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**Terminal Evaluation of UNDP/GEF Project:  
Building institutional and technical capacities to enhance transparency  
in the framework of the Paris Agreement**

**(GEF Project ID: 9739; UNDP PIMS ID: 6069)**

**Final report**

**by:**

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**Region: Latin America and the Caribbean**

**Country: Uruguay**

**Executing Agency: UNDP**

**Implementing Partner: Ministry of Environment, MA**

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## ACRONYMS and ABBREVIATIONS

AFOLU	Agriculture, Forestry and Other Land Uses
AGESIC	Electronic Government and Information and Knowledge Society Agency
APR	Annual Project Revision
ATLAS	Enterprise Resource Planning System used by UNDP to manage projects (Software)
AUCI	Uruguayan Agency for International Cooperation
AWP	Annual Work Plan (ATLAS System term)
AWP	Annual Work Plan
BUR	Biennial Update Report
CBIT	Capacity Building for Transparency Initiative
CDM	Clean Development Mechanism
CI	Congress of Mayors
CN	National Communications
DINACC	National Directorate of Climate Change
EA	Executing Agency
FCPF	Forest Carbon Partnership Facility
FSP	Full-sized Project
GEF	Global Environment Facility
GHG	Green House Gasses
GNA	National Environmental Cabinet
GSP	Global Support Programme for National Communications and Biennial Update Reports
HWP	Harvested Wood Products
IA	Implementing Agency
ICA	International Consultation and Analysis
INGEI	National Greenhouse Gas Inventory
INUMET	Uruguayan Institute of Meteorology
IPCC	Intergovernmental Panel on Climate Change
LDC	Least Developed Countries
LPAC	Local Project Appraisal Committee Meeting
LULUCF	Land Use, Land Use Change, and Forestry
M&E	Monitoring and Evaluation
MDN	Ministry of National Defense
MEF	Ministry of Economy and Finance
MGAP	Ministry of Livestock, Agriculture and Fisheries
MIDES	Ministry of Social Development
MIEM	Ministry of Industry, Energy and Mining
MINTUR	Ministry of Tourism
MRREE	Ministry of Foreign Affairs
MRV	Monitoring, Reporting and Verification
MSP	Ministry of Public Health
MSPs	Medium Size Projects
MVOTMA	Ministry of Housing, Land Use Planning and the Environment
NAMAs	Nationally Appropriate Mitigation Actions
NDC	Nationally Determined Contributions (to climate change)
OPP	Planning and Budget Office
OPPP	Operations and Programs Policies and Procedures
OSE	State Sanitation Works
PB	Project Board
PF	Point of Focus
PIF	Project ID Format
PIMS	UNDP-GEF Project Information Management System

PIR	Project Implementation Review
PM	Project Management/Manager
PMU	Project Management Unit
PNCC	National Climate Change Policy
PPG	Project Preparation Grant
PPR	Project Progress Reports
PROBIDES	Biodiversity Conservation and Sustainable Development Program in Eastern Wetlands
PRODOC	Project Document (Establishes the project cooperation agreement including budget, objectives, goals and timelines).
REDD+	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation
SDG	Sustainable Development Goals
SINAE	National Emergency System
SESP	Social and Environmental Screening Report
SMART	Referred to indicators that are Specific, Measurable, Achievable, Realistic and Time-Bound.
SNA	National Environmental System
SNAACC	National Secretariat for Environment, Water and Climate Change
SNAP	National System of Protected Areas
SNRCC	National System of Response to Climate Change and Variability
STAP	GEF Scientific Technical Advisory Panel
TE	Terminal Evaluation
TOC	Theory of Change
TOR	Terms of Reference
TT	Tracking Tools
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP-GEF	Unity of both entities
UNFCCC	United Nations Framework Convention on Climate Change

## 1. Executive Summary

### Project Basic Information Table

Project's Details		Project's Landmarks	
Project's Title	Building institutional and technical capacities to enhance transparency in the framework of the Paris Agreement	PIF Approval Date:	March 6 <sup>th</sup> , 2017
UNDP Project ID (PIMS #):	6069	LPAC Meeting Date:	Feb 6 <sup>th</sup> , 2018
GEF Project ID:	9739	ProDoc Date of signature:	March 12 <sup>th</sup> , 2018
UNDP Atlas Business Unit	URY10	Inception Workshop date	July 17 <sup>th</sup> , 2018
Atlas Project ID/Award ID:	00103349	Date of Project Manager hired:	March 2018
Atlas Output ID/Project ID:	00105382		
Country:	Uruguay	Date of completion of the Terminal Evaluation:	June 4 <sup>th</sup> , 2022
Region:	Latin America and the Caribbean	Original Operational Closing Date	February 28 <sup>th</sup> , 2021
Focus Area:	1. Climate Change, Environment 2. Other	Planned Operational Closing Date: (Approved Extension)	August 27 <sup>th</sup> , 2022
GEF operational program or strategic priorities/objectives:	CBIT 1		
Trust Fund:	Capacity-building Initiative for Transparency		
Implementing Partner (GEF Executing Entity):	In the PRODOC signs MVOTMA, with the current legislation, it is the Ministry of Environment		
Financial information			
Project Financing:	ProDoc Commitment (US\$)		At Terminal Evaluation (US\$)
[1] GEF financing:	1,100,000		830,501
[2] UNDP Contribution:	10,000		5,000
[3] Government:	750,000		882,984
[4] Total co-financing [2 + 3]:	760,000		887,984
[Project Total Cost Funds [1 + 4]]	1,860,000		1,718,485 (December 2021)



## 1.1. Project Description (brief)

This project aimed to improve the efficiency of national climate change actions and synergies with other related national actions, policies and measures, walking on a path to achieve comprehensive, climate-resilient and low-carbon development.

The project aimed to strengthen national capacities, both institutional and technical, seeking a more efficient articulation to enable an improved enabling environment for transparency-related activities, as well as the adoption or improvement of methodologies and tools to improve transparency as requested in Article 13 of the Paris Agreement. Through this strengthening, Uruguay intended to be more efficient in the definition, development and implementation of policies and measures, based on more timely and accurate information, monitoring and evaluation of the instruments applied to address climate change.

In order to address this strengthening of national capacities, the present project began on March 12, 2018, and its original operational closing date was February 28, 2021. Subsequently, an extension of the project was approved modifying its operational closing date to August 27, 2022.

The project proposes to address two major barriers to meeting the enhanced transparency requirements set out in Article 13 of the Paris Agreement:

- Limited institutional and technical capacity to deal with the new transparency framework under the Paris Agreement. Asymmetry among public sector institutions with respect to the level of participation and engagement. Gender-sensitive approach has not been explicitly considered to date in national climate action initiatives.
- There are limited resources to establish a domestic Monitoring, Reporting and Verification (MRV) system. Issues for improving transparency and MRV mechanisms were identified from the Technical Analysis of the First Biennial Update Report (BUR). Improvements for National Greenhouse Gas Inventory (INGEI in Spanish) were identified from technical reviews supported by the UNDP-UNEP Global Support Programme. There are limited resources to take advantage of peer-to-peer exchange among experts from countries in the region, which have the same challenges in climate action.

Two components are therefore derived from these two major barriers:

**Component 1:** Strengthen national institutions in transparency-related activities, in line with national priorities.

**Component 2:** Tools, training and assistance to comply with the provisions set forth in Article 13 of the Agreement.

A gender-sensitive approach was included in the methodologies for assessing the adequacy, effectiveness and impact of adaptation actions and mitigation actions and the effects of policies.

Each component has specific outcomes and outputs associated with it.

The expected results are:

1.1 Establishment of an articulated and efficient institutional framework that allows for the development of activities related to transparency;

2.1 National monitoring, reporting, and verification system designed and established, including adaptation, technology transfer, financing, capacity building, and mitigation.

2.2 Improvement of national GHG inventories;

### 2.3 Capacity building based on country-specific training and peer-to-peer exchanges in the region;

The specific components, outcomes and outputs of this project target both adaptation and mitigation measures.

In terms of management and governance, the project follows the UNDP national implementation modality, in accordance with the Standard Basic Assistance Agreement between UNDP, the Government of Uruguay and the Country Programme. The Implementing Partner for this project is the Ministry of Environment (MA<sup>1</sup>). The Implementing Partner is responsible for project management, including monitoring and evaluation of project interventions, achievement of project results and effective use of UNDP resources.

The main institutional actors involved in the project as identified in the PRODOC are the institutions involved in the SNRCC (MGAP, MIEM, OPP, MDN, MEF, MRREE, MSP, MINTUR, CI, SINA, SNAACC<sup>2</sup>, MIDES, INUMET and AUCI)<sup>3</sup>. Within these institutions, MIEM and MGAP had an important role, due to their participation in the achievement of some products related to the improvement of the INGEI.

The project was approved with a GEF budget of US\$1,100,000 and co-financing of US\$760,000. The objective of the project is to strengthen institutions that have a national scope of action; therefore, the project action is national in nature. The direct beneficiaries are public institutions that would be more efficient; therefore, the indirect benefit is for all of the country's inhabitants.

UNDP provides the following Direct Project Services (DPS) in full compliance with UNDP's Direct Cost Recovery (DPC) policies: 1) Individual Consultant Contracts, 2) Corporate Contracts, 3) Financial Management, and 4) Procurement of Goods and Services.

The Project Board (also referred to as the Project Steering Committee) consists of the MA, AUCI and UNDP and is responsible for making management decisions by consensus as required by the Project Coordinator, including recommendations to the UNDP/Implementing Partner on approval of project plans and revisions.

The Project Coordinator, with the support of the Project Management Unit, which is housed in the National Directorate of Climate Change (DINACC) of the MA, manages the project on a day-to-day basis on behalf of the Implementing Partner within the limits set by the Board. The Project Coordinator's role will cease upon completion and submission to UNDP of the final project Terminal Evaluation report, the corresponding management response, and other documentation required by the GEF and UNDP (including operational closure of the project).

The UNDP Country Office in Uruguay will have the quality assurance function for the project. The UNDP Regional Technical Advisor provides additional quality assurance as needed.

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<sup>1</sup> The PRODOC is signed by the Ministry of Housing, Territorial Planning and the Environment (MVOTMA) on March 12, 2018, however, on July 9, 2020 the Ministry of the Environment (MA) was created and all the environmental powers that were previously assigned by law to the MVOTMA were transferred to the MA.

<sup>2</sup> The SNAACC participated until its dissolution in March 2020.

<sup>3</sup> SNRCC: National System for Response to Climate Change and variability; MGAP: Ministry of Livestock, Agriculture and Fisheries; MIEM: Ministry of Industry, Energy and Mining; OPP: Office of Planning and Budget; MDN: Ministry of National Defense; MEF: Ministry of Economy and Finance; MRREE: Ministry of Foreign Affairs; MSP: Ministry of Public Health; MINTUR: Ministry of Tourism; CI: Congress of Mayors; SINA: National Emergency System; SNAACC: National Secretariat of Environment, Water and Climate Change; MIDES: Ministry of Social Development; INUMET: Uruguayan Institute of Meteorology; AUCI: Uruguayan Agency for International Cooperation.

The table below summarizes the project rating in the relevant areas of assessment according to UN standards.

**Evaluation Ratings Table**  
**“Building institutional and technical capacities to enhance transparency in the framework of the Paris Agreement”**

1. Monitoring and Evaluation (M&E)	Rating <sup>4</sup>
M&E design at entry	6 Highly Satisfactory (HS)
M&E Plan Implementation	6 Highly Satisfactory (HS)
Overall quality of M&E	6 Highly Satisfactory (HS)
2. Implementing Agency (IA) Implementation and the Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	6 Highly Satisfactory (HS)
Quality of Implementing Partner Execution (MA)	6 Highly Satisfactory (HS)
Overall quality of implementation/Execution	6 Highly Satisfactory (HS)
3. Assessment of Outcomes	Rating
Relevance	6 Highly Satisfactory (HS)
Effectiveness	6 Highly Satisfactory (HS)
Efficiency	5 Satisfactory (S)
Overall Project Outcome Ratings	6 Highly Satisfactory (HS)
4. Sustainability	Rating
Financial sustainability	3 Moderately Likely (ML)
Socio-political sustainability	4 Likely (L)
Institutional framework and governance sustainability	4 Likely (L)
Environmental sustainability	4 Likely (L)
Overall Likelihood of Sustainability	3 Moderately Likely (ML)

**Source: Terminal Evaluation**

## 1.2. Summary of Conclusions, Recommendations and Lessons Learned

The main problems or barriers that gave rise to the project were clearly identified and are manifested in the PRODOC.

While it is true that the project design presented some technical problems in the order in which the Results Framework was structured, the needs and goals were all present. Its indicators could be improved to some extent, especially to strengthen their accuracy, but no major flaws were found.

The history of the project indicates that it would have been better to program it for at least four years, however, aspects such as the pandemic or the devaluation of the currency were not predictable.

Undoubtedly, there is great merit in the commitment of the National Directorate of Climate Change, the close relationship with UNDP and the high degree of dedication of the coordinator and her team who worked on the project to its success.

<sup>4</sup> Results, effectiveness, efficiency, M&E, M&E performance, and relevance are rated on a 6-point 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)

It is quite rare to evaluate a project that has managed to meet and exceed all its goals and commitments. Even more significant is that the project team has been able to transfer part of its experience to other countries, serving as an excellent model for replication.

The working methodology of the project is very remarkable since part of the team worked closely in the offices and in conjunction with the DINACC and another part was installed in two ministries, constituting part of the teams of those ministries to ensure and promote the products and the objective of the project. Both ministries pointed out very clearly that thanks to this way of working they were able to move forward and achieve the products they committed to and it allowed them to understand and value all the work done.

It is also very important that the gender approach was directly and explicitly (not transversally) incorporated into the Nationally Determined Contributions (NDC) monitoring system, which was very successfully achieved and constitutes another of the star products of this project that many Latin American countries want to replicate or promote.

The future sustainability of the effects and impact of the project is only threatened by the financial need to continue supporting the DINACC so that it does not lose the team that has managed to carry out the project in such an exemplary manner. It is important that the country does not lose this know-how and it is also necessary to continue maintaining and improving the entire system that has been achieved.

Finally, it can be concluded that the project, although it is true that it had initial difficulties due to the pandemic, was successfully carried out and surpassed the goals in several of its products. The system built requires that it continues to be fed with information, improving its robustness and expanding to other areas and economic sub-sectors. It is important to preserve the team built up from the project and housed in the DINACC and demand that it continues to deepen its achievements in transparency and information development, for which it is important to seek sufficient financial support.

The achievements of the project are recognized by other countries in the Latin American region and it is important to support not only the dissemination but also the transfer of this knowledge and technology created by the project team so that other countries can benefit from this knowledge and coordinated work practices.

The work process carried out by the project team and the partner institutions in the implementation is accomplished in terms of the project goals, but there is still a long way to go to develop, improve and maintain the system and it deserves further support.

From the general objective, a key lesson learned is that projects based on the articulation with other institutions need to ensure that their management does not deviate due to external problems, lack of knowledge or lack of care for other institutional cultures.

At least the following lessons learned can also be drawn from the components:

- Component 1: Taking care of the network formed by the working groups is the basis for medium and long-term achievements. This means to be very respectful of protocols, to inform adequately, to promote work and decisions in a collective and democratic way. It is also very necessary to value the contributions of all participants in order to ensure collective growth.
- Component 2: It is very important to build collectively, according to the characteristics of the institutions, specific methodologies and tools that can interpret the reality of these institutions and not only what is expected from an environmental policy elaborated from outside. The quality of information related to climate change

and GHG can only be achieved through practical knowledge of what is happening in the specific economic sector and not from a global vision from outside the sector.

**Recommendations Summary Table**

Rec #	Recommendation	Entity Responsible	Time frame
<b>A</b>	<b>Component 1: Strengthen national institutions in transparency-related activities, in line with national priorities.</b>		
A.1	<b>Key recommendation:</b> Carry out a communication program to disseminate the achievements of the project involving all participating institutions aimed at sensitizing parliamentarians and other high-level public officials on the one hand, and the general public on the other hand, raising awareness of the effects of CC.	<b>DINACC / Project Team</b>	<b>August 2022</b>
A.2	Consensus and elaborate with the institutions of the working group the basis for a new project to strengthen the institutions with a vision of the future of the country in terms of the possibilities of establishing sectoral commitments for GHG information. It is recommended that a 4 or 5 year project be carried out so that actions can be implemented in time.	<b>DINACC / Project Team</b>	<b>July 2022</b>
<b>B</b>	<b>Component 2: Tools, training and assistance to comply with the provisions set forth in Article 13 of the Agreement</b>		
B.1	<b>Key recommendation:</b> Prepare a needs assessment of tools, methodologies and training together with the participants of the working group to determine the size of the gap in work needs for the next 5 years. This inventory can also serve as a basis for the development of specific work plans and is also basic information for the development of a continuity project.	<b>DINACC / Project Team</b>	<b>July 2022</b>
B.2	Carry out a case study systematization project to document the experience of developing methodologies and tools by sector so that it can be disseminated and sensitized to other sectors in the country and further disseminate the successful path of the project's work experience.	<b>Project Team</b>	<b>July- August 2022</b>

Source: TE

## 2. Introduction

### 2.1. Purpose and objectives of the Terminal Evaluation

The main objective of the Evaluation is: to review and document the relevance, effectiveness, efficiency, and sustainability of the proposed interventions linked to the project "Institutional and Technical Capacity Building for Increased Transparency under the Paris Agreement". The Terminal Evaluation (TE)<sup>5</sup> will assess the achievement of project results against what was expected to be achieved, and will draw lessons that can improve the sustainability of the benefits of this project, as well as help improve overall UNDP programming. The Terminal Evaluation report promotes accountability and transparency, and assesses the extent of the project's achievements.

