Evaluation of UNDP-supported, GEF-financed Projects’, this Terminal Evaluation (TE) had the purpose to:
* Promote accountability and transparency, and to assess and disclose the extent of project accomplishments.
* Synthesize lessons that can help to improve the selection, design and implementation of future GCF (Green Climate Fund) financed United Nations Development Programme (UNDP) activities.
* Provide feedback on issues that are recurrent across the UNDP portfolio and need attention, and on improvements regarding previously identified issues.
* Contribute to the overall assessment of results in achieving GCF strategic objectives aimed at dealing with climate change.
1. The evaluation aims to contribute to draw on next steps under the project.

## Scope of the Evaluation

1. The scope of the evaluation covered the design and implementation of all project components according to the project’s Logic Framework / Results Framework until December 31, 2022. It is worth noting that by the time of the evaluation, the project had yet to complete several commitments under the activities, and until December 31, 2022, it had disbursed 86 percent of project funds.

The project products that were yet to be completed at the time of the evaluation included:

* Climate Change Risk Map System (SIMARCC)
* Series of Publications on: “Resilient Transportation Infrastructure Design Tools” for transport designers and engineers
* Social perception study at a national level to evaluate audience needs and preferences.
* New Climate Scenarios
* Study on socio-economic vulnerability
* Study on labor absenteeism rate and climate change
* Study on dengue risk 2030-2050
* National Adaptation Plan Document (at the moment part of the National Plan for Climate Change Adaptation and Mitigation)
* Study on water access and climate change (to facilitate the pilot initiative to support adaptation planification in water supply enterprises in the Paraná River)

## Methodology

1. The methodology involved a series of stages with information review and data collection through both primary and secondary methods:
	1. Preparation – Inception Phase: initial desk review, production of the Inception Report with its evaluation criteria matrix and introductory meetings with project staff.
	2. Data Collection: Data Collection, and stakeholders’ interviews.
	3. Draft Evaluation Report: Data Analysis-Triangulation and Report-writing.
	4. Final Evaluation Report: Final review and 'audit trail' on the received comments.
2. **Preparation**. All relevant sources of information were reviewed, including the project document, GCF and UNDP semi-annual project reports (e.g., GCF Interim Progress Reports (IPRs)), project budget revisions, progress reports, GCF NDA tracking tools, project files, national strategic and legal documents, and any other materials useful for this evidence-based assessment. See Annex 3 “Documents Consulted”.
3. Inception meetings, via teleconference, were carried out with the participation of the major stakeholders, including UNDP Country Office, project team, and Steering Committee members. During the inception phase, the evaluation consultant conducted introductory interviews with project staff and exchanged messages (e-mail and instant messaging application, especially WhatsApp) with key project partners.
4. The Inception Report indicated how each evaluation question would be addressed according to the evaluation criteria matrix (see Annex 4 “Evaluation Criteria Matrix”), described the evaluation methods, the sources of data and the data collection procedures. It also included the schedule of tasks, activities and deliverables.
5. **Data Collection**. The data and information collection consisted in further review of project documents (ProDoc, annual and semi-annual reports to UNDP and GCF), and stakeholders’ interviews. The list of stakeholders interviewed was selected by the UNDP country office. A total of 16 people were interviewed, seven people from the work core team and the National Director of Climate Change at the Ministry of Environment and Sustainable Development (half of all people interviewed), the UNDP project focal point and the UNDP coordinator of the Cluster of Environment and Sustainable Development, the focal point at the Ministry of Women, Genders and Diversity, three focal points at the Province level (Tierra del Fuego, Santa Fe, and La Pampa), and two individual consultants. The list of individuals interviewed is included in Annex 2.
6. **Draft Evaluation Report**. The draft evaluation report consisted in data analysis and triangulation of information collected during the desk review process and the stakeholder’s interviews.
7. **Final Evaluation Report**. Final report incorporates comments received to the draft evaluation report review and 'audit trail' on the received comments. Annex 6 includes the audit trail of the comments received to the draft evaluation report.

## Structure of the evaluation report

1. The report is structured in four sections: 1) Introduction; 2) Project Description; 3) Findings; and 4) Conclusions, Recommendations and Lessons Learned. Section 2 presents background information on the project, including the problems it seeks to address, and its immediate and development objectives. Section 3 is composed of three subsections: 3.1 Project Design, 3.2 Project Implementation and 3.3 Project Outcomes. The last section of the report presents proposals for corrective actions, best practices, actions to reinforce the initial benefits of the project and proposals for future directions. The report also has a set of annexes that present complementary information.

# Project Description

1. **Project start and duration.** The Project was approved on December 12, 2018, by the GCF, and the first disbursement was received on February 26, 2019. The first project manager was hired in August 2019 and the the inception workshop was held on the 1st of July 2019. The original project implementation time was 36 months (3 years) until January 2022, according to the GCF. The project had two extensions, the first one of six (6) months which was granted in 2020, due to the operational limitations from the COVID 19 pandemic, and a second granted for an additional six months. The final project operational closing date was December 9, 2022.
2. **Development context**: According to the Project Document (ProDoc), the project responds to Decree 891/2016 for the creation of the GNCC, in which article 4 defines, among other objectives, the formulation of a National Plan of Response to Climate Change, which implies the design of a National Adaptation Plan. In this context, it is important to point out that the project was designed prior to the expedition of law n.27520, which finally marks the development of the National Adaptation and Mitigation Plan. The ProDoc indicated that prior to the passing of the law, several factors hindered the development of the NAP process, related to legal and geographical topics. In the first case, the objective of carrying out the process in a participatory manner obliges the political area at the national level to make economic efforts to ensure the full participation of all provincial representatives and to support them in parallel processes of formulating provincial plans. In the geographic aspect, the large extension of our country implies a heterogeneous set of ecosystems and social and urban systems, with very different characteristics and requirements related to adaptation. The approval of the national law on "minimum standards" for climate change (Law 27250) in December 2019 (*Ley de Presupuestos Mínimos de Adaptacion y Mitigacion al Cambio Climático*) establishes minimum Climate Change standards on mitigation and adaptation to be implemented along the 23 provinces and the capital city, and requires each province to allocate a budget to mitigate or adapt to CC. This law was the result of the process started through Argentina's NDC and the NDC roadmap from 2016, which was presented at the COP 22 in Marrakesh.
3. **Problems that the project sought to address**: According to the ProDoc, the project sought to address the following gaps and barriers: i) Insufficient visibility of the climate change problem, ii) Lack of coordination at nation al and local level, iii) lack of technical baseline information to evaluate climate impacts and vulnerabilities and iv) lack of a systematic tool for planning adaptation.
4. The project is aligned with the GCF's priorities for supporting National Adaptation Plans, Goal 3 under its Readiness Programme. For UNDP, the project aligns with Output 2.1.1 of the UNDP Strategic Plan "Low emission and climate resilience goals addressed in national, subnational and sectoral development plans and policies to promote economic diversification and green growth". The project also aligns with Sustainable Development Goal (SDG) #13 to "Take urgent action to combat climate change and its impacts".
5. **Immediate and development objectives of the project**. The immediate objective of the project is to facilitate the assessment and reduction of vulnerability to the adverse effects of climate change by integrating CCA into the country's comprehensive and resilient development strategies. The development objectives were:
* Establish a national process to coordinate adaptation planning at all relevant scales and with a medium- and long-term perspective.
* Identify capacity gaps and strengthen capacities for adaptation planning and implementation and for integrating adaptation to climate change into national, provincial and municipal development planning processes.
* Support the preparation of sectoral adaptation plans and their integration into a National Climate Change Strategy for validation by the GNCC.
* Establish a system for monitoring and assessing needs and adaptation measures, within the framework of the work of the GNCC and the Federal Environmental Council (COFEMA), with a methodology for continuous learning and addressing emerging needs repeatedly.
* Design a communication strategy on adaptation to climate change, focusing on the most vulnerable populations and improve climate information services.
* Support inter-sectoral and interjurisdictional collaboration, within the framework of the GNCC, COFEMA, the National System for Comprehensive Risk Management (SINAGIR), and collaboration with civil society and municipalities.
1. **Baseline Indicators established**. As part of the project formulation for the GCF, a Logical Framework and a Project Results Framework were established to monitor the project. It should be noted that the GCF Logical Framework used at the time of project formulation had qualitative baseline and target indicators on a simplified scale of zero, one and two (0, 1, 2) to denote the level of development of each area. That format has changed slightly, and GCF Readiness projects now include a description of the baseline and targets to be achieved.
2. **Description of the project's Theory of Change.** The project's theory of change responded to the identified barriers and gaps and were delineated with the project's main objectives. The project's inputs, outputs, outcomes and impacts are aligned with the Stocktaking Report, so there are no substantive changes suggested to the Theory of Change and project components (see Annex 8):
* Outcome 1. Institutional strengthening and coordination for the formulation and implementation of the NAP process.
	+ 1.1 Support on normative and legal framework.
	+ 1.2 Enhance internal communication, cooperation and participatory process of the NAP
	+ 1.3 Strategic plan and framework for the NAP process.
* Outcome 2. Awareness rising and capacity building.
	+ 2.1 Improve climate information services for climate change adaptation (CCA).
	+ 2.2 Awareness rising and capacity building for policy makers and decision makers.
	+ 2.3 Awareness rising and capacity building for general public.
* Outcome 3. Baseline definition; formulation of NAPs; implementation, monitoring and reviewing.
	+ 3.1 Baseline definition: identifying available information and filling information gaps.
	+ 3.2 Formulation of National Adaptation Plans.
	+ 3.3 Facilitate integration of development and adaptation, implementation of adaptation activities and continuous report, monitoring, and review.
1. **Expected results.** Project results according to ProDoc include:
2. reduce vulnerability to the impacts of climate change, by building adaptive capacity and resilience.
3. facilitate the integration of CCA, in a coherent manner, into relevant new and existing policies, programmes and activities, in particular development planning processes and strategies, within all relevant sectors and at different levels, as appropriate
4. **Total resources.** The total amount of resources approved by the GCF was USD 2,999,964 million.
5. **Main stakeholders.** The main stakeholders involved in the project included the Ministry of Environment and Sustainable Development. Other ministries involved were the Ministry of Agriculture, Livestock and Fishing (MAG), Ministry of Health, Ministry of Productive Development; Ministry of Social Development; Ministry of Territorial Development and Habitat; Ministry of Women, Genders and Diversity; Ministry of Public Works; Ministry of Transport. At providence level the project worked closely with the local governments and Public Institutions. The Project also coordinated some specific activities with actors from social society such as the University of Buenos Aires.

UNDP is the GCF implementing agency for the project.

1. **Key partners involved in the project.** MEySD was the main counterpart and partner of the project. Although the Project is executed under the direct implementation modality (DIM) by UNDP, it maintained a governance and management arrangement that determines the existence of a Project. Board formed by UNDP and MEySD. Furthermore, the project coordinated its activities with the National Climate Change Committee. At provincial level, support was provided by local governments and public institutions.

# Findings

## Project Design and Formulation

### Analysis of Logical Framework Approach /Results Framework (Project logic /strategy; Indicators).

1. The analysis of the project design responded to the analysis of the Stocktaking Report. The Project was designed and formulated before the presentation of Law 27520 on minimum budgets for Climate Change. Considering national circumstances at the time of the project design, the project initially had a strong focus on strengthening national and local capacities which responded to the political context on adaptation work of the time in Argentina.
2. Nevertheless, the project activities were considered flexible enough to adapt to changing national circumstances. In this context, it is important to mention that ProDoc does not present a results framework with specific outputs, which allowed the project to adjust to national needs as they arose during implementation.
3. One of the aspects that could have been better incorporated is the definition of specific activities for gender mainstreaming. Although ProDoc defines the gender variable as a key cross-cutting aspect at the time of its design, no specific activities are identified in the framework of the expected results.
4. Another stakeholder group not initially identified during project design was the indigenous population. Several stakeholders interviewed mentioned that it would have been key to include this group in the project design, defining specific activities for their participation within the results framework.

### Assumptions and Risks.

1. **Assumptions**. No specific assumptions are reported in the ProDoc framework. However, during the stakeholder interviews, different assumptions were identified within the framework of the project.
2. One assumption of the Project was the exchange/transfer of information necessary for the development of the different studies. This assumption was not met, which affected the fulfillment of certain activities of the project causing delays in the sequence of planned project activities along with the problems caused by Covid 19 pandemic.
3. Another assumption was related to the freedom of mobilization to carry out activities in the territory with local actors. Initially, the project foresaw the largest amount of funds for capacity building processes with various actors at the national and local levels. In this context, ProDoc initially identified a large number of trips to be carried out within outcome 2 (between mobilization of the national team to the provinces, as well as transportation of other actors for interprovincial knowledge exchange). This assumption is not fulfilled due to the COVID-19 pandemic that starts during the first quarter of 2020 and results in a total restriction of mobilization and face-to-face meetings for almost 18 months.
4. Finally, during the interviews, some stakeholders mentioned the difficulty of working on gender issues within the framework of the activities of the different ministries and especially at the local level. This allows to assume that during the design of the project the political will was overestimated, but also the capacity of the actors to include and link gender issues with adaptation processes. It is important to mention that in Argentina there is the Micaela Law or "*Ley Micaela de Capacitación Obligatoria en Género para todas las personas que integran los Tres Poderes del Estado*" (Law No. 27499/2018) which is a national law sanctioned in 2018 and enacted in 2019. The law establishes mandatory training on gender and violence against women for all persons working in the public service at all levels and hierarchies in the Executive, Legislative and Judicial branches of the Nation in the Argentine Republic. However, the coordinated work between the Ministry of Gender and the Ministry of Environment, has allowed to conduct a series of training workshops with the various stakeholders of the project, which allowed to include the gender perspective (to a greater or lesser extent in the different Ministries) in the activities of the project.
5. **Risks**. The project identified two main risks: i) Lack of political will of key stakeholders, and ii) Currency risks and inflation effects
6. The first risk did not arise, beyond particular cases such as difficulties in the processes of coordination and execution of consultancies with the Ministry of Energy. The difficulties in this sector resulted in the cancellation of a consultancy for the participatory identification of adaptation measures, which weakens the scope of the results in this specific sector. In the framework of the coordination of activities with the Ministry of Agriculture, Livestock and Fishery, there were differences regarding the methodology used for the participatory construction of the adaptation measures, considering that initially the MAG wanted to use a more internal methodology that only contemplated the presentation and feedback of the results at the end, rather than a participatory construction of the measures. Through negotiations at the political level, it was possible to reach agreements and carry out all planned activities satisfactorily.
7. Regarding inflation risk, in Argentina the average annual inflation for the 2019-2021 period is around 47.1%. In 2021 it reached a value of 50.9%. In the year 2022 (year of greatest execution of funds) the accumulated inflation reached 94.8%, the highest annual rise since the hyperinflation of 1991. Given that the GCF disbursements are made in US dollars, the drop in the exchange rate of Argentine pesos to US dollars (due to the increase in inflation), favored the project; nonetheless the devaluation pace as per UNDP was in accordance with monthly inflation rates. However, a secondary risk not initially identified in the context of inflation was the possibility of contracting international firms or consultants. Due to inflation in the country and UNDP's policy of paying all costs in local currency, it has not been possible in certain cases to hire international experts.