This evaluation considers it vitally important to assess the contribution of all the institutions participating in the project in the areas of: management, facilitators of processes and

<sup>5</sup> This evaluation was conducted in accordance with UNDP policies, guidelines, rules and procedures: the following documents were taken as technical references: a) UNEG 2013, UNEG Handbook for Evaluations of Normative Work in the UN System; b) UNEG 2016, Norms and Standards for Evaluation; c) UNEG 2008, Ethical Guidelines for Evaluation; d) UN Women 2015, How to manage gender-responsive evaluations, d) EO 2012, Guide for Conducting Terminal Evaluations of UNDP-supported and GEF-funded Projects (GEF).

agreements, institutional political support, direct and/or indirect financing, identification of unforeseen consequences (both positive and negative), and other aspects considered relevant. The evaluation will also include research and documentation of lessons learned, and the development of specific recommendations that can be implemented in the future.

The TE will focus on the delivery of the project results as they were initially planned and as they were actually executed, analyzing deadlines and amounts. It will analyze the impact and sustainability of the results, including the contribution to capacity building and the achievement of the proposed benefits and goals. It will evaluate the relevance, efficiency, effectiveness, sustainability, impact and gender equality and women's empowerment, according to the terms of reference of the consultancy.

The period to be evaluated is from March 2018 (project start) to April 2022, a few months before the final closing date of the project. The main partners to be interviewed are the members of the Project Team, the national institutions involved: MA, the AUCI, MGAP, MIEM, OPP, MDN, MEF, MRREE, MSP, MINTUR, CI, SINAE, DINACC, MIDES, INUMET, and the UNDP team. Notwithstanding the above, if in the opinion of the counterpart it is necessary, other opinions will be considered, for example: strategic partners and local actors in the execution of the project, donors and institutions related to the environment in the country.

## **2.2. Scope**

As described above, multiple stakeholders interact in this project, which from the point of view of the evaluation implies not only a documentary review of the project, but also interviews as directly as possible (considering the Covid-19 pandemic) with stakeholders in their various roles, responsibilities and commitments.

Based on the framework for the evaluation and consistent with the Terms of Reference of the Project's TE, the approach to be used is essentially participatory, and it is therefore expected to integrate as many consultations as possible with all partners related to the project in their different roles: implementers and public institutions benefited and related to the subject matter of the project.

The interpretation of this evaluation involves addressing the following areas of work:

- a) Evaluate, according to the traditional criteria for this type of evaluations: Relevance, Effectiveness, Efficiency, Impact and Sustainability.
- b) Evaluate whether the practices with which the operational activities were carried out effectively responded to an integral, modern, results-oriented management, promoting the integration of the gender dimension, knowledge management and the generation of work networks.
- c) To highlight the substantive experiences and best practices acquired in the work of strengthening national capacities for the implementation of the Paris Agreement by the different project interventions, from the design phase to the implementation of the latest activities to date.
- d) Evaluate the design, implementation, operationalization and ownership of the capacity building promoted by the project.

Operationally this means developing evaluative instruments and activities that allow:

- Establish the extent to which the project implemented its activities, delivered concrete outputs and achieved the expected results stated in its respective PRODOC.

- Generate substantive empirical knowledge that identifies good practices and lessons learned that may be useful for other development interventions at the national level (scaling up or replication) and at the international level (replication).
- Determine the extent to which the Project has understood the institutional dynamics and contributed to addressing the needs and problems identified in the initial analysis.
- Determine the degree of impact of the Project's activities at the national and/or local level.
- Establish the efficiency and quality of the project's results obtained and outputs delivered with respect to those initially planned or subsequent official revisions evidenced in the M&E Framework.
- Determine the extent of the positive effects of the project on the mainstreaming of its activities.
- Establish an evaluative judgment on the financial, socio-political and governance sustainability of the effects of the project's actions, outputs and outcomes.
- The scope of the Evaluation is the assessment of the results achieved based on the scope and criteria of relevance, effectiveness, efficiency, sustainability and impact explicit in the Guidelines indicated in note N° 3 of this report.

As a result of the evaluation, it is intended to provide systematized information based on concrete and verifiable facts, which will allow an objective assessment of what the project has achieved in terms of its objectives, budget and assumptions that gave it meaning.

The list of information reviewed for the project evaluation can be found in Annex 3: List of Documents Reviewed, which provided a database of basic information that could be contrasted, validated and verified with the interviews to the key actors related to the project. The interview guideline was based on a semi-structured question guide found in Annex 7: "Interview guideline used to collect information", which in turn is based on the "Matrix of Evaluation Criteria and Questions".

The vision of the sequence of activities and work schedule can be seen in Annex 4: "Schedule of Activities". The interviews were conducted according to Annex 6, which is consistent with the Terms of Reference and the interview agenda agreed with UNDP and the project coordination, but adapted to the context of the pandemic caused by SARS-Cov2 (COVID19).

Finally, to ensure the quality and relevance of the findings, comments to this document are expected to allow its improvement and adaptation, as a result of the incorporation of the observations made by all parties reviewing the document.

This report contains all the substantiated findings, conclusions, lessons and recommendations in a clear and concise manner, following the table of contents recommended in the Terms of Reference.

### **2.3. Methodology**

The evaluation methodology considers the theory of change (TOC) approach to determine the causal links between the interventions that the project supported and to see the progress in achieving the expected results at the institutional level. The exercise of analyzing the construction of the logic model of the project's structure of objectives, indicators and goals, which is the basis of the theory of change approach, was carried out in order to contextualize the evaluation of the results obtained.

What this Terminal Evaluation of the project seeks to establish -responding to the criteria of: relevance, effectiveness and efficiency- is the degree to which its results and products contributed decisively to achieve the expected changes and to generate the desired processes, hand in hand with an execution according to what was foreseen in time and form in terms of the design of the Results Chart. Taking into consideration, changes in assumptions and emergencies that occurred throughout the implementation of the Project, to explain deviations and adjustments in the achievements at the level of outputs and outcomes. The relevant questions are:

1. Whether and how it was done for the achievement of component 1: "Strengthen national institutions in transparency-related activities in line with national priorities" and with what results.
2. Whether and how it was done for the achievement of component 2: "Tools, training and assistance to comply with the provisions set forth in Article 13 of the Agreement", and with what results.

Based on these two main questions, applied to the three Results, we seek to establish the degree of correspondence with what was foreseen, for which the Evaluation Criteria Matrix was prepared, as detailed in Annex 5, which is presented sequentially:

- Key evaluation criteria
- Key questions
- Specific sub-questions
- Data sources
- Data collection methods/tools
- Indicators of success (achievement)
- Data analysis methods

In the specific sub-questions, questions are introduced that seek to detect enabling factors<sup>6</sup> and what obstacles were encountered in the process, how they were addressed, and what lessons can be learned from them.

## 2.4. Data Compilation and Analysis

The information gathering instruments are: i) interviews with key information sources; ii) systematization of the documentation produced by the Project; and iii) triangulation of information, which are used to answer the questions and sub-questions detailed in Annex 5 mentioned above.

**The instruments used to collect information were as follows:**

- **Systematization of the documentation produced by the Project:** A process was carried out to organize all the available project information contained in its main documents such as PRODOC, Annual Reports, Minutes, Financial Reports, documents of consultancy products, communication material, etc., to support the evaluation findings.
- **Execution of in-depth interviews:** Developed based on semi-structured questions, applied to key sources of information: members of the Project Team, national institutions involved: MA, AUCI, MGAP, MIEM, OPP, MDN, MEF, MRREE, MSP, MINTUR, CI, SINAE, DINACC, MIDES and INUMET. If the counterpart considers it necessary, the opinions of local stakeholders and other strategic partners at the national and/or local level may be included. Each interview will last between 30 minutes and up to 2 hours, depending on the

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<sup>6</sup> The degree of correspondence is understood as "how much the expected results and effects were obtained according to the expected results indicators"



relevance of each topic. The interviews are qualitative, and are based on the previously presented thematic areas of this assessment.

- **Triangulation of information:** A process of contrast will be carried out between the secondary information produced by the project and the information gathered through the interviews and the observation of the material products produced throughout the life of the project.

By definition of the Terms of Reference, all interviews will be conducted on-line, insofar as they are mainly public officials who have practice and knowledge of on-line work and do not necessarily need to be interviewed in person.

Taking into account the characteristics of this project and considering its relevant aspects, the evaluation approach was carried out by answering the questions of the Evaluation Criteria matrix<sup>7</sup>, which allows to observe in detail how the data collection and systematization of information was approached. This matrix details the evaluation criteria, the questions that guided the search for information, the indicators to be observed, the sources of verification and collection of information and the methodology used to obtain it. It is detailed separately for the criteria of Relevance, Effectiveness, Efficiency and sustainability of the project.

## **2.5. Ethics**

The interviews and the handling of information were carried out according to the procedures of the UNDP-GEF TE manual. In particular, each interview or meeting began with a brief introduction by the Evaluator, introducing himself/herself and reminding the participants that the information collected will be treated anonymously and confidentially and that the interviewee may also avoid answering questions when and if he/she perceives them as possible sources of harm to his/her person or professional profile. In this way, the aim was to reinforce the transparency of the evaluation process and promote a cordial relationship between interviewees and interviewer in order to generate reliable information.

## **2.6. Limitations towards the Evaluation**

The evaluation activity was carried out through remote interviews with the use of communication technologies such as zoom and meet, which partially replace the dynamic of interaction between interviewees and interviewer, sometimes losing the greater perception and details that are achieved in person.

However, the use of communication technologies allowed for a greater number of individual interviews than would have been possible through field interviews.

The support of the project coordination and the willingness to participate on the part of the people interviewed made it possible to meet the challenge of successfully reaching all those involved.

## **2.7. TE Report Structure**

The structure and information contained in this report begins with the executive summary, which contains a table of project information and a table of project ratings for this evaluation. This summary contains a brief description of the intervention, i.e. what the project was intended to accomplish, and a concise summary of findings, conclusions and lessons learned. It ends with a summary table of recommendations.

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<sup>7</sup> See annex 2.

Chapter 2 describes the scope and objectives of this evaluation, a detailed explanation of the evaluation scope, approach and methodology, how data collection was conducted, and the ethical issues and limitations of the evaluation.

Chapter 3 describes the project, the main milestones of the project, the development context relevant to the achievement of the project objective and scope. The problems, objectives, expected results, stakeholders and finally its theory of change.

Chapter 4 presents the findings of the evaluation starting with the analysis of the project design and formulation, the analysis of the project implementation and finally an extensive detail of the results and impact of the project in the categories of relevance, effectiveness, efficiency and overall results, which are rated according to the regulations of the UNDP-GEF Final Project Evaluation Manual. Subsequently, chapter 5 presents the main findings, conclusions, recommendations and lessons learned. Finally, the annexes that provide detailed supporting information on the analysis and conclusions of the evaluation are attached.

This report structure is expected to fulfill the purposes of the evaluation and satisfy the information needs required in the terms of reference and of the users of this report.

### **3. Project’s Description.**

#### **3.1. Project start and duration**

This project was approved for three years. The PIF approval date was March 6, 2017. Subsequently, the Local Project Review Committee (LPAC) meeting was held on February 6, 2018. The PRODOC was signed on March 12, 2018. The hiring of the project manager took place on March 1, 2018 and the initial meeting took place on July 17, 2018. The completion of the final evaluation is June 4. The project contemplated in the PRODOC its original operational closure date for February 28, 2021. Finally, an extension of the project was approved, modifying its operational closure for August 27, 2022.

#### **3.2. Problems that the project sought to address: threats and barriers**

Uruguay is a developing country with an economy that has set out to grow in a sustainable manner, to provide opportunities for a more equitable development of society, paying special attention to the most vulnerable. In this regard, the country is focusing its efforts on low-emissions intensity initiatives, without forgetting the importance of building and increasing resilience to the adverse effects of climate change and variability, in line with the Paris Agreement and SDG 13.

Uruguay committed to the provisions of the Paris Agreement, ratifying it and approved by Law No. 19,439 of October 11, 2016. The Paris Agreement establishes a strengthened framework of transparency for action and support, in order to build mutual trust and promote effective implementation. In this regard, according to paragraph 91 of COP21 Decision 1, all Parties (except Least Developed Countries and Small Island Developing States) shall submit the information referred to in Article 13 (paragraphs 7, 8, 9 and 10) at least biennially.

This project aims to increase the efficiency of national climate change actions and synergies with other related national actions, policies and measures, paving a path to achieve comprehensive, climate-resilient and low-carbon development. The project sought to provide tools and capacity building to strengthen the measurement and evaluation of the

effects of the actions developed, in the context of the aforementioned enhanced transparency framework.

Therefore, in order to start preparing to meet the commitments of the Paris Agreement, this project addresses precisely the strengthening and capacity building of relevant institutions to strengthen capacities related to domestic MRV systems and other relevant tools and methodologies to improve transparency.

In particular the MA (former MVOTMA), according to its mandate as national authority for the implementation of the UNFCCC, should be well prepared and able to design, communicate, implement, lead and coordinate the domestic MRV process, as well as centralize and manage all relevant information and indicators from different sources and institutions. Specific methodologies and tools needed to be developed and existing ones adjusted to national circumstances.

The project is consistent with national and local priorities, and in particular, strongly aligned with the National Climate Change Policy (PNCC)<sup>8</sup>, defined and elaborated in a participatory manner under the coordination of the National System of Response to Climate Change and Variability (SNRCC), considered by the National Environmental Cabinet and subsequently approved by Executive Decree.

The project is based on a national effort to implement the UNFCCC, defining and implementing mitigation and adaptation measures in the different sectors of the economy, incorporating the various instruments and mechanisms available under the Convention (such as the CDM and NAMAs, and the Adaptation Fund), in addition to support from the GEF and other channels, to improve the country's response and management of climate change issues.

The project therefore proposes to address two major barriers to meeting the enhanced transparency requirements set out in Article 13 of the Paris Agreement:

- Limited institutional and technical capacity to deal with the new transparency framework under the Paris Agreement. Asymmetry among public sector institutions with respect to the level of participation and engagement. Gender-sensitive approach has not been explicitly considered to date in national climate action initiatives.
- There are limited resources to establish a domestic MRV system. Issues for improving transparency and MRV mechanisms were identified from the Technical Analysis of the First BUR. Improvements for INGEI were identified from technical reviews supported by the UNDP-UNEP "Global Support Programme". There are limited resources to take advantage of peer-to-peer exchange among experts from countries in the region, which have the same challenges in climate action.

### **3.3. Immediate and developmental objectives of the project**

The general objective of this project is "Institutional and technical capacity building to meet the enhanced transparency requirements established in Article 13 of the Paris Agreement". The materialization of this general objective is pursued through two components:

**Component 1:** Strengthen national institutions in transparency-related activities, in line with national priorities.

**Component 2:** Tools, training and assistance to comply with the provisions set forth in Article 13 of the Agreement

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<sup>8</sup> [http://mvotma.gub.uy/images/Pol%C3%ADtica\\_Nacional\\_de\\_Cambio\\_Clim%C3%A1tico\\_uv.pdf](http://mvotma.gub.uy/images/Pol%C3%ADtica_Nacional_de_Cambio_Clim%C3%A1tico_uv.pdf)

**Table of benchmark indicators established for the objective and results**

<b>Overall Objective: Building institutional and technical capacities to enhance transparency in the framework of the Paris Agreement</b>	
<b>PRODOC Indicators</b>	<b>2018 Baseline</b>
<b>Mandatory Indicator 1:</b> IRRF 1.4.2 - Extent to which the implementation of comprehensive measures - plans, strategies, policies, programs and budgets - to achieve low-emission and climate-resilient development goals has improved. 1. Not Properly; 2. Very Partially; 3. Partially; 4. To a Great Extent	3. Partially
<b>Mandatory indicator 2: # of direct beneficiaries of the project.</b>	Zero
<b>Indicator 3:</b> Number of direct beneficiaries of the project that increase their capacities to comply with the reinforced transparency requirements.	Zero
<b>Component 1: Strengthen national institutions in transparency-related activities, in line with national priorities.</b>	
<b>Outcome 1.1. Establishment of an articulated and efficient institutional framework that allows the development of activities related to transparency.</b>	
<b>PRODOC Indicators</b>	<b>2018 Baseline</b>
<b>Indicator 4:</b> Number of meetings of the National Working Group on Transparency.	Zero
<b>Indicator 5:</b> Number of institutions involved that completed at least one of the learning components of the Capacity Building Program.	Zero
<b>Indicator 6:</b> Number of institutions involved that access or provide input to the knowledge sharing information system for transparency initiatives.	Zero
<b>Component 2: Tools, training and assistance to comply with the provisions set forth in Article 13 of the Agreement</b>	
<b>Outcome 2.1 National monitoring, reporting and verification system designed and established, including adaptation, technology transfer, financing, capacity building and mitigation.</b>	
<b>PRODOC Indicators</b>	<b>2018 Baseline</b>
<b>Indicator 7:</b> Number of tools and methodologies applied in the framework of the domestic MRV system for monitoring NDC implementation. (Protocol to update NDCs; Software to define and monitor NDC targets; development of methodologies for each measure, to assess and report on mitigation and adaptation measures, and on support needed and received).	Zero
<b>Outcome 2.2 Improved National GHG Inventories.</b>	
<b>Indicator 8:</b> Number of new categories reported in INGEI after full adoption of the 2006 IPCC Guidelines for estimating emissions and removals from carbon pools.	Zero
<b>Indicator 9:</b> Number of key categories that are reported with higher tier approaches.	Zero
<b>Outcome 2.3 Capacity building based on country-specific training and peer-to-peer exchanges in the region.</b>	
<b>PRODOC Indicators</b>	<b>2018 Baseline</b>
<b>Indicator 10:</b> Number of regional workshops, peer-to-peer exchanges or trainings in which national experts involved in NDC and MRV participate during project implementation.	Zero

Source: PRODOC

### 3.4. Expected Results

The main results according to PRODOC are presented in the table below.

### Project Components, Outputs, and Outcome Framework Table

<b>Overall Objective: Building institutional and technical capacities to enhance transparency in the framework of the Paris Agreement</b>			
1	<b>Component 1:</b> Strengthening national institutions in transparency-related activities, in line with national priorities.	<b>Outcome 1.1.</b> Establishment of an articulated and efficient institutional framework that allows the development of activities related to transparency.	<p><b>Product 1.1.1</b> Establishment of a National Working Group on Transparency.</p> <p><b>Product 1.1.2</b> Assessment of gaps and capacity building needs for an enabling environment for transparency activities.</p> <p><b>Product 1.1.3</b> Capacity Development Program, designed and implemented, for the MVOTMA and other relevant institutions in the SNRCC, to develop initiatives to increase transparency.</p> <p><b>Product 1.1.4</b> Knowledge sharing information system from transparency initiatives implemented and integrated into policy and decision making.</p>
2	<b>Component 2:</b> Tools, training and assistance to comply with the provisions set forth in Article 13 of the Agreement.	<p><b>Outcome 2.1</b> National monitoring, reporting and verification system designed and established, including adaptation, technology transfer, financing, capacity building and mitigation.</p> <p><b>Outcome 2.2</b> Improvement of National GHG Inventories.</p> <p><b>Outcome 2.3</b> Capacity building through country-specific training and peer-to-peer exchanges in the region.</p>	<p><b>Product 2.1.1</b> Protocol for developing the technical inputs needed to update the NDCs.</p> <p><b>Product 2.1.2</b> Software tool developed to calculate estimates of the targets defined in the NDCs.</p> <p><b>Product 2.1.3</b> Methodologies for evaluating and reporting mitigation measures, policies, and their effects.</p> <p><b>Product 2.1.4</b> Methodologies to evaluate and report on the implementation of adaptation measures, policies, and their effects.</p> <p><b>Product 2.1.5</b> Methodologies to evaluate and report the support needed and received by the country.</p> <p><b>Product 2.2.1</b> Country-specific emission factors for CO2 from cement manufacturing developed and existing national emission factors updated for key source categories within sectors such as Agriculture and LULUCF.</p> <p><b>Product 2.2.2</b> Assessment of available information to include in GHG emission estimates other carbon pools (soil organic carbon and litter) included in the IPCC Guidelines but not considered in the national GHG inventories developed.</p> <p><b>Product 2.2.3</b> LULUCF matrix developed to improve activity data for the INGEI.</p> <p><b>Product 2.2.4</b> Assessment of gaps, constraints and needs to fully adopt the 2006 IPCC Guidelines for GHGI.</p> <p><b>Product 2.2.5</b> Training on the 2006 IPCC Guidelines conducted in relevant ministries.</p> <p><b>Product 2.3.1</b> Specific training and peer-to-peer exchange programs developed on transparency activities, such as the establishment of a domestic MRV system, NDC tracking, improvement of GHG estimates, and economic and emissions projections, among others.</p>

Source: PRODOC

### 3.5. Main Stakeholders

The main stakeholders involved in the project are the institutions involved in the National System for Response to Climate Change and Variability (SNRCC):

1. The Ministry of the Environment (MA): It is the Partner in the Implementation for this project that replaced the MVOTMA in 2020. It is the institution responsible for managing the project, including the monitoring and evaluation of project interventions, the achievement of project results and the effective use of project resources. He is a Member of the Project Board, together with the UNDP and the AUCI. The Project Board is the highest body of the project and is responsible for making managerial decisions by consensus when required by the Project Coordinator, including recommendations to the UNDP/Implementing Partner on the approval of plans and revisions of the project.
2. AUCI: The Uruguayan Agency for International Cooperation. He is a member of the Project Board.
3. The National Directorate for Climate Change (DINACC): An institution dependent on the MA, it is where the Project Management Unit works, which permanently directs the project on behalf of the Implementation Associate (MA).
4. The other strategic partners are the institutions belonging to the SNRCC: that is, the Ministry of Housing, Territorial Planning (MVOT), the Ministry of Livestock, Agriculture and Fisheries (MGAP); the Ministry of Industry, Energy and Mining (MIEM); the Office of Planning and Budget (OPP); the Ministry of National Defense (MDN); the Ministry of Economy and Finance (MEF); the Ministry of Foreign Affairs (MRREE); the Ministry of Public Health (MSP); the Ministry of Tourism (MINTUR); the Congress of Mayors (CI); the National Emergency System (SINAE); the Ministry of Social Development (MIDES) and the Uruguayan Institute of Meteorology (INUMET). Within these institutions, the MIEM and the MGAP played a critical role, due to their important participation in the achievement of some products related to the improvement of the INGEI.

### 3.6. Theory of Change

The PRODOC does not deliver a theory of change formulated as such, however it presents a Strategy<sup>9</sup> in the form of a very graphic diagram from which its Theory of Change can be interpreted.

The causal path of the project is based on the fact that there are two types of barriers that limit compliance with the provisions established in Article 13 of the Paris Agreement:

1. Limited institutional and technical capacity to deal with the new transparency framework of the Paris Agreement. Asymmetry between public sector institutions in terms of the level of participation and commitment. The gender-sensitive approach has not been considered to date in national climate action initiatives.
2. There are limited resources to establish a domestic MRV system. Aspects to improve transparency and MRV mechanisms were identified from the Technical Analysis of the First BUR. The improvements for the INGEI were identified from technical reviews supported by the UNDP-UNEP "Global Support Programme". There are limited resources to take advantage of the exchange of peers between experts from countries in the region, which have the same challenges in climate action.

The Barriers are addressed in the form of a framework of objectives explaining from the specific to the global what is the expected change: "*Creation of institutional and technical capacities to meet the improved transparency requirements, established in Article 13 of the Paris Agreement*". Its ordering follows the logic of these two barriers:

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<sup>9</sup> See Annex 8 Project Strategy

For the type of barriers No. 1, 4 outputs are defined:

- Output 1.1.1: Establishment of a National Working Group on Transparency, based on the existing institutional framework
- Output 1.1.2: Assessment of gaps and capacity building needs for an enabling environment for transparency activities.
- Output 1.1.3: Capacity Development Program, designed and implemented, for the MVOTMA<sup>10</sup> and for other relevant institutions in the SNRCC, to develop initiatives to increase transparency, with an approach that incorporates the gender perspective.
- Output 1.1.4: Knowledge exchange information system based on transparency initiatives (MRV, BUR, CN, INGEI) implemented and integrated into policies and decision-making.

These products would allow the achievement of *“Result 1.1 Establishment of an articulated and efficient institutional framework that allows the development of activities related to transparency”*.

The following assumptions are taken into account to achieve this result: *“The existing institutional framework continues to lead national actions on climate change, with the broad participation of the relevant institutions. Transparency-related documents and reports are produced in a timely manner with the frequency required to share in a knowledge-sharing information system. Actors assess their capacity gaps and institutional needs and take steps to improve them.”*

This would allow the achievement of Component 1: *“1. Strengthen national institutions in activities related to transparency, in line with national priorities”*.

This component 1 contributes to the achievement of the expected impact, which would be: *“Creation of institutions and technical capacities to comply with the requirements of enhanced transparency established in article 13 of the Paris Agreement”*.

The second type of barrier is expected to be overcome by achieving 11 output that contribute to three great results:

The following outputs aim to achieve *“Result 2.1: National MRV system designed and established, including adaptation, technology transfer, financing, capacity development and mitigation”*:

- Output 2.1.1: Protocol to develop the technical inputs necessary to update the NDCs, prepared.
- Output 2.1.2: Software tool developed to calculate the estimates of the objectives defined in the NDC, based on official databases, and to monitor the achievement of the objectives.
- Output 2.1.3: Methodologies for evaluating and reporting mitigation measures, policies and their effects, with a gender-sensitive approach, identified and adopted.
- Output 2.1.4: Methodologies to evaluate the implementation of adaptation measures, policies and their effects, and to communicate them, identified and adopted. The methodologies include cost-benefit analysis and evaluation of its impact, with a gender-sensitive approach.

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<sup>10</sup> It is currently the Ministry of Environment (MA)

- Output 2.1.5: Methodologies to assess and report the support needed and received by the country, identified and implemented.

The following products point to the achievement of "Result 2.2 Improvement of National GHG Inventories":

- Output 2.2.1: Country-specific emission factors for CO<sub>2</sub> from cement manufacturing developed and existing national emission factors updated for key source categories within sectors such as agriculture and land use, land use change and forestry (LULUCF).
- Output 2.2.2: Evaluation of the information available to include in GHG estimates other carbon deposits (soil organic carbon and litter) included in the IPCC Guidelines but not considered in the national GHG inventories developed.
- Output 2.2.3: LULUCF matrix prepared to improve activity data for the INGEI.
- Output 2.2.4: Assessment of gaps, limitations and needs to fully adopt the 2006 IPCC Guidelines for NGHGs, developed.
- Output 2.2.5: Training on the 2006 IPCC Guidelines carried out in relevant Ministries.

Finally, the following output points to the achievement of *"Result 2.3 Capacity development based on country-specific training and exchanges between peers in the region"*:

- Output 2.3.1: Specific training and exchange programs between peers, developed on transparency activities, such as the establishment of a domestic MRV system, monitoring of NDCs, improvement of GHG estimates, and economic and emissions projections.

For these three results and their products, the following assumptions are taken into account: "Uruguay maintains the commitment shown from the first stages to comply with international commitments on climate change, reinforced through the ratification of the Paris Agreement. There is a stable and coordinated inter-institutional work team assigned to the preparation of INGEI and the design and evaluation of mitigation and adaptation policies and measures. Data providers and scientists are involved, develop and are willing to share the necessary information for the proposed improvements of the NGHGs. Appropriate methodologies exist. The INGEI Latin American Network continues to support the exchange of experts among peers and training in areas of common interest."

These three results with their 11 products and bearing in mind the exposed assumptions, would allow the achievement of "Component 2: Tools, training and assistance to comply with the provisions established in Article 13 of the Agreement".

Finally, the achievement of the 2 components would allow the achievement of the expected impact according to the PRODOC: *"Creation of institutional and technical capacities to meet the improved requirements of transparency, established in Article 13 of the Paris Agreement"*.

Therefore, the Project Strategy allows us to understand in detail your Theory of Change. It graphically presents the fundamentals that justify the project, starting from the main causes or barriers that limit the country's possibilities to respond to the requirements of the Paris Agreement until reaching the expected impact.



## 4. Findings

### 4.1. Project Design and Formulation

The results framework that the Project Strategy shows us, goes from the cause of the problems and explains the expected products, the results that would be achieved with the products to subsequently achieve the impact that was intended to be achieved. The internal and external assumptions for each result are also made explicit. Therefore, it is detailed from the specific to the global that is the expected change "Creation of institutional and technical capacities to meet the improved requirements of transparency, established in Article 13 of the Paris Agreement". Its Results Framework is structured in a general objective, two components, 4 results and 15 products that take care of 2 types of barriers or problems that originate the problem that justifies the project.

#### **Logical Analysis of the Results Framework: Project Logic and Strategy<sup>11</sup>.**

The barriers formulated are pertinent and the proposed products-results-components are the necessary response for the expected achievement or change (impact in the language of the PRODOC). All those involved are very clear about the strategy and the achievements of the project effectively show the expected results and allow the change that is proposed in the strategy.

To specify a better response to the requirements of the Paris Agreement, it was necessary to improve institutional capacities, which meant efforts supported by the project in diagnoses, training, creation of instruments and methodologies, gathering of new information and, above all, a very close inter-institutional work that would allow the development of work practices that would effectively advance in the achievement of better GHG inventories, the construction of the national MRV system, the follow-up of NDCs, an improvement of GHG estimates, and the preparation of economic and emission projections disaggregated into more Economic sectors.

The achievements of the project of the project presented later in point 4.3. Project results and impacts show that the expected products were effectively fulfilled in a highly satisfactory manner and that deep and direct progress was made in the direction of the expected change. There were difficulties mainly due to the Covid 19 Pandemic, which complicated the holding of meetings and training, however, the project management made adaptive changes that even made it possible to take better advantage of information technologies to continue advancing with the project.

Therefore, the quality of the results framework was satisfactory, with a list of adequate and reasonably performed indicators with minor weaknesses as shown in the analysis presented in the consistency analyzes provided in the following points.

The UNDP gender marker is GEN 2, which implies "Significant contribution to gender equality". The project was well designed to meet this criteria with gender sensitive design of all relevant components. The results of the project in terms of the development of an information and knowledge management system related to transparency have been improved, due to the inclusion of the gender approach, achieving a gender-sensitive NDC monitoring system.

For its part, the project also explicitly intended to capture broader development impacts that contribute to its two components, through direct demands on the following products:

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<sup>11</sup> See calculation details in Annex 6, matrix a.

- Output 1.13: Capacity Development Program, designed and implemented, for the MVOTMA and for other relevant institutions in the SNRCC, to develop initiatives to increase transparency, with an approach that incorporates the gender perspective.
- Output 2.1.3: Methodologies for evaluating and reporting mitigation measures, policies and their effects, with a gender-sensitive approach, identified and adopted.
- Output 2.1.4: Methodologies to evaluate the implementation of adaptation measures, policies and their effects, and to communicate them, identified and adopted. The methodologies include cost-benefit analysis and evaluation of its impact, with a gender-sensitive approach.

It is considered that the Strategy delivered in the PRODOC was adequately formulated and expresses a correct theory of change logic. For its part, the management of the project allowed substantive progress in achieving the expected change.

According to the Social and Environmental Risk Detection Checklist (SESP) analysis, this project does not imply any risk to human rights, women's empowerment or environmental sustainability. No risk was identified at the beginning and neither did this change throughout the life of the project as reported in the 2019, 2020 and 2021 PIRs. Therefore, the project did not need to develop and manage the Social and Environmental Assessment Procedure, since it did not contain such risks.

To deepen the analysis of the Design and Results Framework (project logic/strategy; indicators), we sought to determine the consistency in the design of the project's logical framework, for which an analysis of logical consequence was carried out between the different variables that constitute the design and expected outcome of the project. This work integrates: i) SMART evaluation of the project objective (see annex 6, annex table b); ii) consistency relationship between components, results and indicators (see annex 6, table annex c); iii) consistency matrix between the Components and their results (see annex 6, table d); v) consistency matrix between expected results and their products (see annex 6, table e).

### **Consistency Analysis: Objective-Indicators-Goals <sup>12</sup>**

The Matrix shows the consistency relationship between objective, indicators and targets. Compliance with the general objective is estimated with a maximum potential of 73%. The Objective states: "Institutional and technical capacity building to meet the enhanced transparency requirements established in Article 13 of the Paris Agreement", which is perfectly achievable as a whole within the timeframe of the project. The indicators proposed to measure the magnitude of the achievement are not specific, the type and characteristics of the institutions that make up these beneficiaries are not indicated and especially what is meant by capacity building is not adequately defined, therefore the consistency to reach the estimated achievement of the general objective (given the information presented) is 73%.

It is important to note that from the point of view of project design, this objective is materialized through its two components.

In component 1, consistency with its results and indicators, measured with SMART criteria, is estimated with a maximum potential of 97%, the component and its results are clearly defined, however one of its three indicators presents problems for not being specific enough (indicator 6) due to the fact that the indicator is satisfied in equal conditions if the institutions

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<sup>12</sup> See calculation details in Annex 6, matrix b and c.

"access" or "provide" information to the information system, which does not seem technically adequate in its formulation, which may lead to erroneous conclusions when measuring it.

In component 2, the consistency with its results and indicators, measured with SMART criteria, is estimated with a maximum potential of 100%. Therefore, the component and its results are clearly defined and its indicators are correctly formulated.