### Lessons from other relevant projects incorporated into project design.

1. The ProDoc does not identify projects on the basis of which lessons are incorporated into the project design. However, the ProDoc indicates that the project will identify, analyze and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. In this context, the project developed a document including “Guidelines and lessons learned on how to address adaptation at the local level” (addressed to subnational governments technicians).

### Planned stakeholder participation.

1. The ProDoc identifies the procedure and criteria for selecting key stakeholders to participate in the NAP through workshops, official consultations and other participatory and gender-sensitive coordination mechanisms coordinated by MEySD. One of the main spaces for participation identified by ProDoc is through the GNCC and its different working spaces. During the design and formulation of the project, several of the working groups within this participation umbrella were still being created. However, during the implementation of the project, the GNCC, through its various instances, has been the most relevant mechanism for multi-stakeholder coordination. In addition, the ProDoc highlights the participation of the Federal Environmental Council (COFEMA), which leads actions at the provincial level. Although, local governments didn’t participate during the formulation of the project, they were highly involved during implementation. With the enactment of Law 27520, local governments have become a central actor in the field of climate change in the country. For this reason, within the framework of the GNCC, the External Advisory Council (CAE) was created, led by the Technical Administrative Coordination (CTA) of the GNCC. The CAE is integrated by Scientists, Universities, NGOs, Communities and Indigenous People, Political Parties, Trade Unions, and the private sector.
2. In addition, the ProDoc recognizes the importance of working with other stakeholders such as academia, civil society, and the private sector, among others, for the formulation of the NAP in its different phases of development.

### Replication approach.

1. In the project design, a specific replication strategy was not developed. Nevertheless, the ProDoc indicates in its section of lessons learned and knowledge generation, that the results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify, analyze and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region, and globally. During the implementation of the Project, several methodological guides and manuals have been generated related to participatory processes, gender inclusion, development of vulnerability assessments, among others, which allow replicating the approaches applied for the construction of the NAP.

### UNDP comparative advantage.

1. Although UNDP's comparative advantages are not explicitly mentioned in the ProDoc, it can be said that UNDP has the comparative advantage to implement this project based on three main factors: (i) A portfolio of projects in Argentina from the GCF, GEF and other funding sources that offers experience in managing similar projects; (ii) A portfolio of projects at the global level implementing GCF projects related to National Adaptation Plans that gives it the experience to implement such a project in Argentina; and (iii) Technical support staff at the local and regional level with the experience in designing and implementing similar projects.

### Linkages between project and other interventions within the sector.

1. The ProDoc does not identify other adaptation projects or interventions. However, during the implementation phase, the project supported the construction of the second NDC and Second Adaptation Communication.
2. Additionally, the ProDoc project recognizes the need to work on gender issues and the mainstreaming of the approach in adaptation actions. During implementation, the project supported the construction of the gender agenda that includes a CCA approach.
3. In addition, several stakeholders interviewed mentioned that the project was a model to follow for other national adaptation initiatives.

### Management arrangements.

1. During project design, it was established that the project would be implemented under UNDP's Direct Implementation Modality (DIM), in accordance with the Framework Agreement between the GCF and UNDP. In this context, a project management structure was established with a Project Board composed of MEySD and UNDP. The Project Board is responsible for making management decisions by consensus, when guidance is required by the Project Manager, including recommendations for UNDP in regarding the approval of project plans and revisions, and addressing any project level grievances. In order to ensure UNDP’s ultimate accountability, Project Board decisions were made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. See Annex 9 of the implementation structure.

## Project Implementation

### Adaptive management.

1. **Changes in the implementation of activities** The Project has made several changes during its implementation phase in response to political changes and new political approaches in the country. At the end of 2019 a new government was elected. The new Government elevated the former Governmental Secretary of Environment and Sustainable Development to Ministry level. In this context, the former undersecretary of Climate Change changed to secretary of Climate Change and new authorities within the Ministry were appointed in December 2019. Another political change that influenced project implementation was the enactment of Law 27520 on Minimum Budgets for Climate Change, which defines the importance of working on climate change issues and especially on CCA at the local level, through Provinces, Municipalities and Communities. Finally, the formalization of the Provincial Articulation Board (as part of the GNCC) integrated by members of COFEMA provided the opportunity for a more articulated work at the local level.
2. In this context, the project expanded the work with the provinces. Initially the project foresaw the support in 14 provinces at national level, defining, later on, the need to work in a focused manner in all 23 provinces of the country, through local consultants who allow optimizing the coordination between the project, the MEySD and the Local Governments. For this purpose, the project hired local experts to support and accompany the process of building Provincial Response Plans in each of the provinces.
3. As a result of intensified work with local governments, the project identified the possibility of involving indigenous communities in the construction of the NAP. In this context, funds were allocated to carry out a series of trainings on climate change at the local level with the communities. These encounters were also used for knowledge exchange and input gathering, which were relevant for the design of adaptation measures. Although the ProDoc mentioned the integration of ancestral knowledge in the design of adaptation measures, the document does not specify the participation of this group in the development of the Plan, nor does it allocate specific funds within the project
4. One of the main impacts on project implementation was due to the COVID19 pandemic. In the first half of 2020, the project implemented a work-from-home modality, and procurement and project implementation plans had to be rescheduled. Due to this, the project received a six (6) month extension by the GCF for its implementation.
5. Considering that the Project had initially allocated more than half of its budget to Outcome 2, related to capacity building, due to the COVID-19 pandemic, almost half of these funds were transferred to Outcome 3, related to the construction of the NAP. These funds were used to develop sectoral technical studies, which were previously prioritized with the Ministries that make up the GNCC.
6. Many project activities were able to adapt to the changes and conducted virtual workshops, trained institutions and disseminated information. However, the coordination was complicated due to the field-based nature of the project. For about 12-18 months it was almost impossible for the project staff and consultants to carry out actions at local level and many virtual tools had to be used. Untenable scheduling conflicts and too many virtual meetings made the work difficult.

### Partnership arrangements.

1. The main partnership and working agreements were with MEySD. Despite the Project being executed under the direct implementation modality (DIM) by UNDP, an arrangement was maintained for the governance and management of the project, with MEySD playing a major role in guiding and reviewing the inputs and outputs developed by the project.
2. The GNCC was a main actor for all the coordination of stakeholders involved in the implementation of the project and the development of the NAP, through its various instances (Ministerial Meetings, Focal Point Roundtables, Provincial Articulation Roundtables and Expanded Roundtables). It also played a key role in the identification of information gaps and gaps in information and the definition of technical studies to address these gaps.
3. In addition, the Ministry of Women, Gender and Diversities took a leading role during the implementation of the NAP to include the gender perspective in project activities and products. Although the Ministry is part of the GNCC, this actor maintained close coordination with the MEySD throughout the construction of the NAP.

### Feedback from M&E activities used for adaptive management.

1. Monitoring and evaluation (M&E) at the project level was carried out in accordance with UNDP requirements as described in UNDP's Programme and Operations Policies and Procedures (POPP) and Evaluation Policy. The UNDP Country Office worked with relevant project stakeholders to ensure that UNDP M&E requirements were met in a timely manner and in accordance with both UNDP and GCF policies. At the operational level, two reports per year (semi-annually) were produced for both UNDP and the GCF which recorded project risks and associated mitigation measures, as well as project implementation challenges. This was used to make corrective actions and provide feedback on project implementation.
2. An important factor was the close work between the Project Coordinator and the Climate Change Director through regular meetings. This is also due to the modality of working from the MEySD offices, which made it possible to maintain close coordination with the Climate Change team and authority. Also, UNDP set a team in place to revise requirements and products and ensure projects implementation in a timely manner.
3. It is important to mention that during the last phase of the project, more frequent follow-up meetings were held between the project and MEySD.
4. As a negative point, the monitoring system used by the project is not aligned with the monitoring system used by MEySD.
5. To follow up on the activities implemented in the territory, monthly follow-up meetings were held (by region), which also allowed for the exchange of experiences and knowledge transfer.

### Project Finance.

1. There were significant variations between the original budget and the executed expenditures. Due to the COVID- 19 Pandemic and the restrictions placed on travel and face-to-face meetings/events, the project reallocated funds from Outcome 1 and 2 to Outcome 3. This was to finance the expanded support to the provinces for the elaboration of Provincial Response Plans and other technical studies identified in coordination with the NGCC members to strengthen the adaptation baseline at the national level. The reallocations are shown in Table 1.

**Table 1: Reallocation of funds during first phase of the project**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Outcome** | **Original Budget** | **Budget Reallocation**  | **Revised Budget** | **Change (%)** |
| 1. Institutional strengthening and coordination for the formulation and implementation of the NAP process | 194.007,59 | (56.312,10) | 137.695,49 | **-29%** |
| 2. Awareness rising and capacity building. | 1.054.837,59 | (568.220,66) | 486.616,93 | **-54%** |
| 3. Baseline definition; formulation of NAPs; implementation, monitoring and reviewing. | 1.393.602,57 | 624.532,76 | 2.018.135,33 | **+45%** |

1. During the second period of 2022, the project again made small adjustments to the distribution of funds within the Outcomes. These last changes are due to the reactivation of activities in the territory with local actors. In particular, the project held several meetings with indigenous communities and native populations at strategic localizations at national level. The latest changes are shown in Table 2.

**Table 2: Reallocation of funds at the end of the project**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Outcome** | **Last Approved Budget** | **Budget Reallocation**  | **Revised Budget** | **Change (%)** |
| 1. Institutional strengthening and coordination for the formulation and implementation of the NAP process | 137.695,49 | 5.603,94 | 143.299,43 | **4%** |
| 2. Awareness rising and capacity building. | 486.616,94 | 90.194,47 | 576.811,41 | **19%** |
| 3. Baseline definition; formulation of NAPs; implementation, monitoring and reviewing. | 2.018.135,32 | (95.798,41) | 1.922.336,91 | **-5%** |

1. At the time of the final project appraisal (December 9, 2022), about 86% percent (USD 2.572.001) of the total allocated budget (USD 2,999,964) had been executed (see Table 3). The available budget is $ 427.963,39, this is due to the dollar variation experienced during the implementation of the project.

**Table 3. Budget and expenditure by project component (as of 9th December 2022)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Outcome** | **Total Budget** | **Cumulative Expense+ Comm** | **Total to be executed** | **% Implemented** |
| Outcome 1 | 143.299,43 | 133.497,93 | 9.801,50 | 93,2 |
| Outcome 2 | 576.811,41 | 526.612,11 | 50.199,30 | 91,3 |
| Outcome 3 | 1.922.336,91 | 1.701.887,39 | 220.449,52 | 88,5 |
| Project Management  | 122.496,00 | 113.434,69 | 9.061,31  | 92,6 |
| Delivery Partner Cost | 235.020,22 | 96.568,46 | 138.451,76 | 41,1 |
| **Total (general)** | **$2,999,963.75** | **$2,572,000.58** | **$427,963.39** | **85.7%** |

### Monitoring and evaluation: design at entry and implementation {\*}.

1. The ProDoc contained a brief Monitoring and Evaluation (M&E) Plan with performance and impact indicators for project implementation along with its baseline, project objectives and corresponding sources of verification. However, the indicators used by the GCF currently are not SMART. That is, they do not meet all the basic characteristics of being specific, measurable, achievable, relevant and timely. This can present a challenge when reporting progress on these indicators.
2. The design and implementation of the monitoring and evaluation systems followed UNDP and GCF policies. The Project Manager, the UNDP Country Office and the UNDP-GCF Regional Technical Advisor provided input to the semi-annual project report. These reports included monitoring indicators from the project results framework, which were monitored twice a year for inclusion in the semi-annual report. There were also monthly project progress meetings with UNDP and MEySD.
3. In that sense, the design and implementation of the monitoring and evaluation of the project is rated **SATISFACTORY**.

### UNDP and Implementing Partner implementation / execution coordination, and operational issues.

1. The Project was implemented under UNDP's Direct Implementation Modality (DIM) and in accordance with the Preparatory Support and Readiness Grant Agreement between the GCF and UNDP. The project has a management structure and governance structure described in the Project Document (see Annex 9).
2. The Project Board (composed of MEySD and UNDP) worked closely throughout the entire implementation of the project. MEySD showed a high level of project empowerment.
3. In addition, the expansion of the GNCC as a support entity for the Project, strengthened inter-institutional, local and civil society coordination.
4. In this sense, UNDP's implementation of the project is rated **HIGHLY SATISFACTORY.**

## Project Results

### Overall results {attainment of objectives).

1. At the time of the final project evaluation (January- February 2023), the project has completed most of its planned deliverables and is finalizing outstanding deliverables to complete its implementation. Table 4 shows an overview of all products developed (including outstanding marked in orange). Outstanding deliverables include:
* NAP funding strategy
* New climate change scenarios
* Updated Vulnerability Index
* Climate Change Risk Map System (SIMARCC)
* Other technical documents
1. In addition, during project implementation, the scope of some activities was expanded, which is an additional contribution of the project to the NAP process in Argentina. Additional documents include (among others): i) Update of the Vulnerability Index, ii) Provincial Response Plans (political approval pending), and iii) Design of proposals for subnational governance and participation schemes for various provinces were developed.
2. In that sense, the achievement of the project objectives is rated as **SATISFACTORY**.