Therefore, the consistency of its components, results and their indicators, measured with SMART criteria of the two components (considering a homogeneous weighting between them) is 98.5%.

If we value the equivalent weight of the SMART results for the Objective and for its two Components we would have an average final result of 86% consistency, which is valued as Satisfactory.

### **Consistency Analysis: Component Structure and its Results<sup>13</sup>.**

In conducting this analysis, the following variables are crossed and analyzed: first, the set of specific results and/or outputs are identified for each Component.

Next, the results are rated in terms of their consistency (the qualitative measure of achievement) with the Component based on the following criteria: relevance, satisfaction of the objective, and density. Finally, the technical criteria that give rise to this rating are made explicit and a score is awarded. Relevance is understood as the extent to which the achievement of the results is congruent with the project's objective. Satisfaction is understood as the extent to which the fulfillment of the results allows the complete or partial achievement of the objective. And, by density, the extent to which the results actually achieve in depth the project objective.

The above matrix shows that the level of consistency in the two components with the results of the project is important, representing 70%. The rating could be much higher with a change in the structure of the matrix since it is considered that Result 1.1 is of a higher level than component 1 and if a change were made between them, the logical sequence would be more appropriate. Similarly, it is considered that result 2.1 is more general and should be component 2 and component 2 should be defined as result 2.1, we would have three results that would contribute to the achievement of this new definition of the component. In any case, the essentials are present and the components and results are necessary and are in direct relation to what the project and its implicit theory of change is pursuing.

In summary, the project design has a degree of consistency that could be improved between the components and their results, under the criteria of relevance, satisfaction and density of the SMART analysis.

### **Consistency Analysis: Structure of Expected Results and their Outputs<sup>14</sup>**

In carrying out this analysis, the following variables are crossed and analyzed: first, for each component, the set of specific results and products expected to be obtained from the project are identified. Next, the outputs are rated according to the achievement of the results considering the following criteria: relevance, satisfaction of the objective, and density. Finally, the technical criteria that give rise to this rating are made explicit and a score is

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<sup>13</sup> See details of calculation in Annex 6, matrix d

<sup>14</sup> See details of calculation in Annex 6, matrix e

awarded. Relevance is understood as the extent to which the achievement of the results is congruent with the project's objective. Satisfaction is understood as the extent to which the achievement of the results allows the complete or partial attainment of the objective. And, by density, the extent to which the results actually achieve in depth the project's objective.

The analysis carried out in this matrix shows that the level of consistency between the expected results of the project and its outputs is sufficient and high:

- Consistency between Result 1.1 and its Outputs is 100%.
- Consistency between Results 2.1, 2.2 and 2.3 and their Outputs is 97%. The average consistency considering equal weight to the components under which the results were defined is 98%.

**Therefore, the design analysis using the three consistency analyses gives us an average of 85% consistency in the design of its Results Framework, which means a high level of coherence between its different levels, giving an overall Satisfactory rating for the design of the project's results framework.**

#### 4.1.1. Assumptions and Risks

PRODOC identifies three risks:

- **Organizational Political:** Decrease in political support for the development of products that depend on other institutions. It was estimated to be a low risk level with a low probability of occurrence and a medium impact. The promotion of political support to ensure its sustainability was recommended as a mitigation measure.
- **Strategic Organizational:** The institutions involved in some sectors do not work in coordination with the MA. It was estimated to be a medium risk level with a medium-low probability of occurrence and a medium impact. As a mitigation measure, it was recommended that the National Working Group on Transparency be promoted and that inter-institutional and inter-sectoral integration and participation spaces be developed.
- **Operational Organizational:** Lack of current capacities and willingness to carry out project activities. It was estimated to be a low risk level with a medium-low probability of occurrence and a medium-high impact. It was recommended as a mitigation measure the implementation of a Capacity Development Program for the MA and other relevant institutions for the development of climate change related initiatives to improve transparency.

Except for political risk, for both strategic and operational risk there are products within the project's Results Framework, therefore resources were made available that would allow them not to occur or to be contained in such a way that they would not constitute an effective hazard.

The 2020 and 2021 project reports maintain the identification of the same risks and do not state any new ones. The only potential risk came from the political arena due to the fact that there was a change in government administration, however, the new political authorities have also strongly supported the project objectives.

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

In the PRODOC, there are no important references to lessons learned incorporated into the design.

#### **4.1.3. Planned stakeholder involvement**

As mentioned above, the main institutional actors involved in the project identified in the PRODOC are the institutions involved in the SNRCC (MGAP, MIEM, OPP, MDN, MEF, MRREE, MSP, MINTUR, CI, SINAE, SNAACC, MIDES, INUMET and AUCI). Within these institutions, MIEM and MGAP had an important role, due to their participation in the achievement of some outputs related to the improvement of the INGEI.

The design of the Project's Results Framework from the formulation of its objective "Institutional and technical capacity building to meet the enhanced transparency requirements, established in Article 13 of the Paris Agreement" implies involving the institutions involved in the SNRCC. The two components involve strengthening the participating institutions and equipping them with the tools to comply with the provisions of the Paris Agreement. Likewise, the results and their expected outputs implied the active participation of the aforementioned institutions.

The results of the project show that the institutions were indeed actively involved in the realization of the outputs and also in the achievement of the outcomes. The interviews with these institutional actors also positively highlighted the collective and participatory way of working as well as the direct support to reinforce their understanding of the needs and commitments of the Paris Agreement, the technical support to work together in the elaboration of methodologies and to develop the necessary information to establish and fulfill their commitments in each institution.

#### **4.1.4. Links between the project and other interventions in the sector**

The PRODOC believed that the project would benefit from the experience of other projects and initiatives in the country, such as the enabling activities projects being implemented to prepare NPPs and URBs, and from the institutional arrangements and cooperative environment for preparing future NDCs, capitalizing on the more transparent information provided so far in these official communications to the international community.

It is also highlighted in the PRODOC that the knowledge sharing information system would enable improved knowledge management related to all transparency initiatives, including data, procedures, methodologies and assumptions used in the preparation of INGEIs, NCs, BURs, NDCs and the MRV system.

Support was expected from other UNDP/GEF and FCPF funded projects under implementation in the country, which are in line with transparency initiatives:

- The Second BUR,
- The Fifth National Communication to the Conference of the Parties to the UNFCCC,
- REDD+ and
- GEF VI - Climate Smart Agriculture.

In addition, specific initiatives were envisioned in the stages of project implementation such as:

- Supported project to reduce emissions in transportation, a key sector for mitigation policies and actions (GEF).
- National Coastal Adaptation Plan, the
- National Agricultural Adaptation Plan, the National Adaptation Plan for Cities and Infrastructure.
- National Adaptation Plan for Cities and Infrastructure.

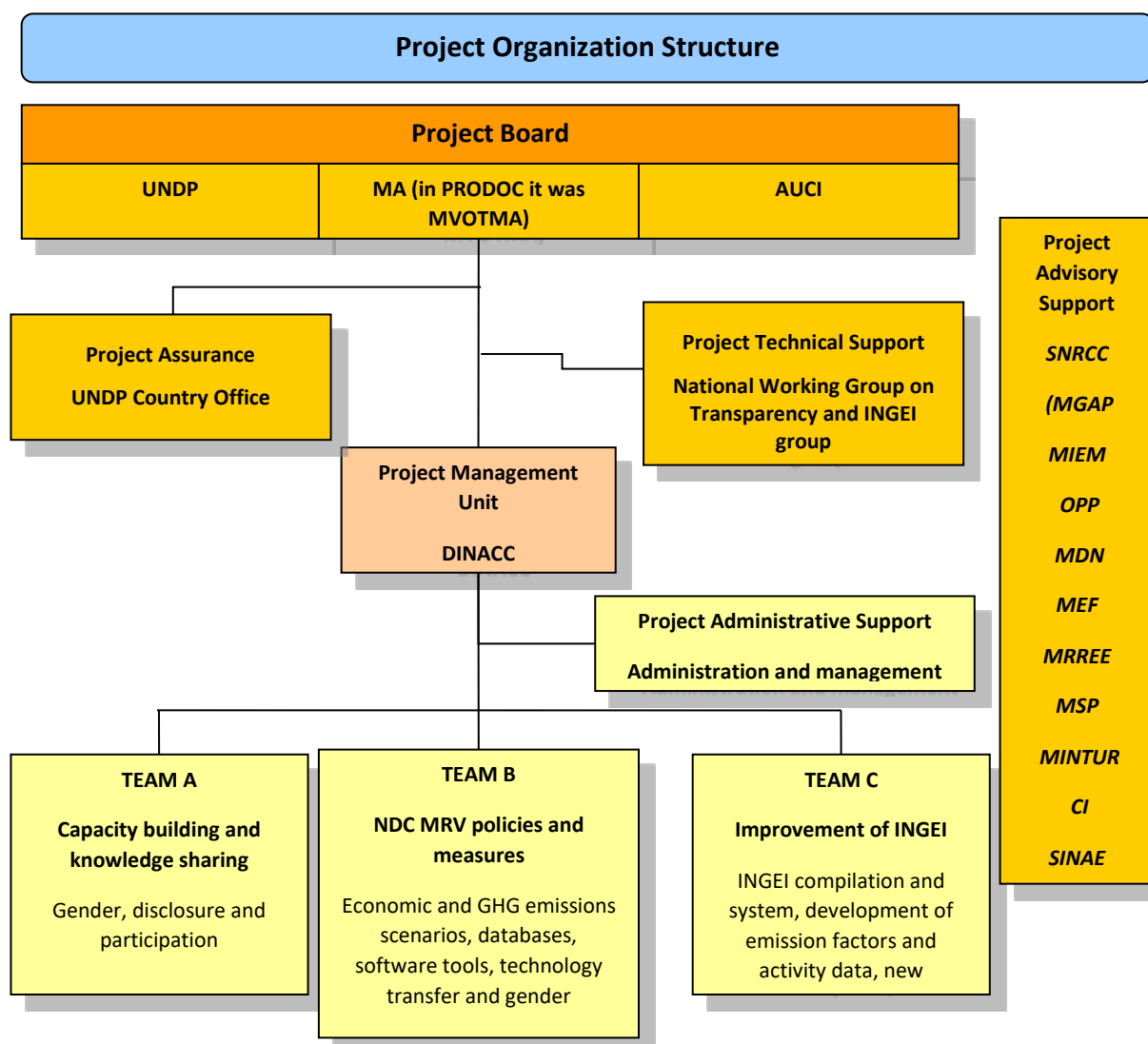
Finally, membership in the Latin American Network of National GHG Inventories is highlighted, and that the support of the UNDP-UNEP Global Support Programme would be requested, as was done in the past, for the INGEI expert reviews.

#### 4.1.5. Management arrangements

In terms of management and governance, the project follows the UNDP national implementation modality, in accordance with the Standard Basic Assistance Agreement between UNDP, the Government of Uruguay and the Country Programme. The Implementing Partner for this project is the Ministry of Environment (MA). The Implementing Partner is responsible for project management, including monitoring and evaluation of project interventions, achievement of project results and effective use of UNDP resources.

The role of the UNDP office is to provide both administrative and substantive support services for the activities included in the project document/annual work plan and in accordance with UNDP and GEF regulations, rules and procedures: identification and contracting of personnel for programs or projects, procurement of goods and services, payment processing, disbursements and other financial transactions, travel authorizations, etc. The management arrangements are illustrated in Figure 1 below:

Figure 1 Project Organization Structure



## **4.2. Project Implementation**

### **4.2.1. Adaptive management**

PRODOC's assessment of the experience and the team for the implementation of the project, which is mainly professionals who have been working in the DINACC currently under the MA, was very adequate. The project coordinator and the team working on the project in the MA or in the other ministries have been essential to achieve the outputs, results and objective of the project.

Initially, the project was slow, as is often the case in development projects. Subsequently, the project did not require some disbursements because some ministries or institutions contributed directly with human resources to carry out their commitments. During the year 2020 there were also problems in carrying out activities due to the pandemic that prevented the realization of workshops, face-to-face meetings and planned trips to participate in technical exchange events. In the year 2020 there is a significant devaluation that allows savings of resources in dollars of the project. In September 2020, a request was made to extend the project execution period until 2022. In the year 2021 the contracting of several consultancies was achieved and it was possible to advance very well in the achievement of some products, reaching a financial execution record of 32% of the budget. With the execution achievements of year 2021 and the programming of tasks for year 2022, the MA determined that it would contribute an additional US\$ 60,000 to finance the team in its work until the end of the year.

One could question the drop in activity especially in the years 2018 and 2019, however, the teams and institutional counterparts were always developing the work and contributing to have practically a total achievement in the expected products of the project. The undoubted merit goes to the project team and, above all, to having articulated the project from a broader and more strategic point of view from the team of the DINACC of the current Ministry of Environment. The coordination of the project benefits in practice from the professionals of the DINACC, which gives it strength and has also allowed for effective adaptive management of the project.

An interesting example of adaptive management has been the strategic alliance with the Electronic Government and Information and Knowledge Society Agency (AGESIC) with which it has been possible to greatly improve the quality of the NDC and NGHGI viewers, contributing to the national strategy of open government and making complex information available to the public in a more transparent and user-friendly manner. In other words, making a qualitative leap beyond what was expected by the project. Likewise, several alliances were built to contribute to the MRV system, with institutions such as FAO, NDC Partnership and the Euroclima Plus Program, which allow for a more robust MRV system that is prepared for an international review process.

### **4.2.2. Real stakeholder involvement and partnership agreements**

Strictly speaking, all the public and private institutions involved in the PRODOC were very interested and willing to participate. The work carried out in the project by the representatives of the public institutions of the working group and other institutional actors involved in the transparency reports is highlighted, especially stating that the need is still fully valid and that it is very necessary to give continuity to the issue with support of financial resources to be able to maintain and improve the work of this working group, delving into increasingly specific topics and continue to keep the information system updated and available to those who require it.

The institutional representatives have shown their real interest by actively participating in monthly meetings and in collaborating to achieve the products, results and contributions to the components and the main objective of the project. The level of active involvement of government institutions and their technicians and professionals is remarkable as a very good practice that is important to promote in the country and internationally.

Specifically in the issue of gender, there was a very active participation of the interested parties because the SNRCC has a Gender Table, that is, a team of representatives of the institutions dedicated to promoting gender issues within the work promoted by the SNRCC. The Project Team worked together with the Gender Table and gender representatives of the institutions participating in the SNRCC to create a gender-sensitive monitoring of the NDC, identifying the necessary actions to reduce gender inequality while implementing the climate action measures. Subsequently, the project, in a participatory manner with the SNRCC, updated the monitoring system, reviewed the classification and carried out the measures that were scheduled in the first version of the system.

#### 4.2.3. Project's financing

The GEF resources contributed to the financing of the project are US\$1,100,000, which represents 59.14% of the total budget. The rest of the project's counterpart contributions are US\$ 760,000, or slightly more than 40%. The composition of these counterpart contributions can be seen in the Co-financing Tables presented below:

**Co-financing table**

Co-financing (type/source)	UNDP financing (US\$m)		Government (US\$m)		Partner Agency (US\$m)		Total (US\$m)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	0	0	149.292	110.000	0	0	149.292	110.000
Loans/Concessions	0	0	0	0	0	0	0	0
In-kind support	10.000	5.000	600.708	772.984	0	0	610.708	777.984
Other	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>10.000</b>	<b>5.000</b>	<b>750.000</b>	<b>882.984</b>	<b>-</b>	<b>-</b>	<b>760.000</b>	<b>887.984</b>

Source: PRODOC, and TE calculations

**Confirmed Sources of Co-Financing at TE Stage**

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Investment Mobilized	Amount \$ (at TE stage)
Government	MA	In Kind	Recurrent expenditures	665.874
Government	MA	Grant	Recurrent expenditures	110.000
GEF Agency	UNDP	In Kind	Recurrent expenditures	5.000
Government	SNRCC	In Kind	Recurrent expenditures	107.110
<b>Total</b>				<b>887.984</b>

Source: PRODOC, and TE calculations

The MA has provided its agreed contribution in kind through the provision of offices, meeting rooms, dissemination, training, working hours of the Project Coordinator and working hours



of 12 consultants from the permanent staff of the Climate Change Division. The SNRCC contributed with professional hours from the different public institutions that comprise it. The amount contributed by UNDP is less than planned due to the fact that many workshops and meetings were held virtually due to the COVID 19 pandemic.

The co-financing of project activities through contributions in professional working hours, aimed at obtaining the project's main products, has been fundamental for the success of the project. These professional contributions belong to the National Directorate of Climate Change of the Ministry of the Environment and other SNRCC institutions. This dedication has been maintained throughout the project, with greater or lesser intensity, depending on the needs, but has contributed to reducing the project costs associated with the service contracts initially foreseen.

The project has also benefited from the support received from the Euroclima Plus Program (EU), through training, exchanges and technical assistance. Additional support has also been received from the NDC Partnership, supporting the development of studies for the National Energy Adaptation Plan; and from FAO, in the framework of the initiative to improve the NDC monitoring system, with funds from the global program on national plans for adaptation to climate change in the agricultural sector.

**Table Annual GEF Resources by Project Component (PRODOC)**

GEF Resources	Year 1	Year 2	Year 3	Total	%
<b>Component 1:</b> Strengthening national institutions in transparency-related activities, in line with national priorities.	113.400	93.300	93.300	300.000	27,27%
<b>Component 2:</b> Tools, training and assistance to comply with the provisions set forth in Article 13 of the Agreement.	210.500	256.000	233.500	700.000	63,64%
Project Management	33.100	34.300	32.600	100.000	9,09%
<b>Total</b>	<b>357.000</b>	<b>383.600</b>	<b>359.400</b>	<b>1.100.000</b>	<b>100,00%</b>
%	<b>32,45%</b>	<b>34,87%</b>	<b>32,67%</b>	<b>100,00%</b>	

*Source: PRODOC and TE calculations*

As can be seen in the table above, most of the project's resources were allocated to component 2 (63.64%), which consisted of the development of tools, training and assistance for complying with the provisions of Article 13 of the Agreement. Component 1 had a financial execution of only 27% of the budget.

#### **4.2.4. Monitoring and Evaluation**

##### **M&E design at entry**

PRODOC describes the components of the monitoring and evaluation (M&E) plan, which are summarized as follows:

- Annual monitoring of project results.
- Project monitoring and evaluation will be implemented in accordance with UNDP requirements as outlined in the UNDP OPPPs and the UNDP Evaluation Policy.
- Mandatory GEF M&E requirements
- An Inception Workshop to review project assumptions, plan for the first year, understand the project and discuss roles, functions, responsibilities, communications, reporting and conflict resolution mechanisms.

- Preparation of annual reports to the PB by the Coordinator
- Annual reports and project review reports by UNDP
- Reports of training activities, workshops and exchanges supported by the project.
- A final independent evaluation at least three months prior to the last PB meeting
- A final report prepared by the project coordination that reports on the results achieved (objectives, outcomes, outputs), lessons learned, problems encountered and areas where results were not achieved.
- A final independent evaluation of the entire project
- A final Audit

The Monitoring Plan designed in the PRODOC includes a detail with indicators for the objective and for each of the components and their results. The 10 indicators are specified with their description, the collection methods, the frequency, the institution responsible for data collection, the means of verification and finally the assumptions and risks involved. The parties responsible for the M&E had a working model that they applied during the development of the project and which is consistent with the products that the project has promoted and developed. No equipment issues are detected to ensure that information continues to be collected and used to make decisions that improve the purpose of the project.

The ProDoc also incorporated the GEF 6 Capacity Building Initiative Tracking Tool for Transparency Projects<sup>15</sup>.

In other words, the ProDoc established that project-level monitoring and evaluation would be carried out in accordance with UNDP requirements, as described in the UNDP Program and Operations Policies and Procedures (POPP) and the UNDP assessment and in line with additional mandatory GEF-specific M&E requirements and other relevant GEF requirements.

The budget line for M&E was considered together with the KM specialist within component 2, where the item for the Final Evaluation is distinguished. Currently CBIT projects have a separate M&E component, but that was not a practice when this CBIT project was designed.

Therefore, it is estimated that a good M&E input **design was carried out, rated 6, that is, highly Satisfactory.**

### **M&E Plan Implementation**

All of these tasks have been formally completed except for the project closure meeting.

The project has complied with the submission of the annual reports 2018, 2019, 2020 and 2021 and also the Project Implementation Review (PIR) 2019, 2020 and 2021. In these documents it is possible to find a detailed description of the development of the project, the circumstances faced and the way of dealing with them, as well as the progress of the project. It also gives an account of the measures that were taken to make adjustments to the project's progress. The reports are considered very valuable for monitoring the project, but above all they allow the actors involved to have a complete vision of the actions and effects of the project and therefore use them to understand all the work and improve the implementation of the project. Feedback was obtained from the participants in the events developed by the project and the work of the project was also carried out very closely with the SNRCC institutions. The project team has a very inclusive and participatory way of working, so these M&E reports were built from the interactions with the representatives of

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<sup>15</sup> See in the ProDoc: Annex D: GEF BASELINE MONITORING TOOL

the institutions on the pertinent topics and have subsequently allowed that information to be fully delivered to all the stakeholders.

The ratings of the PIRs are very consistent with the findings of this final evaluation, to a certain extent the self-assessments are more demanding, which rather accounts for the process in which they were each year, however in perspective they are consistent with this evaluation since the achievements and fulfillment of the commitments and objectives of the project are true, as can be seen in the analysis of the findings by product and component that is presented later in this report.

The project, as stated above, contained a gender perspective in its components and in several of its products, with specific indicators in this regard indicated in the Results Framework, which was also monitored and evaluated in the reports at a global level and in particular with the indicators that contained a gender perspective. The achievement of the construction of a gender mainstreaming work methodology in the NDC monitoring system was developed in a widely participatory and inclusive manner, demonstrating not only that it was possible and viable, but also that, according to the interviews, it generated a greater understanding and better gathering of information with a gender perspective in institutions that had never considered the subject.

The Inception Workshop was supposed to have been held 2 months after the start of the project and was only held in July 2018, i.e. 4 months after the start of the project. In September 2020 an extension of the project was requested and indeed during the year 2021 the project was able to radically increase its financial execution overcoming the problems caused by the Pandemic and the slow start of the project.

**The implementation and Execution of the M&E Plan is therefore also rated with a 6 Highly Satisfactory (HS).**

Therefore, considering the design and implementation of the M&E plan, supported by the interviews and the results obtained, it is concluded **that the general quality level of the M&E is rated 6, Highly Satisfactory (HS).**

The following table summarizes the Final Evaluation scores for M&E:

<b>Monitoring and Evaluation Ratings</b>	
<b>1. Monitoring and Evaluation (M&amp;E)</b>	<b>Rating</b>
M&E design at entry	6 Highly Satisfactory (HS)
M&E Plan Implementation	6 Highly Satisfactory (HS)
Overall quality of M&E	6 Highly Satisfactory (HS)

Source: TE

#### **4.2.5. Implementation / execution of the project**

##### **UNDP implementation / oversight**

The project implementation oversight mechanisms used by UNDP were those normally used for this type of project:

- Participation in Project Board meetings
- Preparation of Annual Reports (PIR): 2019, 2020 and 2021.
- Administrative and financial management in the ATLAS system,
- Preparation of the Combined Delivery Report (CDR) 2018, 2019, 2020 and 2021.
- Country Office Monitoring Platforms

The actions of monitoring and supervision of the implementation of the project are reflected in these documents and reports in which an analysis of the monitoring of operations and compliance with the products, results and monitoring of progress towards the project's objective is detected. The PIR assessments for the years 2019, 2020 and 2021 show the evolution of the project in that they place it in a rating that went from moderately satisfactory in 2019 to the 2021 assessment that placed it between Satisfactory and Highly Satisfactory. The UNDP followed up on the risks, delivering its strategic and context vision, adequately evaluated the implementation problems with the delivery of criteria and alternatives that were complemented from the vision of the regional advisor and the UNDP national vision that were evaluated in very positive way from the project team and other interviewees.

The main responsibility for execution lies with the MA (formerly the MVOTMA), however UNDP has a very close and collaborative relationship with the ministry and especially with the Climate Change task force. There is a shared vision on the necessary changes to be made and in the interviews there is a great deal of trust between both parties.

As is normal in these projects, in which both UNDP and the national government have their own attributions and areas of competence, having to ensure a virtuous collaborative relationship, there is a very good flow of information and a collaborative environment that has been developing for several years. No disagreements are detected and there are shared criteria in the project implementation strategy and in the search for improvement opportunities as partners in the implementation.

**In this point of coordination of the Implementation / supervision of UNDP is evaluated with a 6 (HS) Highly Satisfactory as it is considered that the MA is a strategic partner for UNDP in this and several other projects, collectively addressing the needs and seeking solutions to the problems from the roles of each one.**

#### **Implementing partner execution**

The project is housed in the National Directorate of Climate Change (DINACC), which integrates the Project Coordination and the professionals hired by the project. This allows the project to benefit from the experience, collaboration and teamwork capacity of the DINACC. Not only the management capacity and the articulation with the other activities of the direction served the project, but also the transcendent, long-term view to continue building institutionalism in the MA (originally in the MVOTMA) but also the adoption of a practice that had been carried out in other projects, which consists of installing professionals in essential Ministries to carry out their work for the project from there (MIEM and MAGAP) was a great success of the execution of the implementation partner that allowed to take executive agreements and strengthen the interinstitutional ones that guided the action.

The Project Management Unit is constituted as part of the DINACC and a management and administration of the project is developed that is very consistent with the DINACC strategy, very focused on the achievement of the project results and on many products exceeding the established goals. The use of funds for the acquisition and contracting of goods and services was carried out in a pertinent manner, as planned, and savings were even achieved that showed great financial responsibility. The risks were monitored and except for the understandable delays due to the effect of Covid 19, there were no major problems.

The DINACC, despite having gone through the division of MVOTMA into MA and MVOT, did not undergo major changes in its teams and in its strategic vision during the life of the project and played a relevant role in complex moments of the project, contributing all its knowledge and experience.

**The Implementing Partner execution is evaluated as 6 (HS) Highly Satisfactory**, taking into consideration its adaptive management, strategic vision and good coordination with other institutional actors and with UNDP to achieve the project's achievements and successes, even though it was affected by changes in the ministry that covers it and by the problems generated by Covid 19.

### **Overall project implementation / execution**

The implementation of the project developed with difficulties in the first years mentioned above, but these were overcome and all the goals and challenges set by the project were effectively met. Today, the country's institutional framework has been strengthened with a view to providing a good response to the demands of the Paris Agreement.

In operational management, multiple activities and achievements were carried out, which are highlighted in point 4.3 Project results and impacts. Had it not been for the problems at the beginning of the project, the Pandemic and other minor problems, the project could have been executed in three years. However, it is considered that the progress and execution of the project are good, especially because the achievements are much more significant than those proposed in the PRODOC, reflected in an institutional framework that works, improves itself and has been able to create a series of tools and methodologies that allow it to deliver quality information, on time and in greater depth than before the existence of the project.

**Therefore, the overall Quality of Implementation and execution is evaluated with a 6 (HS) Highly Satisfactory.**

The following table summarizes the Project Implementation/Execution ratings:

**Implementation and Execution Ratings Table**

Implementing Agency (IA) Implementation and the Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	6 Highly Satisfactory (HS)
Quality of Implementing Partner Execution (MA)	6 Highly Satisfactory (HS)
Overall quality of implementation/Execution	6 Highly Satisfactory (HS)

Source: TE

#### **4.2.6. Coordination and operational aspects**

Project coordination was carried out very well by the project team hired by the project and housed at the DINACC. The project team is fully integrated and coordinated with the rest of the DINACC staff without losing focus or diverting resources to other activities not compatible with the project. As mentioned above, part of the project team is installed in turn in two strategic ministries, allowing the work to be carried out in accordance with the culture, language and needs of these institutions and effectively achieving that the changes were made or the needs and requirements of the Paris Agreement were introduced in these institutions while respecting their work logic and internal timeframes. This practice was highly valued by all parties and is a merit of DINACC's coordination and previous experience in other projects.

As noted above, the initial start-up problems, the impact of COVID 19 and the change of government were problems that resulted in a slower operational management in the first years, which led to requesting an extension of just over a year, were overcome with the adaptive management capacity of the coordination and the strategic vision pooled with the DINACC.

#### **4.2.7. Risk Management**

The risks indicated in the PRODOC are specified in the Sub-point Assumptions and risks within point 4.1. Project Formulation and Design. As mentioned above, according to the Social and Environmental Risk Screening Checklist (SESP) analysis, this project did not pose any risk to human rights, women's empowerment, or environmental sustainability. No risk was identified at the beginning and neither did this change throughout the life of the project as reported in the 2019, 2020 and 2021 PIRs. Likewise, the project maintained and made regular updates to the Risk Register in the ATLAS. Therefore, the project did not need to develop and manage the Social and Environmental Assessment Procedure, since it was perceived that it did not contain such risks, that is, the project was exempt from monitoring the "Social and Environmental Standards (Safeguards)".

The specific risk analysis is as follows:

##### **Management Risks**

The MVOTMA, by approval of the Law of Urgent Consideration (LUC) Law No. 19889, transferred its environmental powers to the recently created MA<sup>16</sup>, however, the DINACC team has remained and the National Directorate of Climate Change itself defines its fundamental functions with objectives such as: i) proposing and implementing actions aimed at the prevention and management of risks, mitigation and adaptation to climate change and the protection of the ozone layer; and ii) promote the articulation between key actors, supporting the Intergovernmental Group of Experts on Climate Change. Therefore, there is full coincidence in the objectives and interests of the project with the DINACC from where the project coordination has worked.

There are no management risks for the project's products and results, as they are part of the DINACC's commitments. In addition, the DINACC has international commitments and responsibilities in this area: Focal Point for the United Nations Framework Convention on Climate Change (UNFCCC), Designated National Authority for the Kyoto Protocol Adaptation Fund, Designated National Authority for the Green Climate Fund, Designated National Entity for the UNFCCC Climate Technology Center and Network, Focal Point for the Ibero-American Network of Climate Change Offices, and Focal Point for the European Union's EUROCLIMA Program. The Ozone Unit of the DINACC also acts as Focal Point before the Ozone Secretariat and other Montreal Protocol Bodies.

##### **Social and political**

Undoubtedly, the effects of the strong economic contraction suffered from 2019 as a result of Covid 19, could potentially affect the political priorities of government authorities, however, it seems that the hardest moments of the pandemic have already happened, the project managed to make an important leap in its execution in the year 2021 and will successfully complete all its commitments during the current year 2022. The current administration has not only valued very positively the achievements made, but also has a special interest in maintaining the team, which is why the substantive review "G" was carried out in February of this year, in which the MA committed an additional US\$ 60,000 to the project to ensure that the team of professionals can be maintained until the end of 2022, continuing with their work and tasks that strengthen the DINACC and the commitments regarding the Paris Agreement.

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<sup>16</sup> Law No. 19889, Law of Urgent Consideration. LUCK. EMERGENCY LAW, Section V Efficiency of the State. Chapter I Creation of the Ministry of the Environment, Articles 291-304. See: <https://www.impo.com.uy/bases/leyes/19889-2020>

### Environmental risks

The project, its objectives, results and components help to generate information that will precisely address the environmental risks that may arise. Therefore, the improved management and production of information related to CC and the strengthening of the SNRCC Working Group are not negatively affected by an increase in environmental risks; on the contrary, the initiative and the need to continue working along the lines of the project's objectives are even more justified.

### Financial Risks

The various institutions that participate in the system have shown their commitment and interest by contributing time and dedication of their professionals; however, it is not only necessary to maintain it, but it is also important to continue improving the methodological tools and deepen the capture of more focused information in economic subsectors and areas of special interest, in order to be able to improve the requirements for mitigation and adaptation to CC. The MA has the will and some resources to take on this task, but they are limited and there is therefore a financial risk of not being able to respond to all the needs in the event that there is no international cooperation aimed at at least at least supporting the work teams that have managed to contribute to the strengthening of the SNRCC and without which its performance would be very limited.

Therefore, if it is considered that there is a financial risk of not being able to continue maintaining the project work teams that have served the SNRCC in such an important and successful way and serve as a model for other Latin American experiences.

### 4.3. Project Results and Impacts<sup>17</sup>

To carry out this analysis, the following variables are crossed and analyzed: first, for each objective, the expected products, the indicators developed in the PRODOC and the goal established in the PRODOC are identified.

Below is a summary table of the results valued for the Objective, its components and its results, which constitutes a summary of the achievements shown in Annex 6 a) Evaluation and qualification matrix of the Project Objective:

**Summary Table Evaluation and qualification matrix of the Objective and Components**

		<b>PRODOC Indicators</b>	<b>Baseline</b>	<b>Goal ProDoc</b>	<b>Achievement</b>	<b>Assessment of Achievement by the TE</b>
<b>Overall Objective:</b> Building institutional and technical capacities to enhance transparency in the framework of the Paris Agreement		<b>Mandatory Indicator 1:</b> IRRF 1.4.2 - Extent to which the implementation of comprehensive measures - plans, strategies, policies, programs and budgets - to achieve low-emission and climate-resilient development goals has improved.	3	4	4	<p style="text-align: center;"><b>Highly Satisfactory (6)</b></p> <p>The monitoring system has not only been carried out and maintained over time, but has also improved qualitatively with the review by each actor and the implementation of improvement measures. The representatives of the institutions feel that the tool has improved and is useful for monitoring their plans and programs.</p> <p>The information generated on the progress of the implementation of the measures is displayed as a user-friendly control panel, which allows observing the progress in the implementation of mitigation and adaptation measures, together with information on the methodologies to evaluate the same progress and, in some cases, the impact of the measures. It allows to contrast the progress in the implementation of actions with respect to what is reported in previous reports.</p>

<sup>17</sup> Support for the analysis presented in this section can be found in Annex 6 a) Project Objective Evaluation and Scoring Matrix.