**Table 4. Status of Deliverables (as of December 31, 2022)**

|  |  |  |
| --- | --- | --- |
| **Deliverable** | **Status** | **Products Pending** |
| 1.1 | Completed |  |
| 1.2 | Completed |  |
| 1.3 | Completed |  |
| 2.1 | In process | Climate Change Risk Map System (SIMARCC)  |
| 2.2 | In process | Series of Publications on:“Resilient Transportation Infrastructure Design Tools” for transport designers and engineers |
| 2.3 | In process | Social perception study at a national level to evaluate audience needs and preferences. |
| 3.1 | In process | - New Climate Scenarios- Study on socio-economic vulnerability- Study on labor absenteeism rate and climate change- Study on dengue risk 2030-2050. |
| 3.2 | In process | National Adaptation Plan Document (At the moment part of the National Plan for Climate Change Adaptation and Mitigation) |
| 3.3 | In process | Study on water access and climate change (to facilitate the pilot initiative to support adaptation planification in water supply enterprises in the Paraná River) |

### Relevance.

1. Relevance, in the context of evaluations, is the extent to which the objectives and design of an intervention respond to the needs, policies and priorities of beneficiaries, at the global, country and partner/institutional levels, and continue to do so if circumstances change.
2. The project has been the first process to consolidate the objectives and goals of adaptation, which supports the implementation of a stronger public policy with a solid technical support.
3. The project began to work in parallel to the development of Law 27520 on climate change and became the instrument for complying with the law. It is important to mention that the NAP instrument is not defined by law, but the law does define the adaptation to climate change component as a main focus for climate change management at national level. In this context, the NAP contributed to transform the adaptation to climate change mandate in the country into a specific instrument.
4. In the past, CCA has not been a priority in the country's climate change agenda. Since the Project, the door has been opened to position adaptation and develop new initiatives. For this, the project was the example to follow for other adaptation initiatives that were subsequently developed.
5. The project was a key player in strengthening the GNCC. In this context, it played a key role in the construction of the "Consultative Council", which is the technical table that strengthens the discussion with civil society actors.
6. In addition, the project contributed to the development of the country's second NDC, the inputs developed in this context were included in the NAP.
7. In terms of the implementation of the project components, the project worked thematically with various ministries. Through intensive training processes, the project generated greater commitment from ministries, local stakeholders and other civil society actors in the work related to CCA, thus strengthening planning at the national and provincial levels.
8. Regarding the gender perspective, the project is aligned with the national mandate to mainstream the issue in national policy. The Yolanda Law, which was enacted on January 10, 2019, establishes mandatory training in gender and gender-based violence for all persons working in the public service, in the Executive, Legislative and Judicial branches of the Nation. In this context, the project developed a series of trainings for sectorial and local actors.
9. In that sense, the relevance of the project is rated as **SATISFACTORY**.

### Effectiveness & Efficiency.

1. **Effectiveness**. Effectiveness is the extent to which an intervention achieved, or is expected to achieve, its objectives and outcomes. It is the extent to which the objectives, outcomes and outputs of the development intervention were achieved or are expected to be achieved considering their relative importance. It is also an aggregate indicator of the merit or value of an activity, i.e., the extent to which an intervention has achieved, or is expected to achieve, its main relevant objectives in a sustainable manner and with a positive impact on institutional development.
2. The major accomplishments of the project include:
3. Updated climate projections with more recent methodologies;
4. Mainstreaming adaptation and mitigation in local planning, through the Provincial Response Plans (e.g., technical document that contain legal, normative, and institutional diagnosis of the adaptation subnational policies and subnational governance and participation schemes to ensure the transparency and consensus of the interested parties in the preparation of the Provincial Adaptation Plans);
5. Updated Vulnerability Index;
6. Participative climate risk analysis;
7. Preparation of technical documents for the integration of the gender perspective in initiatives to adapt to climate change (e.g., guidelines “Guide for including the gender perspective into adaptation planning addressed to decision makers and technicians at the National and subnational level (sectors and subnational government);
8. Generation of technical documents to facilitate the integration of CCA into development planning (e.g., “Guide for addressing adaptation for subnational governments” addressed to subnational governments technicians, “Guidelines and lessons learned on how to address adaptation at the local level” addressed to subnational governments technicians);
9. Technical inputs for sectoral institutions which helps these institutions to mainstream CCA in sectoral policies and instruments (e.g., Study on climate impacts and adaptation measures for rural roads, Study on hospitals resilient to climate change, Working Manual on Floods)
10. Social perception study at a national level to evaluate audience needs and preferences.
11. Having a NAP is an achievement. In 2019 a first CCA and mitigation plan was developed with an almost total absence of CCA. The current NAP Plan was elaborated in a participatory manner which includes a national CCA baseline, a local vulnerability and risk perspective, through the work on the Provincial Response Plans and a gender perspective.
12. The results achieved from the project are presented in the project's Logical Framework (Table 5).
13. Based on the degree of achievement of the objectives, the effectiveness of the project is rated as **SATISFACTORY**.

**Table 5. Logical Framework of the Project and fulfillment of deliverables**

|  |
| --- |
| **SECTION 2: COUNTRY READINESS LOGICAL FRAMEWORK***Please complete the table below, which enables a country to assess its readiness for the GCF and set targets for strengthening its readiness, including proposed outcomes and activities to improve the country’s readiness. For further guidance on completing the table, please refer to the guidebook “Accessing the GCF Readiness and Preparatory Support Programme”.* |
|  |
|  | **OUTCOMES** | **BASELINE5** | **TARGET** | **ACTIVITIES/ACTIONS** *(including key deliverables where applicable)* |  |
|  | **1. Institutional strengthening and coordination for the formulation and implementation of the NAP process.** | **1/6** | **6/6** |  |
|  | *1.1. Support on normative and legal framework.* | ⌧ **0** ⬜1 ⬜2 | ⬜0 ⬜1 ⌧**2** | **1.1.1. Support on normative and legal framework for Climate Change Adaptation.** Identify the regulatory and normative frameworks that govern the sectoral and provincial plans with a view to revising or designing new legislation and policies, where needed, to facilitate successful adaptation. Provide support to design the regulatory framework for climate change adaptation in the long-term for national, sectoral and provincial level. It is essential to integrate adaptation into policy frameworks that guide policies at lower levels. This support consists of the formulation of guidelines and standard normative models as well as specific technical advice to those provinces/sectors that require it.**Deliverables: COMPLETED**Legal inputs:* Analysis on implementation strategies for the Law No. 27.520.
* Revised Regulation of the National Cabinet for Climate Change.
* Document with development of the legal basis for the educational platform PNA
* Revised Regulations of the External Advisory Council.
* Regulation for the work in the cabinet regarding adaptation.
* Proposal for an administrative circuit for the treatment of documents under the GNCC - focal points and expanded.
* Proposal for an administrative circuit for the treatment of documents within the framework of the GNCC for COFEMA.
* Standard process for access to public environmental information and various requests
* Report on legal bases for public consultation of the NAP.

Other technical documents:* Document (1 per Province) that contains legal, normative, and institutional diagnosis of the adaptation subnational policies
* Document (1 per Province) that contains subnational governance and participation schemes to ensure the transparency and consensus of the interested parties in the preparation of the Provincial Adaptation Plans as well as their participation in the definition and implementation of the adaptation measures to climate change to be included in the Subnational Adaptation Plans
 |
|  | *1.2. Enhance internal communication, cooperation and participatory process of the NAP.* | ⬜0 ⌧**1** ⬜2 | ⬜0 ⬜1 ⌧**2** | * + 1. **Enrich internal communication mechanisms for better coordination of the NAP process.** Definition of mechanisms for effective dissemination of the activities within the NAP process, including mechanisms for convening and awareness raising events and trainings. Roadmap of the communication strategy at the national, sectorial and provincial level. This activity must guarantee that communication mechanisms are inclusive and gender balanced and must provide the appropriate tools and guides for this.
		2. **Enhance participation and consultation of stakeholders.** Within the existing participatory mechanisms (sectoral meeting, cabinet meetings, expanded meetings with academia, private sector and NGOs), help to create leadership and ensure stakeholder participation and consultation. Elaboration of instruments, guides and methodologies for the participatory process of the NAP. Propose articulation mechanisms between sectors and across the different government levels. For example, elaboration of inter- ministerial protocols to share information. This activity must develop the relevant tools and guides to guarantee that participation and consultation is inclusive, and gender balanced.

**Deliverables:** **COMPLETED*** Guide for addressing adaptation for subnational governments addressed to subnational governments technicians
* Guidelines and lessons learned on how to address adaptation at the local level (addressed to subnational governments technicians).
* Guide for including the gender perspective into adaptation planning addressed to decision makers and technicians at the National and subnational level (sectors and subnational government
* Guide to mainstream gender perspective into adaptation planning
* Introductory report on climate change and indigenous people
 |
|  | *1.3. Strategic plan and framework for the NAP process.* | ⌧**0** ⬜1 ⬜2 | ⬜0 ⬜1 ⌧**2** | **1.3.1. Guidance and institutional support for the NAP process**. |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  | (a) six coordination meetings across the 3 years that involve all relevant stakeholders (Climate Change Cabinet, COFEMA, NGO’s, academia, etc.) so as to coordinate the work, share information, make-decision, etc.**1.3.2. Monitoring and evaluation (M&E) plan for the NAP process.** The M&E at this step focuses on the process of planning and focuses on inputs, leadership, outputs, outcomes, and impacts of the NAP Process. Design an effective monitoring and evaluation system to monitor the progress, effectiveness, and gaps (PEGs) of the NAP process and a schedule for updating the NAP. Identify areas of the NAP process that will be evaluated through qualitative and quantitative performance measures as part of an assessment of effectiveness of the NAP process and progress and gaps in the NAP process. Define metrics for documenting PEG: definition of objectives and targets, selection of indicators and means of verification, identifying data sources and collection methods, supporting data and information management, under- taking special assessments, and facilitating reporting and review. Collect information on support needed and support received.**Deliverables:** **COMPLETED*** NAP's M&E strategy
 |  |
|  | **2. Awareness rising and capacity building.** | **1/6** | **5/6** |  |
|  | * 1. *Improve climate information services for climate change adaptation (CCA).*
 | ⬜0 ⌧**1** ⬜2 | ⬜0 ⬜1 ⌧**2** | * + 1. **Improve Climate Change Risk platform.** Develop a third phase of the Climate Change risk platform, with more and new content. This platform provides climate change projections as geo-services, that is to say, it allows the visualization and the downloading of the data corresponding to the projections of the climate of Argentina of the 21st century, both of the near future and the distant future, and for two available emission scenarios (moderate emissions and business as usual). These projections were developed during the Third National Communication and will be available in this Climate Change Risk Platform, making the database accessible with information relevant to the impact studies of projected climate change. The intention of this activity is to improve and expand the scope of this platform, and to include other relevant information to better understand climate change risks according to different vulnerabilities.
		2. **Development of a web platform on Climate Change Adaptation (CCA).** This website will complement the existing CC website dependent of the National Ministry of Environment and Sustainable Development and will be directly linked to it. Thus, this activity proposes to improve and increase the capacity of the website in order to be able to include all the relevant information for Climate Change Adaptation. This will include the Climate Change Risk Platform (section 2.1.1.) as well as other existing information that is not available on-line yet. In the same way, this website will be useful for all the process contemplated in this project, as well as for the subsequent years, to show the results of the process and for the monitoring and implementation of activities. The website may include database of CC impacts, vulnerabilities, identification of initiatives of CCA measures. Capture and management of knowledge on impacts, vulnerabilities and adaptations to build up a decision-support system for future adaptation planning, including through the development of knowledge bases and expert or rule-based systems. A system can be designed that manages information related to adaptation, extreme events, impact, economic and life losses, increases in climate-related diseases, adaptation projects, etc. The website will be used for collection, analysis and dissemination of information in support of adaptation activities and will include: communication of up-to-date information on organizations, regional centers and networks that can provide support to the NAP process, including financial support, technical guides and papers, and capacity building activities.

**Deliverables: IN PROCESS*** Climate Change Risk Map System (SIMARCC)
 |

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|  | *2.2. Awareness rising and capacity build- ing for policy makers and decision mak- ers.* | ⌧**0** ⬜1 ⬜2 | ⬜0 ⬜1 ⌧**2** | *These capacity-building efforts should be designed to equip teams and institutions involved in adaptation with the necessary skills and thus build an appropriate enabling environment. Throughout this step, the barriers for adaptation planning identified in step 3.2.1. will be addressed, as well as the capacity gaps in institutional arrangements and technical capacity. This step targets planners and policymakers and it will help to identify appropriate entry points for integrating climate change adaptation into development planning at all levels, including consideration of how certain development objectives may be adjusted to take climate change risks and vulnerabilities better into account.**In general terms, the activities will consist of: conducting trainings at the national, provincial, municipal and sector level to promote the evaluation, planning and implementation of adaptation measures. Enable planning, prioritization and implementation of strategies, policies, legal frameworks, projects and pro- grams aimed at reducing vulnerability to climate change, building adaptive capacity and facilitating integration of adaptation into development.**All these workshops and trainings will be inclusive and gender balanced. They will guarantee the participation of all relevant stakeholders, from different sectors and different government levels, and women will be strongly encouraged to participate in the trainings.**In particular, the activities proposed are:***2.2.1. Write briefings for policymakers** on available scientific information on climate scenarios, the im- pact of CC, CCA challenges and opportunities. The goal of this activity is to develop general climate change knowledge products that can be understood by non-climate specialists. This will include co-benefits, synergies between mitigation and adaptation, description of past experiences and expected impacts of cli- mate change and the required actions to adapt. Such briefings should include a description of the experienced and expected economic and social impacts of climate change and the actions required to adapt,highlighting opportunities that the NAP process would present to the country. They should introduce and describe the NAP process to ensure all stakeholders have the same understanding of its benefits, such as its process-based approach.* + 1. **Workshops for ministries** and specific secretaries within ministries on potential opportunity to integrate ACC into developing planning. Identification of potential opportunities for integrating climate change adaptation into development planning at different levels.
		2. **Regional workshops for provinces**. Carry on workshops for capacity building at provincial level.
		3. **Capacity building for municipalities**. Formulate and print a guide for climate change adaptation for local governments. Trainings to municipalities to use adaptation information, the guide on adaptation for local governments, climate information services, risk platform, etc.
		4. **Awareness raising events for the private sector** (national investment agencies, etc.) on benefits and opportunities of adaptation to climate change. These events will be an opportunity to increase the involvement of the private sector in adaptation, identify suitable incentives, potential public-private partnerships to contribute to funding the adaptation options, etc.

**Deliverables: COMPLETED*** Working Manual on Floods
* Brief for policymakers on available scientific information on climate scenarios, the impact of CC, CCA challenges and opportunities
* Publication on Nature based Adaptation principles for policy makers
* Publication on Community based Adaptation principles for policy makers
* Sectoral gender guides for policy makers
* Methodology for identifying climate action and the incorporation of climate change adaptation design criteria

**Deliverables: IN PROCESS**Series of Publications on:- “Resilient Transportation Infrastructure Design Tools” for transport designers and engineers |  |

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|  | *2.3. Awareness rising and capacity build- ing for general public.* | ⌧**0** ⬜1 ⬜2 | ⬜0 ⌧**1** ⬜2 | * + 1. **Awareness raising events for general public** on climate change scenarios, impacts and needs of adaptation, benefits and synergies with mitigation.
		2. **Educational programs** (for formal and informal education). For example, scholarships, on-line courses, learning material, design, and implementation of actions for public schools on climate change adaptation for awareness-raising and education, etc. Efforts will be done to transform education curricula to incorporate climate change adaptation.