Terminal Evaluation Report  
Project "Building institutional and technical capacities to enhance transparency in the framework of the Paris Agreement"

		1. Not Properly; 2. Very Partially; 3. Partially; 4. To a Great Extent				
		<b>Mandatory indicator 2:</b> Number of direct beneficiaries of the project.	<b>0</b>	<b>10</b>	<b>10</b>	<b>Highly Satisfactory (6)</b> The institutions that have benefited from the project stated that thanks to this work they have been able to understand the importance of making commitments and contributions to the NDC measures and, in particular, they have learned the language and how to incorporate indicators that are understandable and adaptable to their needs and possibilities. In other words, this work not only allowed the generation of information, but also allowed the institutions to integrate and adopt measures with a high degree of ownership.
		<b>Indicator 3:</b> Number of direct beneficiaries of the project that increase their capacities to comply with the reinforced transparency requirements.	<b>0</b>	<b>10</b>	<b>9</b>	<b>Highly Satisfactory (6)</b> Professionals and technicians from the institutions had more than 15 types of training opportunities, attending workshops and technical exchanges with professionals from other countries. Some of them took place more than once. The interviewees stated that they had been very institutional and professionally useful.
<b>Component 1:</b> Strengthen national institutions in transparency-related activities, in line with national priorities.	<b>Outcome 1.1.</b> Establishment of an articulated and efficient institutional framework that allows the development of activities related to transparency.	<b>Indicator 4:</b> Number of meetings of the National Working Group on Transparency.	<b>0</b>	<b>36</b>	<b>32</b>	<b>Highly Satisfactory (6)</b> The meetings of the National Working Group on Transparency have continued to be held after the 2021 PIR report and during this year 2022, having exceeded the PRODOC goal.
		<b>Indicator 5:</b> Number of institutions involved that completed at least one of the learning components of the Capacity Building Program.	<b>0</b>	<b>10</b>	<b>10</b>	<b>Highly Satisfactory (6)</b> The goal is considered to have been fully achieved despite institutional changes. Several of the institutions participated in more than one learning space and all participated in the gender theme.
		<b>Indicator 6:</b> Number of institutions involved that access or provide input to the knowledge sharing information system for transparency initiatives.	<b>0</b>	<b>10</b>	<b>10</b>	<b>Highly Satisfactory (6)</b> The new visualization platform is very user-friendly and is considered very useful by the participants. Undoubtedly, the fact that this platform contains permanently updated information from all the institutions is very positive, as it shows everyone's commitment to this essentially collaborative work. There is well-deserved pride in this platform, which is a pioneer in Latin America and a world leader.
<b>Component 2:</b> Tools, training and assistance to comply with the provisions set forth in Article 13 of the Agreement	<b>Outcome 2.1</b> National monitoring, reporting and verification system designed and established, including adaptation, technology transfer, financing, capacity	<b>Indicator 7:</b> Number of tools and methodologies applied in the framework of the domestic MRV system for monitoring NDC implementation.	<b>0</b>	<b>34</b>	<b>94</b>	<b>Highly Satisfactory (6)</b> The development of technical sheets and methodologies far exceeds the proposed goal and is a very solid construction for institutional development, extensively covering the needs for information and methodologies to improve the quality of information based on the country's reality.



building and mitigation.						
<b>Outcome 2.2</b> Improvement of National GHG Inventories.	<b>Indicator 8:</b> Number of new categories reported in INGEI after full adoption of the 2006 IPCC Guidelines for estimating emissions and removals from carbon pools.	<b>0</b>	<b>6</b>	<b>12</b>	<b>Highly Satisfactory (6)</b> In this case, the established goals were once again exceeded and the contribution was substantive for the national GHG inventory reports. The work in this area is an example to be followed by other countries and is a line of work that should be considered in other contributions from international cooperation.	
	<b>Indicator 9:</b> Number of key categories that are reported with higher tier approaches.	<b>0</b>	<b>2</b>	<b>8</b>	<b>Highly Satisfactory (6)</b> The goals were surpassed and the work is positively noteworthy since it raises the quality of the information in important categories for the country. The next INGEI will show the effect of these contributions.	
<b>Outcome 2.3</b> Capacity building through country-specific training and peer-to-peer exchanges in the region.	<b>Indicator 10:</b> Number of regional workshops, peer-to-peer exchanges or trainings in which national experts involved in NDC and MRV participate during project implementation.	<b>0</b>	<b>6</b>	<b>22</b>	<b>Highly Satisfactory (6)</b> The goal was met more than satisfactorily and not only allowed Uruguayan institutions to receive new technical contributions, but it is also very remarkable that Uruguayan professionals and technicians were able to show their progress and methodological developments, providing other technicians and professionals from other countries, especially from Latin America, how they can improve the data and the quality of information on GHG and Climate Change.	
<b>Total Valorization of the Objective and its components</b>					<b>100% compliance</b>	

*Source: Annex N° 6 Matrix a)*

As can be seen from the table -summary rating of the project's objective- the percentage of achievement of the two components and their respective results is 100%, considering that each component has the same weighting. **This 100% assessment of achievement qualifies this evaluation as Highly Satisfactory.**

#### 4.3.1. Relevance

The diagnosis of the problem that justifies the project is still fully valid, there is a social and environmental benefit for the country and an institutional benefit that strengthens the country's capacity to respond to the demands of quality, quantity and transparency of information on climate change.

Therefore, the project responds to a concrete need of the country, and its results are congruent with overcoming the barriers diagnosed in the PRODOC, advancing in a long-term solution. The design of the Results Framework; however, presents the some small weaknesses but this did not imply problems in the satisfaction of the objective, components and their results.

The project is fully aligned with the country's interests and with the UNDP program framework.

Uruguay is an undisputed reference in terms of institutional arrangements for climate transparency -among other things because of the degree of formalization it has and its excellent CRC monitoring system, which they set up very early on and which made them world pioneers in this regard. The Uruguayan case is highlighted by interviewees from international networks for its quality and development as well as for its willingness to transfer its experience to Latin American forums in particular.

**In terms of relevance, therefore, it is rated 6, Highly Satisfactory; in other words, project management managed to meet the goals established in the PRODOC and in**

**some cases even exceeded them by far in Component 2 (indicators 7, 8, 9 and 10). It is particularly noteworthy that the three indicators of the General Objective were quantitatively met, but what is most significant is that all the direct beneficiaries not only increased their capacities but also continued to strengthen their functioning as a network and are now at a qualitatively higher stage of joint work and development of activities that could be described as continuous improvement.** It is estimated that the contribution is qualitatively relevant for the country because of the strengthening of the relevant public institutions and the generation of instruments of national scope.

#### **4.3.2. Effectiveness**

The achievement valuation of the project's Results Framework design analysis gave us a consistency valuation of 85%<sup>18</sup>, which meant that the project had a potential achievement probability, given its design, of reaching a maximum of 85% of its goals. However, the valuation of the effective achievements with respect to its goals for the objective and for each of the components yields a result of 100% achievement<sup>19</sup>. From an evaluative point of view, the contrast means that the project was so effective that it significantly exceeded its achievement potential given its design.

The following are noteworthy achievements in relation to the fulfillment of the objective:

- The institutions of the SNRCC Working Group have worked periodically to update the NDC monitoring system in programming, measuring, reporting and verification actions of the PNCC and the NDC. In practice, the group met almost monthly, designating tasks and goals and, if necessary, creating special teams to address more specific issues.
- The NDC Tracking System, which already has a two-year series of publication and visualization panels with a link to the National Open Data Catalog.
- Coordination has been maintained with the inter-institutional team that prepares the INGEI, to jointly plan the improvements planned in the project and with the SNRCC Gender working group to coordinate the work of gender mainstreaming in the NDC monitoring system.
- Technical capacities were strengthened to meet the transparency requirements in view of the new reinforced framework of the Paris Agreement and progress was made in the generation of relevant information for the qualitative and quantitative improvement of the NDC monitoring information system.

The achievement of incorporating the gender approach in the NDC monitoring system is highly noteworthy, which is currently in a process of participatory review and improvement for the delivery of the next results in the update to be carried out in November 2022. .

Except for the delays caused by Covid 19 that limited face-to-face meetings and delayed some training, there were no restrictive factors to meeting the objectives.

**The final level of effectiveness achieved by the project is therefore considered to be Highly Satisfactory, that is to say, it is rated 6, in that it has been very effective in achieving its goals despite minor inconsistencies in the original design of the Results Framework.**

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<sup>18</sup> See Annex N° 6 summary of analysis of Matrices b, c, d and e.

<sup>19</sup> See Annex N° 6 Matrix a)

### 4.3.3. Efficiency

The analysis of the efficient use of resources must take into account the complex context: effects of the pandemic, economic adjustment in the country, change of authorities, administrative separation of MVOTMA into MA and MVOT, and a slow initial start-up of the project.

In turn, the measurement of efficiency is very relative and has much to do with the time at which it is carried out. If we look at the table below, in the first year of the project, the level of activity is very low with an execution rate of only 8.04% with respect to what was expected in the PRODOC. Expenditure in execution rose in 2019 to almost 17% and subsequently rose slightly to 18%, i.e. just over half of what was estimated in the PRODOC which would be the estimated annual budget which was between 33 to 35% each of the three years that the project would last.

In 2021, however, the execution of 32.43% of the budget was achieved, reaching what was supposed to be the annual expenditure according to PRODOC. For the year 2022 it is estimated that not only will it be possible to execute the remaining balance of the project resources, but also that the MA decided to support the project with an extra disbursement of US\$ 60,000 to ensure the continuity of the work teams during the remainder of the year 2022.

**Table Annual financial movement of GEF resources (US\$)**

Project's Financial Execution	2018	2019	2020	2021	2022 Estimates	Total
Total annual expenditure	88.435	186.672	198.716	356.678	269.500	1.100.000
% of Total GEF	8,04%	16,97%	18,07%	32,43%	24,50%	100,00%
Accumulated	8,04%	25,01%	43,07%	75,50%	100,00%	

*Source: Project Coordination financial background and TE calculations.*

The delays in financial execution are initially explained by the delay in contracting some products at the beginning of the project and later by the effects of an improvement in the exchange rate that allowed for more availability of funds in local currency and later due to the impact of the pandemic. However, the achievement of the products has been realized which means that the problems of the first years in the financial execution did not prevent progress in them and the adaptive management paid off and could even improve the final performance.

**It is estimated that the project's efficiency performance is Satisfactory, i.e. a grade of 5, since the objective was achieved in almost 5 years instead of the initial estimate of 3, but it was able to move forward successfully.**

### 4.3.4. Overall Results

**Taking into consideration the background information on Relevance, Effectiveness and Efficiency, the Overall Results are evaluated as Highly Satisfactory, i.e. grade 6.** In terms of the achievements of the products, as mentioned above, it is considered that not only were all the goals met, but that several of the products were significantly surpassed and the quality of the achievements is worthy of being considered an example to be imitated by other countries in Latin America and the world. The effects of the project are significant and to the extent that financial support is available to continue maintaining at least part of the professional teams that have made this project successful, it will have a real impact in the future.

The following table summarizes the ratings of the project results:

**Results Ratings Table**

3. Assessment of Outcomes	Rating
Relevance	6 Highly Satisfactory (HS)
Effectiveness	6 Highly Satisfactory (HS)
Efficiency	5 Satisfactory (S)
Overall Project Outcome Ratings	6 Highly Satisfactory (HS)

Source: TE

#### 4.3.5. Sustainability

##### Financial Sustainability

As indicated in the risk analysis, there is a financial risk of not being able to maintain the professionals who have worked on the project after the GEF funds have ended. This implies a financial challenge that the MA has understood and for which it has made the substantive revision "G" in February of this year, as indicated above, in which it committed an additional US\$ 60,000 to the project to ensure that the team of professionals can be maintained until the end of 2022. It would be very important to have a continuity project (CBIT-II) that would prevent the loss of professionals from the team that has carried out the project and would make it possible to continue maintaining the system, incorporate more institutions and deepen the work towards other areas or economic sub-sectors in Uruguay.

Since there is no certainty about what will happen to the professionals from 2023 onwards due to the lack of financial resources to maintain them. The MA is willing to present new projects to international cooperation that will ensure the financial sustainability of the team, however there is nothing certain or concrete so far.

**Therefore, the financial sustainability of the continuity of the project's objectives is rated with a 3, that is, the financial sustainability of the continuity of the project's objectives is Moderately Likely (ML).**

##### Socio-political sustainability

The current political administration is very interested in the benefits of the project and is committed to it. The society in Uruguay is very interested in the topic of Climate Change and the visualizer created by the project is very friendly and has been very well received by different entities of the civil society such as NGOs and by the Universities, increasing the visits and consultations on a daily basis.

Undoubtedly, the dissemination of the viewer could be increased so that it can be visited by the general population, but there is no risk of Socio-political sustainability with respect to the subject. The importance of transparency is very present in the country and therefore the work carried out by the project is highly valued. **Therefore, the probability of sustainability of the project's results in this area is estimated to be Highly Likely, i.e. it is rated with a 4.**

##### Sustainability in the Institutional Structure and Governance

The legal frameworks, policies, structures and governance processes within which the project operates have improved as a result of the project's actions. As mentioned above, a formal advance was made in 2020 with the issuance of a ministerial resolution formalizing

the GHG inventory working group within the framework of the National Climate Change Response System, which institutionalizes the working group and in the future may even have direct support resources from the Uruguayan government<sup>20</sup>.

The DINACC has been strategically orienting the project's products and results and reinforcing its actions with other complementary initiatives, giving it institutional strength and support for the governance of the project's effects and impact. The objective and the change proposed in the project are an essential part for the completion of the tasks and the fulfillment of the commitments of the DINACC itself as indicated in the risk analysis, so it is estimated that there is a **likely sustainability (L), rated with a 4, i.e. there are slight risks in this area to sustainability.**

### **Environmental Sustainability**

The risk assessment does not show that there are any ongoing activities that could pose an environmental threat to the sustainability of the project's results, **therefore the sustainability of the results is Likely, i.e. it is rated with a 4.**

Notwithstanding the above, it should be noted that there are still many challenges in terms of improving the quality and depth of information related to CC that are important to develop in the future, which validate the importance of continuing with the work developed by the project.

### **Overall Sustainability**

The evaluation and qualification of the project's sustainability seeks to identify the probability of sustainability of its results as continuous benefits towards the objective after the end of its activities.

At the level of the results indicators of the evaluation matrices in Annex 6, we can observe that there are no risks to the sustainability of the results, except that the team of professionals who have worked on the project can no longer contribute to the work of the DNCC, i.e. there is a financial risk exclusively, **which implies that the rating of the overall sustainability of the results is Moderately Likely, i.e. it is rated with a 3.**

### **Sustainability Ratings Table**

<b>4. Sustainability</b>	<b>Rating</b>
Financial sustainability	3 Moderately Likely (ML)
Socio-political sustainability	4 Likely (L)
Institutional framework and governance sustainability	4 Likely (L)
Environmental sustainability	4 Likely (L)
Overall Likelihood of Sustainability	3 Moderately Likely (ML)

*Source: Terminal Evaluation*

#### **4.3.6. National ownership**

The project is consistent with national and local priorities, and closely aligned in particular with the National Climate Change Policy (PNCC)<sup>21</sup> defined and elaborated in a participatory manner, under the coordination of the National System for Response to Climate Change and Variability (SNRCC) and considered in the National Environmental Cabinet and subsequently approved by Executive Decree. The PNCC includes and

<sup>20</sup> <https://www.impo.com.uy/bases/decretos/181-2020>

<sup>21</sup> <https://www.gub.uy/ministerio-ambiente/comunicacion/publicaciones/politica-nacional-cambio-climatico>

specifies a framework for monitoring and evaluating policy progress, providing the appropriate context for consolidating and improving transparency. Both the PNCC and the first NDC were approved by Executive Decree number 310/017 on November 3, 2017. The project also aligns with the Energy Policy established for the period 2005-2030<sup>22</sup>.

The project contributes to the improvement and accuracy of the INGEI, which is essential for the country to have a transparent national MRV system. The project is designed taking into account the recommendations arising from the external review of the INGEI 2012 supported by the UNDP-UNEP Global Support Programme, as part of the quality assurance progress towards the implementation of the National Inventory System (NIS).

The project is designed precisely to advance the implementation of the NIS by improving the quality and transparency of inventories, which is an important tool for NDC monitoring. The project monitors the progress of the implementation and evaluation of the impacts of mitigation and adaptation measures.

The design and formulation of the project was based on the national priorities of the time, which are still fully in force today.

One of the highlights of national involvement has been the Ministerial Resolution formalizing the GHG inventory working group within the framework of the National Climate Change Response System<sup>23</sup>, which shows the progress made within the country's institutional framework on the subject.

#### **4.3.7. Gender equality and women's empowerment**

The PRODOC explicitly states that one of the major barriers to achieving change is "The gender-sensitive approach has not been explicitly considered to date in national climate action initiatives". Within the framework of its objectives, it explicitly defines at least 3 outputs directly related to the gender approach:

An output contributing to Result 1.1 and component 1 Strengthen national institutions in activities related to transparency, in line with national priorities.