**Deliverables: COMPLETED*** Policy-brief on gender and climate change adaptation
* Education strategy draft in adaptation to climate change, to set the bases to build a concrete action plan with a 2-year time timeframe, aiming to mainstream an inclusive approach (including monitoring mechanism)

**Deliverables: IN PROCESS**Social perception study at a national level to evaluate audience needs and preferences. |  |
|  | **3. Baseline definition; formulation of NAPs; implementation, monitoring and reviewing.** | **1/6** | **6/6** |  |
|  | *3.1. Baseline definition: identifying available information and filling information gaps.* | ⬜0 ⌧**1** ⬜2 | ⬜0 ⬜1 ⌧**2** | **3.1.1. Preparatory elements to launch the NAP process.** Consulting services to compile the work done relevant to adaptation during year 2017 in the framework of the Climate Change Cabinet and COFEMA and other relevant stakeholders (adaptation actions, sectoral guidelines, commitments, priorities, etc.). This will endorse the groundwork and in this way, support following activities.* + 1. **Stock take of past and/or ongoing adaptation activities and development goals.** Take stock of current and past adaptation activities, development goals and strategies as well as identifying opportunities for pilot projects at national, provincial, and sectorial level. Identify collected data and information, early results, existing arrangements, and capacities, and to start building a community of adaptation practitioners at the national level that could become key contributors to the NAP process. The stock take will be done within the frame of Climate Change Cabinet and COFEMA. One outcome of this step will be a database of ongoing and past adaptation activities, and where available, information on results and experience learned of such activities, how these activities have been developed, the support and funding received, the timelines, and their overall effectiveness. Another outcome will be a list of development goals and strategies by sector and/or level and the potential opportunities for integrating climate change into development planning either at the national or sectoral level. This activity is of main importance for this project since the objective is to integrate climate change adaptation into the country's development strategies, so we need to know and understand which are the development goals and ongoing strategies. This is essential to have an integrated approach of climate change adaptation and development; recognizing the need to address adaptation planning in the broader context of sustainable development planning.
		2. **Assess barriers** to the design and implementation of climate change adaptation measures. Assessment of needs, gaps, barriers, and weaknesses. Two types of barriers will be identified: those for adaptation planning (institutional, material, cultural or policy constraints) and those for the implementing adaptation. The first ones will be address during the capacity-building efforts of step 2.2. Barriers to implementing adaptation will be addressed as part of the implementation strategy of the NAP by ensuring that specific activities are targeted towards their elimination. A consultative process involving all relevant stakeholders can be used to identify obstacles and their root causes.
		3. **Gap analysis and terms of reference of studies.** Identify priority studies to carry out on the impact of climate change on sectors or activities. In order to analyze climate change vulnerability and the identification of needs, we have already identified that it is necessary to deepen studies of impact and adaptation on climate change that include the following sectors:
* Economic and social impacts: must include last 20 years and climate change and socioeconomic scenarios.
* Urban sectors: should be focused on aspects related to floods and heat waves.
* Migrations: both for catastrophes and for work (including seasonal).
* Biodiversity: from the focus Ecosystem based adaptation.
* Climate change and mountains: especially related to glaciers.
* Adaptation and new technologies for Argentina: must include seeds, infrastructure.
* Agriculture and livestock for small producers: emphasize regional economies.
* Climate change and energy: impacts and adaptation in the infrastructure production and the energy generation (biomass, hydroelectric, etc.). Urban refrigeration systems.
* Climate change impacts, vulnerability and adaptation on fishery resources.
* Infrastructure (industry- transport).

With this preliminary identification, a participatory process will be done to identify the main gaps, needs and priorities of the different areas of study so as to define which studies are the most important ones to carry out.* + 1. **Analysis of vulnerabilities to climate change**. In this step, the terms of reference of identified studies will be done. Economic impact, social impact at sectorial level to determine the ability to deal with climate impacts. The available information (National communications, studies, etc.) will be used and the studies identified in step 3.1.4 will be carried out to cover information gaps and assess vulnerability in terms of magnitude; timing; persistence and reversibility; likelihood; distributional aspects; importance of the at-risk systems; potential for adaptation; thresholds or trigger points that could exacerbate the change, etc.
		2. **Rank climate change risks and vulnerabilities**. Risks and vulnerabilities will be ranked with respect to their risks or impacts to better understand them. This ranking will be done using prioritization criteria defined in the methodology to identify the most vulnerable system (step 1.3.1) and it will be the product of a consultative process. Particular consideration will be given to the most vulnerable individuals, com- munities and ecosystems in the design of the adaptation plan.

The process will engage a wide range of stakeholders, will be inclusive and gender balanced, will be made transparent to the public and will enable review and adjustment of priorities as circumstances change.**Identification, evaluation and categorization of adaptation options**. Adaptation options must be identified to address CC risks and vulnerabilities. Adaptation options may include management and operational strategies, infrastructural changes, policy adjustments or capacity-building. Some actions may involve adjusting current development activities (climate-proofing or building resilience), while others may be new, or require major transformations in operations. Experiences of planning processes in other regions will be considered. Good practices, ancestral, traditional and indigenous knowledge will be taken into account.The categorization will include technological needs in adaptation, development and application of assessment models, applicable decision support tools, and the ranking of cost-effective adaptation options (to reduce the impact of CC or exploit opportunities), and the contribution to mitigation.**Deliverables: COMPLETED*** Study on climate impacts and adaptation measures for rural roads
* Study on hospitals resilient to climate change
* 2nd Adaptation Communication
* Study on gender inequality in the tourism and health sectors
* Study on cultural heritage and climate change
* Study on regional economies and climate change
* Study on transport supply chains and people mobility
* Study on economic impacts of climate change
* Study on climate migrations baseline
* Study on green spaces and heat waves in Buenos Aires
* Chapter on Loss and Damages (incorporated in the NPAMCC)

**Deliverables: IN PROCESS*** New Climate Scenarios
* Study on socio-economic vulnerability
* Study on labor absenteeism rate and climate change
* Study on dengue risk 2030-2050.
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|  | *3.2. Formulation of National Adaptation Plans.* | ⌧**0** ⬜1 ⬜2 | ⬜0 ⬜1 ⌧**2** | * + 1. **Appraise individual adaptation options**. Selection of priority adaptation options in light of their contribution to short and long term sustainable socioeconomic development, their costs, effectiveness and efficiency. The selection of the most appropriate or relevant adaptation strategies would include considerations of a set of criteria that is in line with national goals for sustainable development. The process will take into account where climate impacts are likely to be most severe and who or which systems are most vulnerable. The criteria to be used at the national level may include: timing and urgency for action; cost, co-benefits; efficacy; flexibility or robustness; poverty reduction, social and political acceptance; feasibility; etc. It will also be important to take lessons learned from the piloting of various adaptation initiatives and projects into account, in order to ensure that the conditions for success are in place. Ranking and prioritization by sector. For this ranking, adaptation options that include good practices, ancestral, traditional and indigenous knowledge will be considered; as well as adaptation options that consider the most vulnerable individuals, communities and ecosystems.
		2. **Formulation of NAP document.**
			- Formulation of an initial and first structure NAP document (year 2018**).**
			- Formulation of an advanced NAP DRAFT (year 2019). Compile sectoral and provincial adaptation priorities into the NAP. It must include the inputs of all relevant stakeholders. The NAP must contain:

-A summary of the NAP process;-Discussion of key climate vulnerabilities in the context of main development priorities;* + - * + A list of prioritized adaptation strategies (policies, programmes, projects and other activities for adapting to climate change). The NAP will contain adaptation priorities and planned activities (policies, projects and programmes;
				+ A M&E plan of climate change impacts (3.3.4.);
				+ Implementation strategy for a given period (from step 3.3.1).
			* Revision of the Draft by an expert committee. Participatory workshops to discuss the NAP, including participation of the relevant and involved actor.
			* Integrate review comments into the NAP and to have a final document by the end of 2019.
			* Approval of the NAP by Climate Change Cabinet.

**3.2.3. Presentation and communication of the NAP to all relevant stakeholders.*** To all stakeholders in the country. Carry out at least 2 national events to present it, as well as printed versions, digital publications on the relevant websites, etc. Provide information in national communications on progress and effectiveness of the NAP process.
* Translation of NAP document to English in order to disseminate internationally the NAP and related outcomes through the UNFCCC secretariat and other organizations as a way to ex- change experience and lessons learned.
	+ 1. **3.2.4 Provide financial and technical support for provinces interested in formulating their Provincial Adaptation Plans.** It is estimated that at least 14 provinces could request for financial and technical sup- port to develop their adaptation plans or strategies.

**Deliverables: COMPLETED*** Multicriteria analysis tool for evaluating adaptation actions
* Methodology on facilitating the local (regional) approach of the NAP
* Climate Risk analysis
* 14 draft Province Response Plans

**Deliverables: IN PROCESS*** National Adaptation Plan Document (At the moment part of the National Plan for Climate Change Adaptation and Mitigation)
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|  | *3.3. Facilitate integration of development and adaptation, implementation of adaptation activities and continuous report, monitoring, and review.* | ⌧**0** ⬜1 ⬜2 | ⬜0 ⬜1 ⌧**2** | * + 1. **Define action plan, budget, roadmaps, etc. for implementing adaptation actions.**

Design an appropriate strategy for the implementation of adaptation activities including timing, targets, beneficiaries, responsible authorities, budget and sequencing of activities. The strategy will need to be focused, have a clear sense of direction and be linked to the national vision for adaptation and development priorities, plans and programmes. Design instruments to implement the adaptation aspect at national, regional, sectoral and local level: define the methodology to implement the adaptation consideration in the elaboration of sectorial strategies and objectives, definition of guidelines and indicators that all ministries must include to their future programs and projects. Set criteria to define priority actions. This step should provide the necessary elements to:* + - * Facilitate the integration of climate change into development planning at national, subnational and sectoral level. Integrating climate change adaptation should lead to a real transformation of planning processes and the promotion of resilience in the long-term.
			* Build on and complement existing work on adaptation.
			* Define national criteria for prioritizing implementation based on development needs, climate vulnerability and risk and existing plans. The criteria should help policymakers and relevant stakeholders to select the most important adaptation actions to be implemented. It will enable the identification of high-priority and feasible adaptation measures that will build on and complement existing adaptation activities.
			* Identify synergies. Developing and enhancing the country’s long-term capacity for planning and implementing adaptation.
			* Develop a financing strategy for the implementation of the NAP process and other Climate Change Adaptation actions. This should identify suitable financing instruments/options for adaptation including identification of alternative funding sources (private, local, etc.) as well as identify, analyze and recommend policy options for scaling up financing for adaptation, including through public-private partnerships.
		1. **Portfolio of priority projects on Climate Change Adaptation.** Design a portfolio of priority projects in order to facilitate the implementation of concrete adaptation measures based on national adaptation plans. Identify projects and formulate at least 9 concept notes of projects to be funded by the GCF or other relevant funding sources. We will evaluate the need for PPF support. This activity also includes the development of at least 2 prefeasibility studies.
		2. **Promote cooperation and synergy in South America.** An important goal of the Argentinian government is to promote cooperation in order to identify, promote and strengthen synergy in assessment, planning, and implementation of adaptation at the regional level. In particular, establish relationships for cooperation with Uruguay and Brazil, both for enhancing the implementation of adaptation actions as well as for enhancing support in multilateral forums. Throughout the process, joint work with other coun- tries of the region will be encouraged, mainly by using Skype, mail, webinars, etc. in order to establish solid and continuous cooperation among countries and to effectively work on common projects. One regional meeting per year will be held by the Argentinian government as a way to support the regional cooperation and allow expedite progress. The main idea of these meetings is to share experiences and learnings of each country in this subject as well as to promote a common regional strategy facing the future. This regional strategy will become into a portfolio of regional projects.
		3. **Monitoring and evaluation of adaptation activities and continuous revision process.** During year 2019: elaboration of a **monitoring and evaluation plan for climate change impacts and adaptation** to assess the progress achieved on adaptation and implemented adaptation measures for the periodic improvement of the NAP. The M&E of this step focuses on climate change and adaptation, and tracks changes in climate, impacts and vulnerabilities over time, with a view to showing progress in adaptation and the impact of adaptation measures that are implemented. This step will consist of defining objectives and targets, selecting indicators and means of verification, identifying data sources and collection methods, supporting data and information management, undertaking special assessments, and facilitating re- porting and review. Design a plan for data collection and ongoing compilation and synthesis of new in- formation on impacts and vulnerabilities to be used in updating the NAPs. From year 2020 onwards, there will be a focus on the monitoring, evaluation and reviewing process of adaptation activities. Information on climate change impacts and vulnerabilities will be collected on an ongoing basis, inform review and updates, and guide efforts to address inefficiencies and identified gaps.