- 1.1.3 Capacity Building Program, designed and implemented, for the MVOTMA and other relevant institutions in the SNRCC, to develop initiatives to increase transparency, with a gender mainstreaming approach.

Two products that contribute to result 2.1 and consequently to component 2 Tools, training and assistance to comply with the provisions established in Article 13 of the Agreement.

- 2.1.3 Methodologies for assessing and reporting on mitigation measures, policies and their effects, with a gender-sensitive approach, identified and adopted.
- 2.1.4 Methodologies for assessing the implementation of adaptation measures, policies and their effects, and for communicating them, identified and adopted. Methodologies include cost-benefit analysis and impact assessment, with a gender-sensitive approach.

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<sup>22</sup>

<http://www.miem.gub.uy/documents/49872/0/Pol%C3%ADtica%20Energ%C3%A9tica%202030?version=1.0&t=1352835007562>

<sup>23</sup> <https://www.impo.com.uy/bases/decretos/181-2020>

Therefore, PRODOC shows a strong mandate that cuts across its two components and at least directly two of its four results have an emphasis on a gender-sensitive approach.

The project fulfilled the three outputs mentioned above in a very satisfactory manner, as noted below in point 4.3. Project results and impacts, however, it is important to specifically highlight its contribution to the gender issue from the strategic level to the level of specific tools and diagnostics to address the issue:

- The Gender and Climate Change Strategy<sup>24</sup> contains specific aspects for the classification of NDC measures according to the gender approach and the approach of gender-responsive actions.
- Incorporation of gender aspects in the monitoring system, achieving a gender-sensitive system.
- Identification of specific gender actions at the sectoral level, in the context of NDC measures.
- Identification and systematization of social, economic and productive information with a gender and generations approach, in the areas of intervention of adaptation measures prioritized in the coastal zone by the National Coastal Adaptation Plan, which is part of the adaptation section of the NDC.
- A survey of gender training needs and interests was conducted with all institutional representatives who have participated in the preparation of the INGEI and in the NDC monitoring system, in accordance with the project's gender action plan.
- It is therefore evaluated that the project's contribution was in accordance with what was indicated in the PRODOC, however, the experience of incorporating gender aspects in the monitoring system has been a pioneer in Latin America and has been highlighted by its peers in the region, which shows that the project has managed to exceed the expectations of the project design.

#### **4.3.8. Cross-cutting Issues**

The issue of institutional strengthening and the issue of gender are an essential part and have resources and a mandate for specific products, that is, they are not assumed as cross-cutting issues. See especially in the previous point the treatment of the gender issue.

Additionally, the following actions carried out by the project are noteworthy in general terms to reinforce gender and human rights issues:

- The strategic alliance with AGESIC has been extremely valuable to improve the quality of the NDC and NGCHGI viewers, contributing to the national open government strategy and making complex information available to the public in a more transparent and friendly way, very important aspects that They allow people to be empowered and therefore exercise their human and environmental rights in a more informed and conscious manner.
- Expand the implementation work of NDC follow-up measures in the Health and Tourism sectors, with the support of Euroclima Plus, which means reaching other social and economic sectors in better shape, considering their specific needs.

For its part, the objective and actions of the project are consistent with the CPD 2021-2025 in strengthening broad and inclusive governance through the provision of quality, permanent and easily accessible information to the population, technicians and institutions of a system of transparent and reliable MRV on the follow-up of the NDC. This is directly

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<sup>24</sup> <https://www.gub.uy/ministerio-ambiente/politicas-y-gestion/genero-cambio-climatico-uruguay>

connected to the related result of the Strategic Plan No. 3 “Create resilience to shocks and crises”, within which it contributes directly to Output 1.3 “Implementation of climate change mitigation and adaptation measures that take into account the to increase climate ambition, promote low-carbon development and energy transition, and foster resilience and inclusion” and its Indicator 1.3.1 Number of plans and strategies developed (nationally determined contribution, long-term strategies , national adaptation plans) as indicated in adaptation communications and national communications. The project is also linked to related Result 2 of the Strategic Plan. Accelerate structural transformations for sustainable development, in its Output 2.4. Public and private institutions promote a strategy of incorporating the gender perspective that encompasses new agendas in which an intersectionality framework is integrated that recognizes the importance of power imbalances, sexist prejudice and cultural change.

#### **4.3.9. GEF Additionality**

Through the promotion of the project and its objectives, the GEF was able to position the issue and demonstrate that it is possible to strengthen the transparency system and that it is very beneficial to invest in it. The theory of change implicit in the project is still fully valid since it can still be improved and it is necessary to take care of the inter-institutional work process on the subject. The additionality of the GEF is very important with this project, strengthening the information necessary to promote all types of interventions that allow global environmental benefits, especially those related to the reduction of CO<sub>2</sub>. The generation of permanent and reliable information on climate change also allows legislators to transform current legislation into environmentally sustainable regulations. The work carried out in this project by involving at least 10 relevant ministries or public institutions in different economic and social sectors has made it possible to support and strengthen the existing institutional framework so that internal changes and changes in their practices are generated in an efficient and sustainable manner, which it constitutes an institutional additionality that reinforces governance in the country. Finally, through the project, the GEF has contributed to innovation by promoting the generation of methodologies and practices in the collection, processing and dissemination of information on climate change that have been an effective contribution to the improvement and solidity of information for decision making. Therefore, the project has directly contributed to 4 of the 6 GEF additionality areas.

#### **4.3.10. Catalytic / replication effect**

The project and has supported the establishment of a transparent, comprehensive and robust MRV system for tracking NDC measures, including an open and online accessible monitor viewer. During the design and development work of the NDC monitoring system and the INGEI viewer, there has been a high participation of public institutions, which has meant that in addition to being a participatory work with concrete bases in reality, In this process, there was an improvement in the technical and institutional capacities of the entire SNRCC group, multiplying the effects of the project. Furthermore, the NDC tracking system and the national GHG system are being used not only to meet reporting requirements, but also as strategic and policy support tools for decision-makers, which is an effect qualitatively superior to what was initially expected by the objective of the project.

On the other hand, as a replication effect, both the project team and other members of the SNRCC have participated in seminars and meetings with technicians and specialists from other countries, being able to transfer part of their experience and methodological achievements and in global and sectoral tools, serving as an excellent model to replicate.



In particular, the Uruguayan MRV system and the gender analysis of the NDC together with the process developed by the Gender Working Group and the monitoring system of the gender sensitive NDC, have been presented supported by UNDP, as an example highlighted, achieving an important exchange of experiences at the regional level.

In more specific terms, the following actions that imply catalytic or replication effects from the project are noteworthy:

- Currently, a territorial gender analysis methodology is being tested for the identification of gender sensitive and responsive actions and is expected to serve as a pilot for other climate change response measures contained in the NDC, which is a more focused innovation. This innovation may also be shared at the national level for other sectors and at the international level for all those who are working on these issues.
- It is also noteworthy that the NDC monitoring system and the INGEI system are being used as support tools in the design process of a potential sovereign bond issue linked to sustainable objectives based on the country's international commitments in terms of climate change.
- For its part, with the support of the FAO, within the framework of the global program of National Adaptation Plans in the agricultural sector, various consultancies have been carried out on crops under land use and management plans, soil organic carbon in grasslands, service crops in soybean pre-harvest technologies, zero discharge in dairies, irrigation in rice crops and slow release fertilizers. The consultancies increased the level of information on these issues, corresponding to various measures or objectives of the NDC, and helped build methodologies for monitoring their implementation.
- With the support of the NDC Partnership, preparatory technical studies were carried out for the National Energy Adaptation Plan, which provided more information to include a more specific work plan in the roadmap corresponding to that NDC adaptation measure.
- Also important is the support received from the Euroclima Plus Program, which has co-financed part of the development of the NDC monitoring system in the Health and Tourism sectors, to facilitate the implementation of NDC measures in these sectors.

Therefore, the case of this project in Uruguay can continue to be an example to advance in other institutions and sectors in the country and also as an excellent demonstrative example so that other countries can replicate this practice. There is still a high potential for replication and for producing effects with a significant impact, managing to involve more sectors and especially learning to use the information provided by the system to improve policy decision-making and project design in the economic and social spheres. from the country..

#### **4.3.11. Progress towards Impact**

The United Nations Impact rating only considers three alternatives: 3 is Significant (S), 2 is Minimal (M) and finally 1 is Negligible (N). In this case, the impact at the national incidence level is very relevant, there is a significant transformation and there are in fact important advances noted in the components and their results. The objective of the project and the strategy for change are still valid, the interest of the institutions and the need for support is perhaps more important than when PRODOC was designed, since it is very important that the system is maintained and improved over time so that it can be replicated and so that economic and institutional agents take into account the effects of CC in their decision making. It is very important to continue moving forward and to seek financial viability for the continuity of the project's objectives through agreements with other institutions, the

commitment of the same government institutions and/or through a new project that gives continuity and strength to the achievements and successes obtained with this project. **Therefore, it is estimated that the overall impact of the project's actions would be 3, i.e. Significant (S) because it sets a trend and demonstrates that excellent results can be achieved.**

## 5. Conclusions, Recommendations and Lessons Learned

### 5.1. Main Findings

The main problems or barriers that gave rise to the project were clearly identified and are manifested in the PRODOC:

- Limited institutional and technical capacity to deal with the new transparency framework under the Paris Agreement.
- Asymmetry among public sector institutions with respect to the level of participation and engagement.
- The importance of incorporating a gender-sensitive approach in national climate action initiatives.
- Limited resources to establish a domestic MRV system.
- Limited resources to take advantage of peer-to-peer exchange among experts from countries in the region, who have the same challenges in climate action.

However, the project did not start from scratch, but had policies, institutions, a network and some very relevant diagnoses:

- Identification of aspects to improve transparency and MRV mechanisms based on the Technical Analysis of the First BUR.
- Identification of improvement needs for the INGEI based on the technical reviews supported by the UNDP-UNEP Global Support Programme.
- The convergence of objectives and joint work with the inter-institutional Working Groups that operate within the SNRCC.
- The existence of the SNRCC as a space for inter-institutional coordination.
- A National Climate Change Policy
- The National Directorate of Climate Change (DINACC) with its team of professionals and its strategic orientation.

While it is true that the project design presented some technical problems in the order in which the Results Framework was structured, the needs and goals were all present. Its indicators could be improved to some extent, especially to strengthen their accuracy, but no major flaws were found.

The history of the project indicates that it would have been better to program it for at least four years, however, aspects such as the pandemic or the devaluation of the currency were not predictable.

Undoubtedly, there is great merit in the commitment of the National Directorate of Climate Change, the close relationship with UNDP and the high degree of dedication of the coordinator and her team that worked on the project to achieve its success.

It is quite rare to evaluate a project that has managed to meet and exceed all its goals and commitments. Even more significant is that the project team has been able to transfer part of its experience to other countries, serving as an excellent model for replication.

The working methodology of the project is very remarkable since part of the team worked closely in the offices and in conjunction with the DNCC and another part was installed in two ministries, constituting part of the teams of those ministries to ensure and promote the products and the objective of the project. Both ministries stated very clearly that thanks to this way of working they were able to move forward and achieve the products they had

committed to and it allowed them to understand and appreciate all the work that had been done.

The alliances that allowed the exchange of knowledge with other countries and especially the development of the visualizer are undoubtedly another of the great achievements of the project management.

It is also very important that the gender approach was directly and explicitly (not transversally) incorporated into the NDC follow-up system, which was achieved very successfully and constitutes another of the star products of this project that many Latin American countries want to replicate or promote.

The above is evidenced in the result of the consistency matrix between objectives and achievement, where compliance with the general objective is estimated at 100%, as well as the achievement of the Components and results in light of the goals established in the PRODOC.

With respect to the beneficiaries, in general, it was detected that there were no problems or resistance to carry out the work; on the contrary, they demonstrated their almost monthly attendance to the work meetings and compliance with the tasks they proposed to themselves for the elaboration of methodologies, the delivery of criteria and the provision to the system of the committed information.

The effects of the products and activities carried out are detectable to date in the visualizer, where everyone contributes permanently with information to keep it current and will be used for the preparation of the reports committed to by the country.

The future sustainability of the effects and impact of the project is only threatened by the financial need to continue supporting the DNCC so that it does not lose the team that has managed to carry out the project in such an exemplary manner. It is important that the country does not lose this know-how and it is also necessary to continue maintaining and improving the entire system that has been achieved.

## **5.2. Conclusions**

Finally, it can be concluded that although it is true that the project had initial difficulties due to the pandemic, it was successfully carried out and surpassed the goals in several of its products. The system built requires that it continues to be fed with information, improving its robustness and expanding to other areas and economic sub-sectors. It is important to preserve the team built up from the project and housed in the DNCC and demand that it continues to deepen its achievements in transparency and information development, for which it is important to seek sufficient financial support.

The achievements of the project are recognized by other countries in the Latin American region and it is important to support not only the dissemination but also the transfer of this knowledge and technology created by the project team so that other countries can benefit from this knowledge and coordinated work practices.

The work process carried out by the project team and the partner institutions in the implementation of the project has achieved the project's goals, but there is still a long way to go to develop, improve and maintain the system and it deserves continued support.

### 5.3. Recommendations

**Recommendations Table**

Rec #	Recommendation	Entity Responsible	Time frame
<b>A</b>	<b>Component 1: Strengthen national institutions in transparency-related activities, in line with national priorities.</b>		
A.1	<b>Key recommendation:</b> Carry out a communication program to disseminate the achievements of the project involving all participating institutions aimed at sensitizing parliamentarians and other high-level public officials on the one hand, and the general public on the other hand, raising awareness of the effects of CC.	<b>DINACC / Project Team</b>	<b>August 2022</b>
A.2	Consensus and elaborate with the institutions of the working group the basis for a new project to strengthen the institutions with a vision of the future of the country in terms of the possibilities of establishing sectoral commitments for GHG information. It is recommended that a 4 or 5 year project be carried out so that actions can be implemented in time.	<b>DINACC / Project Team</b>	<b>July 2022</b>
<b>B</b>	<b>Component 2: Tools, training and assistance to comply with the provisions set forth in Article 13 of the Agreement</b>		
B.1	<b>Key recommendation:</b> Prepare a needs assessment of tools, methodologies and training together with the participants of the working group to determine the size of the gap in work needs for the next 5 years. This inventory can also serve as a basis for the development of specific work plans and is also basic information for the development of a continuity project.	<b>DINACC / Project Team</b>	<b>July 2022</b>
B.2	Carry out a case study systematization project to document the experience of developing methodologies and tools by sector so that it can be disseminated and sensitized to other sectors in the country and further disseminate the successful path of the project's work experience.	<b>Project Team</b>	<b>July- August 2022</b>

Source: TE

### 5.4. Lessons Learned

**Table of Best Practices and Lessons Learned at the Project Level, by Objective and Component**

<p><b>OVERALL OBJECTIVE:</b>  <b>Building institutional and technical capacities to enhance transparency in the framework of the Paris Agreement</b>  <b>Result: The problems that gave rise to the project were valid and important results were obtained, in addition to having met all the goals proposed in the PRODOC.</b></p>
<p><b>Key lesson learned: The foundations on which the project was executed were important enough to ensure its success:</b></p> <ul style="list-style-type: none"> <li>• The existence of inter-institutional Working Groups operating within the SNRCC.</li> <li>• The existence of the SNRCC as a space for interinstitutional coordination.</li> <li>• A National Climate Change Policy</li> <li>• The National Directorate of Climate Change (DINACC) with its team of professionals and its strategic orientation.</li> </ul>
<p><b>Key lesson learned: Projects based on the articulation with other institutions need to ensure that their management does not deviate due to external problems or lack of knowledge or care with other institutional cultures. To this end, the project must ensure the management of the products through:</b></p>

- The installation of a professional who will be involved with the other institution, living with its teams and professionals and serving as a bridge between the needs of the project and those of the other institution.
- Ensuring that there is fluid communication between the institutions permanently informing and making technical decisions together.
- Make sure to understand the cultures, rhythms and needs of the other institutions with which the work is carried out, for which the technician assigned to the other institution, apart from being a good technician, must be very empathetic in order to build this virtuous bridge.

**Component 1: Strengthen national institutions in transparency-related activities, in line with national priorities.**

**Key lesson learned:** Take care of the network formed by the working groups as it is the basis for medium and long term achievements. This means to be very respectful of protocols, to inform properly, to promote work and decisions in a collective and democratic way. It is also very necessary to value the contributions of all participants in order to ensure collective growth.

**Good Practice:** Training and direct advice to technical teams linked to Ministries and members of commissions has a very positive influence on participation and the results obtained.

**Component 2: Tools, training and assistance to comply with the provisions set forth in Article 13 of the Agreement**

**Key lesson learned:** It is very important to build collectively, according to the characteristics of the institutions, specific methodologies and tools that can interpret the reality of those institutions and not only what is expected from an environmental policy elaborated from outside. The quality of information related to climate change and GHG is only achieved through knowledge from the practice of what happens in the specific economic sector and not from a global vision from outside the sector.

**Good Practice:** the co-design of indicators and methodologies between the Ministry of the sector and the MA technicians also ensures that the information expected will be available at a later stage.