**Deliverables: COMPLETED**Monitoring and evaluation strategy for climate change impacts and adaptation to assess the progress achieved on adaptation and implemented adaptation measures for the periodic improvement of the NAP**Deliverables: IN PROCESS**Study on water access and climate change (to facilitate the pilot initiative to support adaptation planification in water supply enterprises in the Paraná River) |  |

1. **Efficiency**. Efficiency is the extent to which an intervention produces, or is likely to produce, results in a cost-effective and timely manner. For this purpose, economic is defined as the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective manner possible, compared to feasible alternatives in the context. This criterion also includes operational efficiency.
2. **Efficiency during implementation**. The Project was implemented under UNDP's Direct Implementation Modality (DIM) and in accordance with the Preparatory Support and Readiness Grant Agreement between the GCF and UNDP. The project management structure has been efficient in delivering results. Although the Project Management Unit was very small (two people), they implemented the Project very efficiently, including following up on all monitoring and reporting processes for UNDP and the GCF. The combined experience of the Project team and advisors/consultants is satisfactory in meeting the objectives and goals of the Project.
3. Despite the efficiency of the project management unit, there were delays in project implementation due to various sources of delays. First, the outbreak of the COVID-19 pandemic in the first year of project implementation negatively impacted several activities, although the project was able to successfully adapt. The other significant source of delays were the procurement processes. The most significant delays have occurred in the hiring processes of local consultants, considering that these processes were closely coordinated with the local governments. Also, an important criterion for the selection of local consultants was their knowledge of the province; in this context, the idea was to hire local staff. However, in several provinces this was not possible due to the absence of local personnel with sufficient skills in CC and CCA planning. In several provinces, the alternative of hiring external personnel was chosen, who were trained by national and local actors on local issues.
4. Given that the level of knowledge of local consultants differed greatly, training processes were implemented on relevant topics for the construction of Provincial Response Plans with a CC approach. In addition, consultants were trained in mainstreaming gender and including an intercultural perspective. The training processes delayed the start-up of the work in the territory.
5. It was not easy to achieve equal participation among all stakeholders. There were some stakeholders whose participation was insufficient, such as the participation of the Ministry of Energy in the processes related to the identification of sectoral climate risks and adaptation options, as well as, to a certain degree, the work carried out with the Ministry of Agriculture, Livestock and Aquaculture in the framework of the participatory process for the formulation of adaptation measures. The reasons for not achieving adequate participation were, among others: many changes of actors in the different governments, this caused the processes to stop, and more emphasis should have been placed on sustaining these processes, differences in approaches and work methodologies with some ministries and provinces. On the other hand, it was possible to work very well with the Ministry of Health, specifically with the environment and health coordination. Various studies were carried out (dengue risk model, adaptation of health facilities, absenteeism rate and climate change, among others) and the National Health and Climate Change Strategy was formulated and approved in the framework of the climate change cabinet, presented in 2022.
6. The contracting processes were carried out in coordination with the national authority to guarantee the execution and results of the process, and to align the activities of the consultancies with national needs. All processes are framed within UNDP standards and UNDP formats; however, the TORs were approved by the national/ local authorities. The development of the TORs was initially coordinated with the national teams and then passed to UNDP for formulation, approval and launching.
7. **Financial Efficiency**. The total planned cost of the Project was USD 2,999,964, fully funded by the GCF. Project expenditure up to the time of appraisal is USD 2.572.001 (December 2022). This represents 86 percent of the total budget. Due to several factors such as inflation and exchange rates, the project is going to have a carryover of an estimated USD 427.963.
8. Project resources have been strategically allocated to produce results cost-effectively and as planned, despite problems such as the COVID-19 pandemic. There is a positive relationship between inputs and outputs, with the project producing more outputs than originally planned. At the time of this evaluation (i.e., nearing the planned end of the intervention), all expected overall objectives have been achieved or are on track to be achieved, meeting expectations with respect to financial performance against the overall objectives as compared to the realization of the stated outputs.
9. For the development of activities within the framework of the CC Plan, additional resources (e.g., from the NDC-SP program) were used to hire mitigation consultants for the development of the Provincial Response Plans.
10. **Efficiency in M&E**. The Project had a monitoring and evaluation plan to track results and progress towards the achievement of objectives. As stated in the project documents, the results described in the Project's results framework were to be monitored and reported semi-annually and evaluated periodically during project implementation to ensure that the Project achieves these results effectively. The Project had to address various M&E and reporting requirements, both UNDP-related and mandatory through the specific M&E and reporting requirements of the GCF. Regarding the UNDP requirements, since the Project is part of UNDP and is linked to UNDP's corporate strategic objectives, therefore, like all other projects in the CO, it should report on its contribution to those objectives. With respect to the GCF, the Project reported through technical and financial semi-annual reports.
11. In the final phase of project implementation (from May 2022), monthly meetings were held to follow up on the progress of ongoing consultancies. Finally, during the last months of 2022, biweekly meetings were held to monitor budget execution and follow-up on consultancy products.
12. In addition, to monitor the activities implemented at the local level, the project held monthly follow-up meetings (virtually by region).
13. In that sense, the overall efficiency of the project is rated as **SATISFACTORY**.

### Country ownership.

1. The level of ownership of the project by the Government of Argentina, through MEySD, is considered highly satisfactory. The project has had an active participation of MEySD in its development and implementation, and the project is aligned with, and meets the needs of CCA planning in Argentina. Similarly, and as explained in the project relevance section, the project is highly relevant and aligns with the country's climate change policies, plans and strategies.
2. In addition, through the GNCC, the project has achieved a strong empowerment of its members which has made it possible to position CCA in national agendas and local planning.

### Mainstreaming.

1. **Gender and vulnerable groups.** The project responds to the national committed to eliminate all forms of discrimination against women and promotes (among others) their political empowerment. In this context, the Project responds to the Law Yolanda, which aims to ensure comprehensive training in environment, with a sustainable development perspective and with special emphasis on climate change, for people working in public service (it was enacted on November 17, 2020), and the Law Micaela, which establishes mandatory training in gender and gender violence for all persons working in public service, in the Executive, Legislative and Judicial branches of the Nation (it was enacted on January 10, 2019).
2. Since the design of the ProDoc, the project has sought to strengthen gender and climate change issues at the institutional and local level. Despite the fact that the topic is relatively new, and that socio-cultural norms and patterns present structural gender inequalities in climate change management that make actors overlook the importance of seeing this nexus, the project has sought to integrate gender perspective into CCA issues.
3. As of mid-2022, the country is developing its National Gender and Diversity Strategy for CC, which seeks to place a greater focus on gender-related measures. This process was developed in coordination and with the support of the NAP project. The results obtained in the training process, the development of a baseline with gender indicators and the construction of adaptation measures with a gender approach are an integral part of the Gender Strategy.
4. It has been possible to position the gender approach in CCA lines of action and adaptation measures; this is a precedent for the country and other countries in Latin America. However, the problem of gender mainstreaming in climate change agendas has not yet been completely solved, but a very high bar has been set. In order to strengthen the process of gender mainstreaming in national policies, it is necessary to have more spaces for meetings, debates and exchanges at the national level with a greater number of actors.
5. Several specific activities have been carried out, led by the Ministry of Women, Gender and Diversity in coordination with MEySD. In this context, technical tools have been developed for capacity building such as the methodological guidelines document to include the gender approach in CCA initiatives, Sectoral gender guides for policy makers, among others. In addition, events have been held to raise awareness of the issue and the importance of mainstreaming gender in the context of adaptation and specific trainings among the sectoral ministries have been carried out.
6. In addition, the project identified the need to include indigenous peoples and native communities in the construction of the NAP. For this purpose, a series of training and input gathering workshops were held in strategic locations nationwide. Due to the restrictions due to the Pandemic and the complexity of working in virtual mode with these groups, the project developed 4 meetings in different areas of the country during 2022. The design of these events presented several logistical and administrative challenges, in accordance to UNDP's internal rules and procedures.
7. At an institutional level, the work on gender was carried out by a core team of about 8 people made up of delegates from: the Directorate for Research, Innovation and Promotion of Gender Development, the Secretariat for Equality and Diversity Policy, from the Ministry of Women, Gender and Diversity, the Gender Team of the National Directorate of CC of the MEySD and consultants.
8. Several of the actors interviewed noted that work on gender issues was carried out considering a national scope that had yet failed to penetrate local structures. In addition, it has not been possible to involve civil society actors, NGOs, universities, and private companies, as well as women's and gender diversity movements. In this context, it is recognized that it is important to further strengthen the channel between the Central Government and local actors, which is essential to ensure the sustainability of policies and their effectiveness over time.

### Impact.

1. In general terms, the project has succeeded in positioning CCA work in the country's development agendas. Furthermore, the project provided the necessary inputs to justify the work of the different ministries on CCA issues and to formulate specific CCA measures. Therefore, the project developed step-by-step tools that allow national stakeholders to replicate the processes and to constantly improve them. This makes today's NAP stronger and more federal with a high level of participation.
2. The project has made a notable difference in the area of adaptation at local level. One of the main impacts was due to the work on Provincial Response Plans. This work allowed for improved coordination and joint work on climate change and CCA between the Central Government and Local Governments. Within the framework of the support for the construction of the Provincial Response Plans, possibilities for improvement in local management were identified and local governance models were developed to improve the articulation of the different local actors in the area of climate change.
3. The cooperation between the institutions involved in the NAP process was rated as improved through the project, by increasing the coordination within the GNCC. Coordination, inputs, and opportunities were better managed and cross-sectoral work was strengthened.
4. Cross-cutting issues such as gender equality and vulnerable communities were also considered in the project and made good progress. Institutional gender frameworks were strengthened, methodologies were developed, and groups such as women, persons with disabilities, children and the elderly were included in the project. Positive changes were achieved, such as sensitization of people and institutions on gender mainstreaming. Documents such as: i) “Publication on Community based Adaptation principles for policy makers”, ii) “Sectoral gender guides for policy makers”, iii) “Guide for including the gender perspective into adaptation planning addressed to decision makers and technicians at the National and subnational level (sectors and subnational government), iv) “Guide to mainstream gender perspective into adaptation planning and v) “Introductory report on climate change and indigenous people” were developed.
5. Within the framework of the capacity building, where around 300 people were trained, and communities and territories were incorporated into the work of the project.

### Sustainability.

1. Sustainability of a project is defined as the extent to which the net benefits of an intervention continue, or are likely to continue, after the intervention is completed. Within the project there are some very specific, concrete potential sustainability factors and elements. These relate to issues such as relevance/ownership, institutional capacity and development, policy, etc. that the project supported. The following describes the sustainability of the project results and the extent to which there are different potentially sustainable elements.
2. **Socio-political sustainability**. MEySD actively participated in the project development and implementation, and the project is aligned with the new legislation (Law 27520) in Argentina.
3. The GNCC is the political body to articulate between the different areas of government of the National Public Administration, the Federal Environmental Council and different actors of the civil society, the design of public policies agreed by consensus, with a strategic view to reduce Greenhouse Gas (GHG) emissions and generate coordinated responses for the adaptation of vulnerable sectors to the impacts of climate change. In addition, through Law No. 27520 and with the support of the project, the creation of an External Advisory Council was established, made up of researchers, trade unions, communities and indigenous peoples, representatives of environmental organizations, universities, academic and business entities, public and private research centers, and representatives of political parties with parliamentary representation, among others. Its main function is to guarantee citizen participation to assist and advise in the elaboration of public policies on climate change throughout the national territory and to prioritize the needs of the social groups most vulnerable to climate impacts. National ownership is fundamental to maintain improved capacities with beneficiaries and partners, and to generate socio-political sustainability of the process, therefore the strengthening of the GNCC and the improvement of inter-institutional and multilevel coordination, allowing the Project's activities to be followed up and guaranteeing their permanence over time.
4. Socio-Political sustainability is rated as **LIKELY**.
5. **Sustainability of the Institutional and Governance Framework**. At the institutional level, sustainability is largely linked to the available resources. In this sense, it is important to manage the dissemination, socialization, validation and approval phase of the NAP, in order to include key actors who can be empowered by what has been developed, who are informed of the progress in terms of information and methodologies generated and developed by the NAP. Sustainability will be given to the things that have been done and that need to be done. In this sense, it is necessary to support the sectoral ministries so that they can continue with their progress and what has been achieved during the project.
6. **T**he project has been able to conduct a broad training process within the sectoral ministries. However, changes in governments and therefore changes in the technical teams require continuous training in order to maintain the results achieved under the project. It is important to provide trainings in the use of the tools developed (e.g., technical guides, manuals, methodologies), but also in the interpretation and use of the information.
7. At the local level, the climate change process needs to be strengthened and expanded to include key stakeholders such as private companies (especially those related to the productive sector) and rural and indigenous communities. One factor that contributes to the sustainability of local processes is the integration of the consultants initially hired for the development of Provincial Response Plans into local public entities (several consultants have been hired as technical staff of local governments or local environmental entities).
8. The sustainability of the institutional and governance framework is rated **MODERATELY LIKELY**.
9. **Financial Sustainability**. Financial sustainability is key to the empowerment of institutions. The likelihood that financial resources will be available to implement NAP actions, outputs and measures once a project ends is of paramount importance for an intervention. At the moment, the project is still in the process of formulating a financing strategy. So far, progress has been made with the costing of adaptation measures but work still needs to be done in this context. In addition, stakeholders mention the need to transform adaptation measures into bankable projects in order to be able to attract international financing.
10. Another relevant factor is the high financial dependence of the Climate Change Secretariat on Financial Cooperation Projects. Most of the Secretariat's staff is hired in the framework of the implementation of different projects. The continuity of the processes depends to a high degree on the availability of funds from the projects to maintain the technical teams. However, during the last months of the project, several concept notes have been developed to attract new funding.
11. It should be emphasized that the different actors should be made aware that it is not only additional funds that must be invested to achieve the goals proposed under the NAP, but that within the same budget structure at the national and local levels, funds should be considered for the implementation of adaptation activities and measures. For example, it is in the management of the local authorities themselves that they need to include climate change considerations, without the need for additional funding. In other words, it is important to raise awareness that adaptation is part of a new development perspective.
12. Financial sustainability is rated as **MODERATELY LIKELY**.
13. It is for these reasons that the sustainability of the project results is rated as **MODERATELY LIKELY.**

## Conclusions, Recommendations & Lessons Learned

### Summary of the main findings

1. The main findings of this evaluation include:

**Project design**. The main findings during project design include:

* 1. The project aligned with country priorities defined by the approval of Law 27520 related to minimum budgets for climate change.
	2. The stocktaking report provided a good basis and identified the gaps and needs for the development of proper outcomes and activities, and there was an active participation of the MEySD during the design phase.
	3. The project activities were considered flexible enough to adapt to changing national circumstances. In this context, it is important to mention that ProDoc does not present a results framework with specific outputs, which allowed the project to adjust to national needs as they arose during implementation.
	4. The project initially focused its work on capacity building activities, however, due to the change in the political landscape and the need to strengthen the technical information base, the project prioritized the development of guides, manuals, and technical studies, as well as work on local planning.
	5. The project underestimated the data availability risks and its impact on project implementation.

**Project Implementation**. The main findings during project implementation include:

1. The MEySD played an active role in the project implementation, ensuring the ownership of the NAP process by the Government.
2. Changes in governmental landscape (through expenditure of Law 27520) changed se focus of the NAP.
3. The Project had initially allocated more than half of its budget to Outcome 2, related to capacity building, due to the COVID-19 pandemic, almost half of these funds were transferred to Outcome 3, related to the construction of the NAP.
4. The Ministry of Women, Gender and Diversities took a leading role during the implementation of the NAP to include the gender perspective in project activities and products.
5. At the time of the final project appraisal (December 9, 2022), about 86% percent (USD 2.572.001) of the total allocated budget (USD 2,999,964) had been executed (see Table 3). The available budget is $ 427.963,39, this is due to the dollar variation experienced during the implementation of the project.

### Conclusions

Some of the project **key aspects for success** include:

* 1. Government active role during implementation. The Government of Argentina, through MEySD, played an active role in the project implementation, ensuring the ownership of the NAP process by the Government Sectoral Ministries.
	2. Coordination and synergies between institutions and stakeholders. Coordination has been maintained (despite virtual mode). The project was able to establish relationships to reach agreements and establish synergies with users and beneficiary institutions.
	3. Development of the SIMARCC. The Climate Change Risk platform (SIMARCC) platform is a repository of information related to vulnerability and risk and contains (among others climate data layers and methodologies to generate climate models based on historical data, data recollected during participatory process related to climate hazards and vulnerabilities.
	4. Gender and vulnerable groups mainstreaming. The gender approach was implemented at various levels and with different tools. Indigenous people were also considered during project implementation.
	5. Territorial Approach. By supporting the development of Provincial Response Plans, the NAP has a territorial approach that allows for greater mainstreaming of the CCA approach in national planning.
	6. Technical support. Activities at the local level were accompanied by a team of local experts (one expert in adaptation and one in mitigation). This allowed for strengthening local capacities and supporting coordination between the national and provincial level.
	7. Capacity Building. Development of various training processes on relevant topics for the development of the NAP (e.g., CC, CCA, gender, M&E) allowed a more active participation of the stakeholders involved in the development of the NAP.

Some of the **weak points** of the project include:

1. Impacts of the COVID 19 pandemic. The COVID 19 pandemic became the main focus for certain sectors, such as the health sector, the advancement of the project was no longer the highest priority in those sectors, hindering their participation.
2. Lack of private sector interest and participation in adaptation. Cooperation with the private sector is still a long way off in Argentina. The private sector, in areas such as agriculture, has historically been more focused on mitigation (e.g., zero tillage) and climate risk mitigation instruments, such as agricultural insurance.
3. Communications. The project design foresaw the development and dissemination of communication products, however, due to the communication requirements of the MEySD, these had to be aligned with the Ministry's communication campaigns. Unfortunately, communication for the Climate Change agenda was not prioritized within the MEySD, thus, the project communication was minimum.

### Recommendations for the design, implementation, monitoring, and evaluation of the project.

1. Recommendations on the design and implementation of the project include:
2. **Include climate finance mechanisms**. It is important to define during the design of the project methodologies that will allow costing and financing the results achieved (adaptation measures). Climate finance and financial sustainability should be a main axis of the project.
3. **Expanded stakeholder mapping**. It is important to recognize all the groups that have historically been excluded from policy-making processes and national agendas, such as indigenous groups and native communities, afro-descendants, rural and peasant communities, popular economy workers, sexual and gender diversity groups, feminist associations, children and youth. To this end, the project should include a broader mapping of actors that goes beyond standard actors. In addition, specific mechanisms should be identified and designed to contact and incorporate these groups in the work in an inclusive manner.
4. **Information transfer**. During the development of the Disaster Vulnerability Index, the project experienced several problems in accessing technical information located at INDEC. It is important to design and implement information transfer agreements during project design in order to avoid setbacks in the execution phase.

### Recommendations as actions to follow up or reinforce initial benefits from the project.

1. Recommendations for developing themes or reinforcing initial project outcomes include:
2. **Improve political ownership of the NAP process**. It is important that the issue of adaptation goes beyond the NAP and is not only seen as an environmental issue, but also as a development issue. For this to happen, it is necessary for MEySD to internalize and empower the achievements of the project both within MEySD itself and at the level of other Ministries. This can be achieved with the development and implementation of coordination and financing mechanisms, in accordance with the Ministry of Economics being a key actor for this.
3. **Implement NAP financing mechanisms**. In order to implement the measures and actions proposed in the NAP, financing is key. It is necessary to transform the adaptation measures included in the NAP, into investment projects at the local level in adaptations that are bankable and attractive to public and private investment. In addition, it is necessary to differentiate the sources of financing from own management (public and private (including first and second tier financial institutions) and international funds (bilateral (e.g., IKI Fund) and multilateral (e.g., GCF, GEF, Adaptation Fund), both donations and loans through multilateral banks (e.g., IDB, CAF, World Bank)), and to analyze how international cooperation can support the NAP implementation process. At the same time, the country's own financial mechanisms should also be considered, with a more active role of the Ministry of Economy and Finance, such as the creation of a National Climate Change Fund that finances projects at the local level.
4. **Strengthening and/or establishment of coordination mechanisms at the national and local levels**. It is necessary to strengthen local governance in climate change issues and to implement specific mechanisms that allow for an articulated and permanent work among the actors. In this case, it is necessary to work on the governance models designed within the framework of the project. In addition, it is important to carry out processes of knowledge transfer and exchange of good practices among the provinces, in order to demonstrate successful cases and encourage more actors to join the local processes of adaptation to climate change.
5. **Continue and expand communication products and media**. Socialization of information is needed for different institutions and different media. Information should be circulated not only at the national level, but also at the local level. It is necessary to take advantage of the different networks to transfer information to different audiences. It should not only respond to an institutional public but also to a general public. On the other hand, there should be a strategy to raise awareness of the responsibilities of the different actors under the NAP, for national and subnational governments, civil society, indigenous peoples and nationalities, and the private sector.
6. In addition, an effort should be made to ground the concepts and methodologies, and disseminate them, because they will remain there without communication. It is also necessary to touch on topics that are not talked about as much (gender, migration). Finally, new formulas or different ways of communicating should be sought so that the knowledge reaches a wider audience.
7. **Continue capacity building and knowledge and information management**. The NAP implementation mechanisms must continue, including capacity building and knowledge management. Similarly, it is necessary to continue with the generation of information that allows the modification of international experiences for local contexts, such as the dissemination of information on climate scenarios. With the lessons learned from these processes of information generation at the local level, collected information can be better managed to expand the coverage of the analyses at the national and local levels.
8. Capacity building also includes strengthening the technical team that will follow up on the NAP from MEySD. MEySD. has a trained and competent technical team, but limited in number, so additional advice and support from the projects is key.

### Proposals for future directions underlining main objectives.

1. Recommendations for continuing with the NAP process include the following:
2. **Participation of the private sector**. The private sector has historically been more focused on mitigation activities and specific climate risk mitigation instruments, such as agricultural insurance, so in terms of adaptation there is no significant progress from the private sector. In the framework of the NAP process, this should be a key point to consider for the next NAP cycle. It is necessary to develop an Engagement Strategy with the private sector to encourage them to participate on adaptation, related to investments or social responsibility mechanisms (e.g., water footprint).
3. **Social and gender focus**. The inclusion of the gender approach and priority vulnerable people must continue, and always be advanced with the premise of assessing and addressing the differentiated social impacts, caused by climate changes, based on existing inequalities. For this, the NAP process must have specific items, have financial support, and its follow-up must have a gender specialist to guide these processes. Within the priority interventions, initiatives must be proposed that respond to the needs, vulnerabilities and capacities of the priority attention groups based on the Climate Risk Analysis focused on these groups and the analysis of the Gender Gap Indices. Similarly, gender indicators should be developed within the framework of adaptation measures. On the other hand, issues of food and water security can also be addressed from a gender perspective at the local level (local boards of users), ensuring the full and effective representation and participation of women and men, and considering the differentiated impacts for each population from an intersectional analysis framework. Finally, regional exchanges of knowledge and experiences on the subject should also be considered.
4. **Strengthening and expansion of activities and tools at the local level and in the territory**. To facilitate the implementation of investments and initiatives at the local level, the activities, training modules, and tools developed for local governments should be deepened, and a broader downscaling of these instruments at the local level should be done. This should be analyzed under a more local scenario and should be established with the actors in the territory. In this sense, technical regulations should be developed for the development of climate risk studies, adaptation projects, and adaptation measures at the local level. In this regard, there are units that can carry out impact studies at the municipal level, and the capacity of the municipalities to carry out studies on climate risk, water, etc. can be enabled and strengthened. Similarly, guidelines can be established so that institutions can conduct analysis and research at the local level.

### Best and worst practices in addressing issues relating to relevance, performance and success.

1. **Best practices**. Among the best practices, the following can be identified:
* **Close collaboration with MEySD**. One of the main strengths of the project is that it has had a high involvement of MEySD. Although the project is directly implemented by UNDP (DIM), everything was always done in coordination with MEySD. A good practice identified is to have the project staff working as part of the MEySD staff from the beginning of the project, to provide follow-up and direct support to the project activities.
* **Gender mainstreaming within the project**. Gender mainstreaming within the project has been highlighted, deserving general recognition from different stakeholders. The gender approach was implemented at various levels and with different tools. For example, a specific technical tool was developed that indicates how to incorporate the gender perspective in adaptation activities. In addition, within the framework of the NAP process, strengthening the capacities of members of the GNCC and local authorities has been prioritized. This with the aim of achieving their full and effective integration during the process and guaranteeing that their different perspectives are incorporated. Lastly, establishing a gender sensitive budget to support gender mainstreaming throughout the project has made a significant difference in execution.
1. **Worst practices**. Among the bad practices identified, the following are included:
* The analysis did not find any significant bad practice.

# ANNEXES

## Annex 1. Terms of Reference for the evaluation

**Terminal Evaluation Terms of Reference**

**PIMS 6245- Project 113009-PNUD ARG19003-Green Climate Fund Contribution to Argentina: Readiness for the National Adaptation**

*Template 1 - formatted for attachment to the* [*UNDP Procurement website*](http://procurement-notices.undp.org/)

***This is an adjusted standard term of reference for Terminal Evaluations of UNDP-supported GEF/LDCF/SCCF-financed projects taking into account the impact of COVID-19*** *on evaluations, including consideration for COVID-19 situation assessment within countries, impact and restrictions on evaluations, alternative approaches, methodologies and considerations to mitigate the impact of COVID-19 on evaluations.*

*Underlying this guidance is a principle of “do no harm”, and a consideration that the safety of staff, consultants, stakeholders and communities is paramount and the primary concern of all when planning and implementing evaluations during the COVID-19 crisis.*

1. **INTRODUCTION**

In accordance with UNDP and GCF M&E policies and procedures, UNDP-supported GCF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE project titled PIMS 6245- Project 113009-PNUD ARG19003-Green Climate Fund Contribution to Argentina implemented through the *UNDP CO ARG*. The project started on the *March 2019* and is in its *third* year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance For Conducting Terminal Evaluations of UNDP-Supported, GCF-Financed Projects’ (insert hyperlink). [The Guidance](https://eur03.safelinks.protection.outlook.com/?url=http%3A%2F%2Fweb.undp.org%2Fevaluation%2Fguideline%2Fdocuments%2FGEF%2FTE_GuidanceforUNDP-supportedGEF-financedProjects.pdf&data=05%7C01%7Ccarolina.robles%40undp.org%7C972996efb32347492a0908da74365c27%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637950074071137025%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=s9iY3fW9%2Bcu2NtTbX05egeks7LZaXktOgC30lkaxn70%3D&reserved=0)

1. **PROJECT BACKGROUND AND CONTEXT`**

In Argentina, changes in the climate have been observed since the second half of the past century and, according to the projections of the climatic models, these changes would intensify in this century. These changes have already caused impacts on natural and human systems. In most of the non-Patagonian Argentina there was an increase in temperature of up to a half degree between 1960 and 2010, with smaller increases in the center of the country. The minimum temperature had greater increases than the maximum temperature, which even had generalized decreases in the center of the country. In Patagonia region, the increase in temperature was higher than in the rest of the country, reaching in some areas to exceed 1° C. Changes in the east and north of the country in indexes related to extreme temperatures, as less frost and more frequent heat waves were consistent with the observed heating.

Between 1960 and 2010, average precipitation increased in almost the entire country, but with interannual and interdecadal variations. The biggest changes were registered in the east of the country with increases of more than 200 mm in some areas, but the increases in percentages were more important in some semi-arid areas. The latter facilitated along with other non-climatic factors the expansion of the agricultural frontier to the north and the west. On the contrary, on the Patagonian Andes the rainfall had a negative change in the period 1960-2010 and the rivers in the north of Mendoza and in San Juan seem to indicate reductions in rainfall during the twentieth century in its high basins on the Cordillera.

According to climate change projections for the country, the average temperature would increase throughout the country during this century, both in a scenario of moderate increased of GHG concentrations (RCP4.5) as for extreme increase (RCP8.5). Although in the time horizon of the near future (2015-2039) the rate of warming would be more accelerated than that observed in the last decades, the increases would still be between 0.5 and 1°C with respect to the present (1986-2010), while towards the end of the century the increase in the projected temperature is higher, and in the case of the RCP8.5 scenario, the region of greatest warming would be the northwest with more than 3°C. For precipitation, the projected changes are not great, so it can be assumed that there would be no changes in precipitation at least in the near future. The projections of the climate models indicate in general that the extremes of the high temperatures and extreme precipitation will continue to rise for most part of the country, although the precise quantification of this change presents considerable levels of uncertainty.

The frequent occurrence of torrential rain events, with consequences of floods and damages to the population and to agricultural production, has motivated measures to adapt to this new climate reality. One response action regarding the floods has been the improvement of early warning systems. The National Meteorological Service issues alerts about intense precipitation and other inclement weather, including heat waves. In the case of floods due to Río de la Plata, the alert is given by Naval Hydrology Service, and the alert of floods of the great rivers of the Litoral is supplied by the National Water Institute. There are also early alert systems for some localities and provinces. For the agricultural sector there are several early warning systems based on the use of predictive models of the occurrence of crop diseases.

In alignment with the information above the project’s goals is to facilitate the assessment and reduction of vulnerability to the adverse effects of climate change by integrating CCA into the country's comprehensive and resilient development strategies.

In particular, this project will help the Government to:

* Establish a national process to coordinate adaptation planning at all relevant scales and with a medium- and long-term perspective,
* Identify capacity gaps and strengthen capacities for adaptation planning and implementation and for integrating adaptation to climate change into national, provincial, and municipal development planning processes,
* Support the preparation of sectoral adaptation plans and their integration into a National Climate Change Strategy for validation by the National Climate Change Cabinet;
* Establish a system for monitoring and assessing needs and adaptation measures, within the framework of the work of the National Climate Change Cabinet and the Federal Environmental Council (COFEMA), with a methodology for continuous learning and addressing emerging needs repeatedly.
* Design a communication strategy on adaptation to climate change, focusing on the most vulnerable populations and improve climate information services.
* Support inter-sectoral and interjurisdictional collaboration, within the framework of the National Cabinet on Climate Change, the Federal Environment Council (COFEMA), the National System for Comprehensive Risk Management (SINAGIR), and collaboration with civil society and municipalities.

Furthermore, the project will take advantage of the existing mechanisms and the successful institutional arrangements established. GCF funds will serve to strengthen the participation of different sectors of society (policy makers, private sector, civil society, etc.) as well as actors from different regions within the national territory.

The next table presents basic project data,

|  |
| --- |
| **Project title: ARG19003** Readiness for the National Adaptation Plan Process |
| **Country:** Argentina |
| **Implementing Partner:** UNDP | **Management Arrangements**: Direct Implementation Modality (DIM) |
| **UNDAF/Country Programme Outcome***:* 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. |
| **UNDP Strategic Plan Output:** *Output 2.1.1:* Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth  |
| **PAC meeting date:** 15 February 2019  |
| **Financing Plan** |
| GCF grant | USD 2,764,944 |
| **Total Budget administered by UNDP**  | **USD** 2,764,944 |

Argentina was found in a delicate position by the time the strict lockdown was declared on March 19, 2020, regarding its macroeconomic indicators since a recession period was presented as a challenge, by that date inflation index was up to 50% and poverty index was 35,5%.[[1]](#footnote-1). Lockdown measures were maintained up to the second semester 2021[[2]](#footnote-2)and deceases are informed at a total of 129.855[[3]](#footnote-3). Regarding the project implementation challenges were found related to capacity building and workshops as well as building consensus mainly with sub national authorities regarding the federal political and territorial organization of Argentina as a republic.

1. **TERMINAL EVALUATION PURPOSE**

UNDP commissions programme evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in UNDP’s Country Programme Document (CPD). These are evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy

The UNDP Office in Argentina is commissioning this independent evaluation on the NAP project to capture evaluative evidence of its relevance, effectiveness, efficiency, sustainability, and incorporation of gender and other cross-cutting issues to assess the achievement of projects results against what was expected to be achieved. The evaluation will ascertain how beneficiaries have benefited from the project interventions and what lessons could be learned that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The evaluation serves an important accountability function, providing national stakeholders and partners in Argentina with an impartial assessment of the results of NAP’s intervention.

*NOTE: Detail any COVID-19 project interventions that should be included in the scope of the evaluation.*

1. **TERMINAL EVALUATION APPROACH & METHODOLOGY**

The TE report must provide evidence-based information that is credible, reliable, and useful.

The TE consultant will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GCF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries, and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited*)*; national authorities from Climate Change Secretary, sub national authorities whose response plans have been validated, sub national consultants supporting plans development, national designated authorities and UNDP environment coordination among other if corresponding.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women’s empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report. Evidence obtained and used to assess the results of NAP’s interventions must be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits The final methodological approach including interview schedule, site visits and data to be used in the evaluation must be clearly outlined in the evaluation Inception Report and be fully discussed and agreed between UNDP, stakeholders, and the evaluation team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

The world faces the COVID-19 pandemic, which is affecting people everywhere and impacting global and local economic activity and transport systems, as well as causing unprecedent disruptions to daily life that undercut the societal fabric of opportunities for human interaction[[4]](#footnote-4). In order to ensure the well-being and safety of UNDP’s staff and contractors, as well as to ensure no harm is done to partners, communities and interlocutors, the implementation of this TE shall be undertaken on hybrid modality (remote and in person)

If it is not possible to travel to or within the country for the TE mission then the TE consultant should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability, or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report*.*

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the TE schedule. Equally, qualified, and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.

The following steps in data collection are anticipated:

4.1 Desk Review

A desk review should be carried out of the key strategies and documents underpinning the project’s scope of work. This includes reviewing the project document, different reports, country programme document, as well as any monitoring and other documents, to be provided by the project and Commissioning Unit.

4.2 Field Data Collection

Following the desk review, the national evaluator will build on the documented evidence through an agreed set of field and interview methodologies, including:

* Interviews with key partners and stakeholders
* Field visits to project sites and partner institutions
* Survey questionnaires where appropriate
* Participatory observation, focus groups, and rapid appraisal techniques
1. **DETAILED SCOPE OF THE TERMINAL EVALUATION**

The TE will assess project performance against expectations set out in the project’s Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GCF-financed Projects [The Guidance](https://eur03.safelinks.protection.outlook.com/?url=http%3A%2F%2Fweb.undp.org%2Fevaluation%2Fguideline%2Fdocuments%2FGEF%2FTE_GuidanceforUNDP-supportedGEF-financedProjects.pdf&data=05%7C01%7Ccarolina.robles%40undp.org%7C972996efb32347492a0908da74365c27%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637950074071137025%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=s9iY3fW9%2Bcu2NtTbX05egeks7LZaXktOgC30lkaxn70%3D&reserved=0)

The evaluation will consider the pertinent outcomes and outputs as stated in the project document focused towards. As described in the background, the NAP programme has implemented X outcomes. An analysis of achievements across all 4 outcomes is expected:

PONER LOS OUTCOMES:

The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report’s content is provided in ToR Annex C.

The asterisk “(\*)” indicates criteria for which a rating is required.

Findings

1. Project Design/Formulation
* National priorities and country drivenness
* Theory of Change
* Gender equality and women’s empowerment
* Social and Environmental Safeguards
* Analysis of Results Framework: project logic and strategy, indicators
* Assumptions and Risks
* Lessons from other relevant projects (e.g. same focal area) incorporated into project design
* Planned stakeholder participation
* Linkages between project and other interventions within the sector
* Management arrangements
1. Project Implementation
* Adaptive management (changes to the project design and project outputs during implementation)
* Actual stakeholder participation and partnership arrangements
* Project Finance and Co-finance
* Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
* Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
* Risk Management, including Social and Environmental Standards
1. Project Results
* Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
* Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
* Sustainability: financial (\*) , socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
* Country ownership
* Gender equality and women’s empowerment
* Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
* GEF Additionality
* Catalytic Role / Replication Effect
* Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

* The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
* The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses, and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women’s empowerment.
* Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
* The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
* It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

**ToR Table 2: Evaluation Ratings Table for *ARG19003*** ***Readiness for the National Adaptation Plan Process***

|  |  |
| --- | --- |
| Monitoring & Evaluation (M&E) | Rating[[5]](#footnote-5) |
| M&E design at entry |  |
| M&E Plan Implementation |  |
| Overall Quality of M&E |  |
| Implementation & Execution | Rating |
| Quality of UNDP Implementation/Oversight  |  |
| Quality of Implementing Partner Execution |  |
| Overall quality of Implementation/Execution |  |
| Assessment of Outcomes | Rating |
| Relevance |  |
| Effectiveness |  |
| Efficiency |  |
| Overall Project Outcome Rating |  |
| Sustainability | Rating |
| Financial resources |  |
| Socio-political/economic |  |
| Institutional framework and governance |  |
| Environmental |  |
| Overall Likelihood of Sustainability |  |

1. **TIMEFRAME**

The total duration of the TE will be approximately *35 working days* over a time period of 6-7 weeks starting on January 10th, 2022*.*The tentative TE timeframe is as follows:

|  |  |
| --- | --- |
| Timeframe | Activity |
|  *November 21th*  | Application closes |
| *-November 28st* | Selection of TE consultant |
| *January 10th--20th* | Preparation period for TE team (handover of documentation) |
| *4 days January 26th 10th (recommended 2-4)* | Document review and preparation of TE Inception Report |
| *3 days January 31st* | Finalization and Validation of TE Inception Report; latest start of TE mission |
| *8 days (recommended 7-15) February 1st to 8th* | TE mission: stakeholder meetings, interviews, field visits, etc. |
| *February 9th* | Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission |
| *5 days (recommended 5-10) February 17th* | Preparation of draft TE report |
| *-February 17th* | Circulation of draft TE report for comments |
| *February 22nd* | Incorporation of comments on draft TE report into Audit Trail & finalization of TE report  |
| *February 23 rd* | Preparation and Issuance of Management Response |
| *February 28th* | Expected date of full TE completion |

Options for site visits should be provided in the TE Inception Report.

1. **TERMINAL EVALUATION DELIVERABLES**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| # | Deliverable | Description | Timing | Responsibilities |
| 1 | TE Inception Report  | TE consultant clarifies objectives, methodology and timing of the TE. Reports should be submitted in english | No later than 2 weeks before the TE mission: *February 17th* | TE consultant submits Inception Report to Commissioning Unit and project management |
| 2 | Presentation | Initial Findings | End of TE mission: *February 17th* | TE consultant presents to Commissioning Unit and project management |
| 3 | Draft TE Report | Full draft report *(using guidelines on report content in ToR Annex C)* with annexes Reports should be submitted in english | Within 3 weeks of end of TE mission: *February 22nd* | TE consultant submits to Commissioning Unit; reviewed by BPPS-GEF RTA, Project Coordinating Unit, GEF OFP |
| 5 | Final TE Report\* + Audit Trail | Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report .*(See template in ToR Annex H)* Reports should be submitted in English.  | Within 1 week of receiving comments on draft report: *February 28th* | TE consultants submits both documents to the Commissioning Unit |

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO’s quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[[6]](#footnote-6)

1. **TERMINAL EVALUATION ARRANGEMENTS**

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project’s TE is

The Commissioning Unit will contract the evaluator and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

The UNDP CO will select the evaluation team through standard UNDP procurement processes and will be responsible for the management of the evaluators. The Head of Unit/Deputy Resident Representative Programme (DRR/P) will designate a focal point for the evaluation that will work with the M&E Specialist and Programme Manager to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The CO Management will take responsibility for the approval of the final evaluation report. The M&E Specialist or designate will arrange introductory meetings within the CO and the DRR/P or her designate will establish initial contacts with partners and project staff. The consultants will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The CO management will develop a management response to the evaluation within two weeks of report finalization.

The Task Manager of the Project will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detail rationale to the advisory panel for any comment that remain unaddressed.

The evaluation will use a system of ratings standardising assessments proposed by the evaluators in the inception report. The evaluation acknowledges that rating cannot be a standalone assessment, and it will not be feasible to entirely quantify judgements. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.

While the Country Office will provide some logistical support during the evaluation, for instance assisting in setting interviews with senior government officials, it will be the responsibility of the evaluators to logistically and financially arrange their travel to and from relevant project sites and to arrange most interviews. Planned travels and associated costs will be included in the Inception Report and agreed with the Country Office.

1. **TERMINAL EVALUATION TEAM COMPOSITION**

An *independent evaluator* will conduct the TE – *(with experience and exposure to projects and evaluations in other regions*

The team leader will *be responsible for the overall design and writing of the TE report, revise documents and visit locations assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building and work with the Project Team in developing the TE, etc.)*

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project’s Mid-Term Review and should not have a conflict of interest with the project’s related activities.

The selection of evaluators will be aimed at maximizing the overall “team” qualities in the following areas:

Education

* Master’s degree in *Environment, Climate or sustainable development,* or other closely related field or 10 years of professional experience and bachelorette degree in the above fields

Experience

* Relevant experience with results-based management evaluation methodologies.
* Experience applying SMART indicators and reconstructing or validating baseline scenarios.
* Competence in adaptive management
* Knowledge of UNDP and GCF monitoring and evaluation policies and guidelines
* Minimum of 1 other GCF readiness project evaluation experience
* Experience in evaluating projects;
* Experience working in *Latin America;*
* Experience in relevant technical areas for at least *10 years;*
* Demonstrated understanding of issues related to gender and *climate change adaptation;* experience in gender responsive evaluation and analysis;
* Excellent communication skills;
* Demonstrable analytical skills;
* Project evaluation/review experience within United Nations system will be considered an asset;
* *Experience with implementing evaluations remotely will be considered an asset.*

Language

* Fluency in written and spoken English and Spanish
1. **EVALUATOR ETHICS**

The TE consultant will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

1. **PAYMENT SCHEDULE**
* 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit- Around *January 31st*
* 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit Around *February 17th*
* 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail- Around February 28th.

Criteria for issuing the final payment of 40%:

* The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
* The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
* The Audit Trail includes responses to and justification for each comment listed.
1. **APPLICATION PROCESS[[7]](#footnote-7)**

Recommended Presentation of Proposal:

1. **Letter of Confirmation of Interest and Availability** using the [template](https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx)[[8]](#footnote-8) provided by UNDP;
2. **CV** and a **Personal History Form** ([P11 form](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)[[9]](#footnote-9));
3. Brief description **of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
4. **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_%20Individual%20Contract_Offerors%20Letter%20to%20UNDP%20Confirming%20Interest%20and%20Availability.docx&action=default). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address (insert mailing address) in a sealed envelope indicating the following reference “Consultant for Terminal Evaluation of ARG19003- Readiness for the National Adaptation Plan Process or by email at the following address ONLY: *(insert email address)* by *(time and date)*. Incomplete applications will be excluded from further consideration.

**Criteria for Evaluation of Proposal:** Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

1. **TOR ANNEXES**
* ToR Annex A: Project Logical/Results Framework
* ToR Annex B: Project Information Package to be reviewed by TE team
* ToR Annex C: Content of the TE report
* ToR Annex D: Evaluation Criteria Matrix template
* ToR Annex E: UNEG Code of Conduct for Evaluators
* ToR Annex F: TE Rating Scales
* ToR Annex G: TE Report Clearance Form
* ToR Annex H: TE Audit Trail

## Annex 2. Individuals consulted



## Annex 3. List of documents reviewed and consulted

1. ProDoc - Project document
2. Stocktaking Report
3. Progress Reports
4. Semi- Annual Reports
5. Technical Reports
6. Extension Requests
7. Technical Opinion Reports
8. Technical studies and projects

Other documents:

1. National Adaptation and Mitigation Plan
2. Legal documents (Law 27520, Law Yolanda, Law Micaela)
3. Nationally Determined Contribution (NDC)

## Annex 4. Evaluation Criteria Matrix

| **Evaluation Questions** | **Indicators** | **Sources** | **Data Collection Method** |
| --- | --- | --- | --- |
| ***Evaluation Criteria: Relevance*** |
| **What is the relevance of the project to national policies and mandates?** | Existence of a clear link between project objectives and policies in Argentina. | Project documents. Climate change strategies and documents in Argentina | Document analysisInterviews with key actors and project stakeholders, UNDP and project staff |
| * + Were the project objectives relevant to the country's needs and priorities, taking into account the country's political, social, legal and institutional context?
 | Existence of a clear relationship between Argentina’s needs and priorities in adaptation to climate change.  | Project documents. Strategies and documents on climate change and environment in Argentina. | Document analysisInterviews with project stakeholders and key actors, UNDP and project staff |
| **What level of consistency is there with other interventions at the national level in the same area?** | Existence of information between the project and other interventions | Project documents | Document analysisInterviews with key actors and project stakeholders, UNDP and project staff |
| * + To what extent was the theory of change presented in the results model a relevant and appropriate vision on which to base project activities?
 | Existence of a clear link between the project objectives and the results achieved. | Project documents. Quarterly and annual progress reports | Document analysisInterviews with project stakeholders and key actors, UNDP and project staff |
| * + To what extent have the different ministries and levels of government in Argentina worked together to address CC adaptation under the project?
 | Existing structures for communication and cooperation between institutions | Project documents | Document analysisInterviews with project stakeholders and key actors, UNDP and project staff |
| * + Are the project objectives and implementation strategies consistent with global, regional and national environmental policies and strategies, taking into account the GCF and the UN and UNDP strategic frameworks?
 | Existence of a clear link between the project objectives and the environmental and development priorities of the countries. | Climate change and environment strategies and documents in Argentina, GCF, UN and UNDP and project documents | Document analysisInterviews with project stakeholders and key actors, UNDP staff and project staff |
| * + To what extent are gender equality and social inclusion integrated into the project? Has this integration been relevant to the needs of socially excluded groups and women and men?
 | Number of women and men benefiting from the project results | Project documents. Quarterly and annual progress reports. Interviews with affected groups. | Document analysisInterviews with project stakeholders and key actors, UNDP staff and project staff |
| * + Has the Project taken appropriate measures to adjust its implementation strategy to the new circumstances and needs imposed by the COVID-19 pandemic?
 | Existence of rules of procedure in relation to project objectives and country environmental and developmental priorities | Project documents. | Document analysisInterviews with project stakeholders and key actors, UNDP and project staff |
| * + To what extent has the Project managed to ensure complementarity, harmonization and coordination with other relevant government interventions in Argentina and other donors, avoiding duplication of efforts and adding value?
 | Existence of a clear link between project objectives and local/regional environmental and development initiatives. | Project documents. Reference documents at local and regional level that address Environment and Development priorities. | Document analysisInterviews with key actors and project stakeholders, UNDP and project staff |
| ***Evaluation Criteria:* Effectiveness** |
| **To what extent have the expected results and objectives of the project been achieved?** | Indicators from the SRF/project logframe | Project documents. Quarterly and annual progress reports | Document analysisInterviews |
| To what extent have the expected results been achieved? What are the main achievements of the project? A summary of the project's progress against the results framework indicators will be presented in an annex to the evaluation report. | Indicators from the SRF/project logframe | Project documents. Quarterly and annual progress reports | Document analysis. Interviews |
| Explain briefly the reasons for the success (or failure) of the Project in obtaining its different products and in meeting the expected quality standards. | Indicators of the SRF/project logframe | Project documents. Quarterly and annual progress reports | Document analysis.Interviews |
| **Have key stakeholders been adequately involved in the delivery of planned outputs?** | Number of participants in project activities.  | Quarterly and annual progress reports. | Document analysis. Interviews. |
| To what extent and how effectively have the Project's approach and specific actions contributed to its outputs and outcomes? If yes, why? If no, why not? | Indicators of the SRF/project logframe in relation to the project results  | Quarterly and annual progress reports | Document analysisInterviews |
| What has been the contribution of partners and other organizations to the results, and to what extent have the project partnerships been effective in contributing to the achievement of the results? | Involvement of organizations and partners (qualitative analysis)  | Project documents. Quarterly and annual progress reports | Document analysis Interviews |
| To what extent has the project contributed to the country having operational roadmaps and institutions to advance medium- and long-term adaptation planning processes in the context of national development strategies and budgets? | Existence of a clear link between project objectives and local/regional environmental and development priorities. | Project documents. Reference documents at local and regional level that address Environment and Development priorities. | Document analysis Interviews |
| Has the NAP programme been effective in helping to improve climate change adaptation planning in Argentina? | Existence of a clear link between project objectives and local/regional environmental and development priorities. | Project documents. Reference documents at local and regional level that address Environment and Development priorities. | Document analysisInterviews |
| ***Evaluation Criteria: Efficiency*** |
| **Has the project been implemented efficiently, in accordance with national and international norms and standards?** | Resources allocated to the project compared to other alternatives | Project documents. Quarterly and annual progress reports. Minutes of the Project's Board of DirectorsAudit Report (if available) and Mid-Term Evaluation Report | Document analysis Interviews |
| Have the resources (financial, human, technical) been allocated strategically and economically to achieve the project results? Were the project activities implemented as planned and with the planned financial resources? Is the relationship between project inputs and outputs adequate and justifiable? | Resources allocated to the project compared to other alternatives | Project documents. Quarterly and annual progress reports. Minutes of the Project's Board of Directors.Audit Report (if available) and Mid-Term Evaluation Report | Document analysis Interviews |
| To what extent have target groups and other stakeholders played an active role in the implementation of the Project? What modalities of participation have taken place? To what extent have partner institutions supported the implementation of the Project? | Level of participation and ownership that actors and stakeholders have over the results and their degrees of interest in maintaining them. | Project documents. Final project report. Closing strategy. | Document analysis Interviews |
| Have the communication and dissemination of the Project been satisfactory? | Qualitative evaluation of the items involved | Project documents | Document analysis Interviews |
| Did the Project have a robust monitoring and evaluation plan to monitor results and track progress towards the achievement of Project objectives? | Monitoring and evaluation plan | Project documents. Quarterly and annual progress reports. Minutes of the Project's Board of Directors.Audit Report (if available) and Mid-Term Evaluation Report | Document analysis Interviews |
| ***Evaluation Criteria: Results* (Impact)** |
| **What have been the real effects and impacts of the project in Argentina?** | Level of consolidation of the project's Theory of Change | Project documents. Final project report.  | Document analysis Interviews |
| What is the impact of the Project in qualitative and quantitative terms from a broader development and systems building perspective? What would development have been like without the Project's interventions in the area of interest? | Level of consolidation of the project's Theory of ChangeExistence of a clear link between project objectives and local/regional environmental and development priorities. | Project documents. Final project report.  | Document analysis Interviews |
| What are the positive or negative changes, intended or unintended, brought about by the Project's interventions? | Degree to which basic conditions are established and likelihood of achieving impact | Project documents. Final project report | Document analysis Interviews |
| What real differences have the project interventions made to the beneficiaries? How many people have been affected? Have women and men benefited equally from the project? | Number of people who have been affected by or benefited from the project (women and men) | Project documents. Final project report.  | Document analysis Interviews |
| To what extent are the main stakeholders/end beneficiaries satisfied with the implementation and results of the Project, specifically in terms of partnership support, and what are the specific issues that remain to be resolved in the focus area? | Satisfaction of key stakeholders/end beneficiaries with project implementation and results (qualitative analysis) | Project documents. Final project report.  | Document analysis Interviews |
| To what extent has the Project enhanced cooperation between relevant institutions? | Existence of cooperation between institutions | Project documents. Final project report.  | Document analysis Interviews |
| How have cross-cutting issues, such as **gender** equality and reaching out to vulnerable groups, been effectively addressed? | Existence of a clear link between logframe, indicators, activities, monitoring and evaluation systems, reporting mechanisms and gender. | Project documents | Document analysisInterviews  |
| What is the Project's medium- and long-term influence on climate change adaptation in the country, as a result of the NAP policy frameworks? | Existence of a clear link between project objectives and local/regional environmental and development priorities. | Project documents. Final project report.  | Document analysis Interviews |
| ***Evaluation Criteria: Sustainability*** |
| **To what extent are the results and products obtained sustainable? How could the results of the Project be projected and expanded in a more sustainable way, taking into account the remaining needs? And by which institutions?** | Evidence/quality of the sustainability strategy | Project documents | Document analysis |
| Are there social or political factors that may positively or negatively influence the sustainability of Project outcomes and progress towards impacts? | Identification of potential threats and risk assessment | Project documents. Final project report. Closing strategy. | Document analysis Interviews |
| Is the level of ownership by key stakeholders (institutional framework and governance) sufficient to enable the Project results to be sustained? Are the financial resources available? | Adequacy of governance structuresIdentification of potential threats and risk assessment | Project documents. Final project report. Closing strategy. | Document analysis Interviews |
| Is there sufficient awareness, interest, commitment and incentives from government and other key stakeholders to use the tools, approaches and roadmaps in the development of NAP? | Evidence that the project partners and beneficiaries will continue the activities beyond the end of the project. | Project documents. Quarterly and annual progress reports.Closing strategy. | Document analysis Interviews |
| What are the innovations/best practices that need to be further developed? | Existing innovations and best practices | Project documents. Final project report. Closing strategy. | Document analysis Interviews |
| Did the intervention activities aim to promote (and did they promote) sustainable positive changes in attitudes, behaviors and power relations among the different actors? To what extent has the integration of human rights and gender led to an increase in the likelihood of sustainability of the Project's results? | Evidence/ quality of the sustainability strategy. | Project documents | Document analysis |
| What mechanisms has PNA put in place to help the government of Ecuador sustain the improvements made through these interventions? | Evidence/ quality of the sustainability strategy.Level and source of future financial support to be provided to relevant activities and sectors after project completion. Commitments from international partners, government or others | Project documents | Document analysis |
| ***Gender equality and women's empowerment* (Gender)** |
| In your opinion, how are gender reflected in the design of the intervention (logical framework, indicators, activities, monitoring and evaluation systems, reporting mechanisms)? | Existence of a clear relationship between logframe, indicators, activities, monitoring and evaluation systems, reporting mechanisms and gender. | Project documents | Document analysisInterviews with UNDP and project personnel |
| Did the intervention design benefit from a robust and inclusive stakeholder analysis? Was a gender analysis carried out to clearly define the underlying structural problems in the realization of gender? Does the design respond to this analysis? | Stakeholder analysis of the gender respectful structures and the relationship of the project with these structures. | Project documents | Document analysisInterviews with UNDP and project staff |
| Was there a clear identification of women and individuals/groups who are marginalized and/or discriminated against as the focus of the intervention? | Strategy for participation of women and individuals/groups that are marginalized and/or discriminated against  | Project documents | Document analysisInterviews with UNDP and project staff |
| Have gender roles and relations been examined and areas of discrimination against women identified? | Strategy for participation of women and individuals/groups that are marginalized and/or discriminated against  | Project documents | Document analysisInterviews with UNDP and project personnel |
| Have stakeholders (both women and men) participated in the various activities of the intervention in an active, meaningful and free manner? | Strategy for participation of women and individuals/groups that are marginalized and/or discriminated against  | Project documents | Document analysisInterviews with UNDP and project personnel |
| Is there a specific gender strategy, are the objectives of the strategy clear and realistic, and do the proposed programme activities lead to gender goals and objectives? | Strategy for participation of women and individuals/groups that are marginalized and/or discriminated against  | Project documents | Document analysisInterviews with UNDP and project staff |
| Does the programme have the capacity to provide data for gender-sensitive evaluation? | Existence of information for a data evaluation | Project documents | Document analysisInterviews with UNDP and project personnel |
| Are baseline data available on the situation of beneficiaries, particularly women, at the start of the intervention? | Existence of information for a data evaluation | Project documents | Document analysisInterviews with UNDP and project staff |
| Are there gender-sensitive indicators integrated into the intervention? | Existence of information for a data evaluation | Project documents | Document analysisInterviews with UNDP and project staff |
| Is there a consistent monitoring system to track progress in gender mainstreaming? | Existence of monitoring systems for data evaluation | Project documents | Document analysisInterviews with UNDP and project staff |
| Have monitoring systems captured gender information (e.g., the situation of different groups of people, specific indicators, etc.)? | Existence of information for a data evaluation | Project documents | Document analysisInterviews with UNDP and project staff |
| What kind of gender information is accessible and how can it be collected? | Existence of information for a data evaluation | Project documents | Document analysisInterviews with UNDP and project staff |
| Do implementation records and activity progress reports contain information on how gender issues were addressed? | Existence of information for a data evaluation | Project documents | Document analysisInterviews with UNDP and project staff |
| Are disaggregated data (e.g., by sex, ethnicity, age, etc.) that reflect the diversity of stakeholders available? | Existence of information for a data evaluation | Project documents | Document analysisInterviews with UNDP and project staff |
| What are the likely costs of gender data collection and analysis? | Data collection cost analysis | Project documents | Document analysisInterviews with UNDP and project personnel |
| Is the context in which the evaluation will be conducted conducive to gender-sensitive evaluations? Are stakeholder views on gender generally aligned with international standards? | Level of participation and ownership that actors and stakeholders have over the results and their degrees of interest in maintaining them. | Project documents | Document analysisInterviews with UNDP and project personnel |
| Is the context (political, institutional, cultural, etc.) in which the intervention takes place conducive to the advancement of gender? | Level of participation and ownership that actors and stakeholders have over the results and their degree of interest in maintaining them. | Project documents. Final project report. Closing strategy. | Document analysis Interviews |
| If there are issues that may provoke resistance or political opposition, what strategies will be put in place to include gender analysis in the evaluation? | Identification of potential threats and risk assessment.Existing strategies to overcome resistance.  | Project documents. Final project report. Closing strategy. | Document analysis Interviews |
| Is there experience available to evaluate gender mainstreaming? | Documented experience of project stakeholders and actors.  | Project documents.  | Document analysis Interviews |

## Annex 5. Evaluation Consultant Agreement Form

**Evaluators:**

* 1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
	2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
	3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
	4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
	5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
	6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
	7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
	8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
	9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

**Evaluation Consultant Agreement Form**

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: Carlos Ludeña

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Panama on February 10, 2023

Signature: 

## Annex 6. Terminal Evaluation Audit Trail

The Annex will be included as a separate file.

## Annex 7. Summary of the Rating Scales

|  |
| --- |
| Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance |
| 6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings5 = Satisfactory (S): meets expectations and/or no or minor shortcomings4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings1 = Highly Unsatisfactory (HU): severe shortcomingsUnable to Assess (U/A): available information does not allow an assessment |
| Sustainability ratings: |
| 4 = Likely (L): negligible risks to sustainability3 = Moderately Likely (ML): moderate risks to sustainability2 = Moderately Unlikely (MU): significant risks to sustainability1 = Unlikely (U): severe risks to sustainabilityUnable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability |

## Annex 8. Theory of change



## Annex 9. Implementation arrangements



Source: ProDoc

1. https://www.undp.org/es/argentina/publications/trabajo-y-desarrollo-sostenible-impacto-covid-y-desafios-post-pandemia [↑](#footnote-ref-1)
2. https://www.boletinoficial.gob.ar/detalleAviso/primera/244721/20210522 [↑](#footnote-ref-2)
3. https://www.argentina.gob.ar/salud/coronavirus-COVID-19/sala-situacion [↑](#footnote-ref-3)
4. Guidance Note: Good practices during COVID-19. OECD/DAC and IEO/UNDP, April 2020. [↑](#footnote-ref-4)
5. Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U) [↑](#footnote-ref-5)
6. Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml> [↑](#footnote-ref-6)
7. Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx> [↑](#footnote-ref-7)
8. <https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx> [↑](#footnote-ref-8)
9. <http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc> [↑](#footnote-ref-9)