Source: TE

## ANNEXES

### Annex 1: Terms of Reference for the Terminal Evaluation

The following is a faithful copy of the published Terms of Reference, not including its annexes:

#### TERMINOS DE REFERENCIA

I. INFORMACION SOBRE LA CONSULTORIA
<p><b>Título:</b> Consultor/a internacional para la Evaluación final del Proyecto de tamaño mediano URU/18/G31 "Creación de capacidades institucionales y técnicas para aumentar la transparencia en el marco del Acuerdo de París".</p> <p><b>Supervisor/a:</b> Analista de Programa-Área Desarrollo Sostenible del PNUD en coordinación con la Consultora Principal del Proyecto.</p> <p><b>Tipo de Contrato:</b> Contrato Contratista Individual (IC)</p> <p><b>Duración del contrato:</b> plazo de 65 días calendario (se estiman 25 días de consultoría)</p> <p><b>Lugar de la Consultoría:</b> A distancia, lugar del consultor/a</p> <p><b>Fecha de inicio:</b> se estima en la penúltima semana de marzo de 2022</p>
II. ANTECEDENTES
<p>De acuerdo con las políticas y los procedimientos de Seguimiento y Evaluación (SyE) del Programa de las Naciones Unidas para el Desarrollo (PNUD) y del Fondo para el Medio Ambiente Mundial (FMAM), todos los proyectos de tamaño grande y mediano apoyados por el PNUD y financiados por el FMAM deben someterse a una evaluación final una vez finalizada la ejecución. Estos términos de referencia (TdR) establecen las expectativas de la evaluación final del Proyecto URU/18/G31 "Creación de capacidades institucionales y técnicas para aumentar la transparencia en el marco del Acuerdo de París" financiado por el Fondo para el Medio Ambiente Mundial (FMAM) e implementado en conjunto con el Ministerio de Ambiente (MA). El proyecto comenzó en marzo de 2018 y se encuentra en su cuarto año de implementación. La evaluación final se realizará según se establece en la "Guía para realizar evaluaciones terminales de proyectos respaldados por el PNUD y financiados por el FMAM" (<a href="https://procurement-notices.undp.org/view_file.cfm?doc_id=228271">https://procurement-notices.undp.org/view_file.cfm?doc_id=228271</a>).</p> <p>La comunidad global ha reconocido la urgencia en enfrentar el cambio climático, y lo ha hecho evidente a través de la aspiración de las Partes en la Convención Marco de las Naciones Unidas sobre el Cambio Climático (CMNUCC) de "mantener el aumento de la temperatura media anual muy por debajo de 2°C con respecto a los niveles preindustriales, y proseguir los esfuerzos para limitar ese aumento de la temperatura a 1,5°C con respecto a los niveles preindustriales, reconociendo que ello reduciría considerablemente los riesgos y los efectos del cambio climático", tal como está establecido en el artículo 2 del Acuerdo de París. El Acuerdo entró en vigor el 4 de noviembre de 2016 y para cumplir con éste, es esencial que los países establezcan sistemas domésticos sólidos de monitoreo, reporte y verificación (MRV) para evaluar el impacto de las acciones y las políticas de cambio climático y para el seguimiento de la implementación del Acuerdo a nivel doméstico.</p> <p>Sumado al sistema de contabilidad existente de la CMNUCC, el Acuerdo de París establece un Marco de Transparencia Reforzado para las medidas y el apoyo, que abarca información sobre las acciones de mitigación y adaptación realizadas por todas las Partes, así como el apoyo que las mismas proveen o reciben para permitir la implementación de estas acciones. Bajo este marco, también cada Parte deberá presentar su inventario nacional de gases de efecto invernadero de manera bienal, excepto los países menos desarrollados y los pequeños Estados insulares en desarrollo. Este marco internacional es el que ha</p>



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justificado la solicitud de asistencia para la realización del presente proyecto, para que Uruguay se encuentre preparado para cumplir con los nuevos requerimientos del Acuerdo de París.

En este sentido, el proyecto fue diseñado para proveer herramientas y creación de capacidades para fortalecer la medición y la evaluación de los efectos de las acciones desarrolladas, en el contexto del referido Marco de Transparencia Reforzado. Uruguay es un país en desarrollo con una economía que necesita crecer de manera sostenible, para dar oportunidades hacia un desarrollo más equitativo de la sociedad, prestando especial atención a los más vulnerables. En este sentido, el país está enfocando sus esfuerzos en iniciativas de baja intensidad de emisiones, sin olvidar la importancia de crear y aumentar la resiliencia a los efectos adversos del cambio climático y la variabilidad, en línea con el Acuerdo de París y con el ODS 13.

El objetivo del Proyecto URU/18/G31 es fortalecer las capacidades nacionales, tanto institucionales como técnicas, buscando una articulación más eficiente para las actividades relacionadas con la transparencia, así como la adopción o mejora de metodologías y herramientas para cumplir con el marco reforzado de transparencia establecido en el Artículo 13 del Acuerdo de París, del cual Uruguay es parte. A través de este fortalecimiento, Uruguay será más eficiente en la definición, desarrollo e implementación de políticas y medidas, en base a información más oportuna y precisa, monitoreo y evaluación de los instrumentos aplicados para enfrentar el cambio climático. Incluye un abordaje con sensibilidad de género en las metodologías para evaluar que las acciones de adaptación sean apropiadas, y al evaluar su efectividad y sus efectos, así como en la evaluación de los efectos de acciones y políticas de mitigación.

Los resultados esperados son: 1) establecimiento de una institucionalidad eficiente y articulada que permita el desarrollo de actividades que apunten a la transparencia; 2) diseño y establecimiento de un sistema doméstico de monitoreo, reporte y verificación; 3) mejora de inventarios nacionales de GEI; 4) fortalecimiento de la capacidad para actividades que apunten a la transparencia a través de entrenamientos específicos para el país e intercambio con pares de la región.

El presupuesto total del proyecto es de US\$ 1.100.000 (incluyendo los DPC del Asociado en la Implementación) y un cofinanciamiento previsto en especies de US\$ 760.000. El plazo inicial previsto del proyecto era de 36 meses, y comenzó en marzo de 2018. Luego de estos tres años previstos de implementación, fue extendido hasta el 27 de agosto de 2022.

Además del MA, como actor asociado en la implementación del proyecto, participan del proyecto representantes de instituciones que integran el Sistema Nacional de Respuesta al Cambio Climático y variabilidad (SNRCC).

Como se señala en el Marco de Resultados del Proyecto, el mismo busca contribuir con los siguientes resultados incluidos en el MECNUD/Documento de Programa de País: Resultado MECNUD 1.1 (Al 2025 Uruguay habrá promovido una transición hacia sistemas de producción y consumo sostenibles, basados en la innovación, el conocimiento científico y la incorporación de tecnología, fortaleciendo la resiliencia y la equidad) y Producto de Programa de País 1.3 (Aplicación de medidas de mitigación del cambio climático y de adaptación a él que tengan en cuenta el género para aumentar la ambición climática, promover el desarrollo con bajas emisiones de carbono y la transición energética y fomentar la resiliencia y la inclusión). El proyecto estará vinculado con el Producto 1.4 del Plan Estratégico del PNUD: Acciones ampliadas para la adaptación y mitigación del cambio climático en todos los sectores, financiadas e implementadas.





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Contribuirá además al logro del Objetivo de Desarrollo Sostenible 13 (Acción por el Clima) y a los Objetivos de Desarrollo Sostenible 2, 6, 7, 9, 11, 12, 13, 14 y 15, en virtud de que diversas acciones en el contexto de proyecto contribuyen a generar información para el seguimiento de dichos objetivos.

El 13 marzo de 2020 se declaró la emergencia sanitaria por COVID-19 en Uruguay. A partir de esa fecha y hasta el 7/02/2022, se han registrado 733.010 casos positivos confirmados de coronavirus. Se han recuperado 663.318 personas y 63.036 están cursando la enfermedad. El total de personas fallecidas en Uruguay hasta el momento son 6.656, según lo registrado en <https://www.gub.uy/sistema-nacional-emergencias/pagina-embedida/visualizador-casos-coronavirus-covid-19-uruguay>.

La situación especial debido al COVID 19, sobre todo durante el año 2020, ha retrasado la ejecución del proyecto, al retenerse unos meses la decisión de realizar llamados a consultorías que requerían trabajo de campo, con gran incertidumbre de poder ser realizado. Otro factor que también enlenteció en cierta medida el progreso del proyecto ha sido el cambio de autoridades en marzo de 2020 y luego la creación de la nueva institucionalidad, al crearse el Ministerio de Ambiente, al necesitar de un tiempo adicional para que las nuevas autoridades tomaran conocimiento de las acciones del proyecto y tomaran las decisiones relativas a nuevas contrataciones.

### III. PROPÓSITO DE LA EVALUACIÓN FINAL

En el informe de la evaluación final (EF) se valorará el logro de los resultados del proyecto con respecto a lo que se esperaba lograr, y se extraerán lecciones que puedan mejorar la sostenibilidad de los beneficios de este proyecto, así como ayudar a mejorar la programación general del PNUD. El informe de la evaluación final promueve la rendición de cuentas y la transparencia, y evalúa el alcance de los logros del proyecto.

La EF se concentrará en la entrega de los resultados del Proyecto como fueron planificados inicialmente y como fueron ejecutados en la realidad, analizando plazos y montos. Analizará el impacto y sustentabilidad de los resultados, incluyendo la contribución al desarrollo de capacidades y al logro de los beneficios y metas propuestas. La misma evaluará la pertinencia, la eficiencia, la efectividad, la sustentabilidad, el impacto y la igualdad entre los géneros y empoderamiento de las mujeres, de acuerdo a la matriz contenida en el anexo D de estos TdRs.

Esta evaluación final deberá resumir los resultados logrados (objetivos, resultados y productos), las lecciones aprendidas, los problemas encontrados y las áreas donde los resultados pueden no haberse logrado. También diseñará recomendaciones sobre los pasos a seguir para la sustentabilidad y replicabilidad de los resultados del Proyecto.

Los resultados de la evaluación final serán utilizados por el Asociado en la Implementación del proyecto y los representantes institucionales del SNRCC para tomar las apreciaciones positivas sobre buenas prácticas aplicadas en la ejecución del proyecto y replicarlas en futuros proyectos, así como para mejorar aspectos que no hayan sido evaluados positivamente.

### IV. ENFOQUE Y MÉTODO DE LA EVALUACIÓN TERMINAL

La evaluación debe proporcionar información empírica que sea creíble, confiable y útil.

El consultor de la evaluación final examinará todas las fuentes de información pertinentes, incluidos los documentos elaborados durante la fase de preparación (es decir, el FIP, el Plan de iniciación del PNUD, el SESP del PNUD) el documento del proyecto, los informes del proyecto, incluidos los IEP (PIR) anuales, las revisiones del presupuesto del proyecto, los informes de lecciones aprendidas, los documentos estratégicos



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y jurídicos nacionales y cualquier otro material que el equipo considere útil para esta evaluación con base empírica. El consultor de la evaluación final revisará los indicadores básicos/herramientas de seguimiento de referencia y de mitad de período del área focal del FMAM presentados al FMAM en las fases de aprobación del proyecto, y los indicadores básicos/herramientas de seguimiento finales que deben completarse durante la etapa de preparación del Informe Inicial de la EF.

Se espera que el consultor de la evaluación final acoja un enfoque participativo y consultivo que garantice una estrecha colaboración con el equipo del proyecto, las contrapartes gubernamentales (el Punto focal operativo del FMAM), los asociados en la ejecución, las oficinas del PNUD en el país, el Asesor Técnico Regional, los beneficiarios directos y otras partes interesadas.

El compromiso de los interesados es fundamental para el éxito de la evaluación final. La participación de las partes interesadas debe incluir entrevistas con los interesados que tengan responsabilidades en el proyecto, incluidas, entre otras, los integrantes de la Junta del Proyecto, integrantes del equipo técnico del proyecto, otros técnicos y funcionarios y jefes de equipo de tareas/componentes, expertos y consultores clave en el área temática, beneficiarios del proyecto, el sector académico, y OSC locales, etc. Todas estas reuniones se realizarán en forma virtual.

El diseño y la metodología específicos de la EF deben surgir de las consultas entre el equipo de la EF y las partes antes mencionadas sobre lo que sea apropiado y factible para cumplir el propósito y los objetivos de la EF y responder a las preguntas de evaluación, dadas las limitaciones de presupuesto, tiempo y datos. No obstante, el equipo de la EF debe utilizar metodologías e instrumentos sensibles al género y garantizar que la igualdad de género y el empoderamiento de las mujeres, así como otras cuestiones intersectoriales y los ODS, se incorporen en el informe de la EF.

El enfoque metodológico final, que incluye el calendario de entrevistas y los datos que se utilizarán en la evaluación, debería esbozarse claramente en el Informe Inicial de la EF, y el PNUD, las partes interesadas y el consultor de la evaluación final deberían debatirlo y ponerse plenamente de acuerdo acerca de este.

El informe final debe describir plenamente el enfoque de EF adoptado y la justificación de dicho enfoque, haciendo explícitos los supuestos, desafíos, fortalezas y debilidades subyacentes sobre los métodos y el enfoque de la evaluación.

### V. ALCANCE DETALLADO DE LA EVALUACIÓN FINAL

La evaluación final evaluará el desempeño del proyecto en función de las expectativas establecidas en el Marco lógico/Marco de resultados del proyecto (consultar el **anexo A** de estos TdR).

La evaluación final evaluará los resultados de acuerdo con los criterios descritos en las "Directrices de evaluación del PNUD", para evaluaciones finales para proyectos respaldados por el PNUD con financiación del FMAM ([https://procurement-notice.undp.org/view\\_file.cfm?doc\\_id=228271](https://procurement-notice.undp.org/view_file.cfm?doc_id=228271)). La sección de Conclusiones del informe de la evaluación final cubrirá los temas que se enumeran a continuación.

En el **anexo C**, se presenta un resumen completo del contenido del informe de la evaluación final.

El asterisco "(\*)" indica los criterios para los que se requiere una **calificación**.

Conclusiones



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- i. Diseño/formulación del proyecto
  - Prioridades nacionales e impulso del país
  - Teoría del cambio
  - Igualdad de género y empoderamiento de las mujeres
  - Salvaguardias sociales y ambientales
  - Análisis del Marco de Resultados: lógica y estrategia del proyecto, indicadores
  - Supuestos y riesgos
  - Lecciones de otros proyectos pertinentes (p. ej., la misma área focal) incorporadas en el diseño del proyecto
  - Participación prevista de las partes interesadas
  - Vínculos entre el proyecto y otras intervenciones dentro del sector
  - Disposiciones de gestión
- ii. Ejecución del proyecto
  - Gestión adaptativa (cambios en el diseño y los productos del proyecto durante la ejecución)
  - Participación real de las partes interesadas y disposiciones de asociación
  - Financiación y cofinanciación de proyectos
  - Seguimiento y evaluación: diseño inicial (\*), implementación (\*), evaluación general del SyE (\*)
  - Organismo de implementación (PNUD) (\*) y Organismo de ejecución (\*), supervisión/implementación y ejecución generales del proyecto (\*)
  - Gestión de riesgos, incluidos los Estándares sociales y ambientales
- iii. Resultados del proyecto
  - El informe de la evaluación final debe evaluar de manera individual la consecución de los resultados de cara a los indicadores, e informar sobre el nivel de progreso de cada indicador de objetivo y resultado en el momento de la evaluación final, al tiempo que señala los logros finales.
  - Pertinencia (\*), efectividad (\*), eficiencia (\*) y resultado general del proyecto (\*)
  - Sostenibilidad: económica (\*), sociopolítica (\*), de marco institucional y gobernanza (\*), ambiental (\*), probabilidad general de sostenibilidad (\*)
  - Apropiación nacional
  - Igualdad de género y empoderamiento de las mujeres
  - Cuestiones transversales (reducción de la pobreza, mejora de la gobernanza, mitigación y adaptación al cambio climático, prevención y recuperación de desastres, derechos humanos, desarrollo de la capacidad, cooperación Sur-Sur, gestión del conocimiento, voluntariado, etc., según corresponda)
  - Adicionalidad del FMAM
  - Función catalizadora/efecto de replicación
  - Progreso hacia el impacto
- iv. Principales constataciones, conclusiones, recomendaciones, lecciones aprendidas
  - El consultor de la evaluación final incluirá un resumen de las principales conclusiones del informe de la evaluación final. Las conclusiones deben presentarse como declaraciones de hecho basadas en el análisis de los datos.
  - La sección sobre las conclusiones se redactará a partir de los resultados. Las conclusiones deben ser declaraciones completas y equilibradas que estén bien fundamentadas por la evidencia y lógicamente relacionadas con las constataciones de la evaluación final. Deben destacar los puntos fuertes, las



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debilidades y los resultados del proyecto, responder a preguntas clave de evaluación y proporcionar información sobre la identificación y/o soluciones de problemas o cuestiones importantes pertinentes a los beneficiarios del proyecto, el PNUD y el FMAM, incluidas cuestiones relacionadas con la igualdad de género y el empoderamiento de las mujeres.

- Las recomendaciones deben ofrecer recomendaciones concretas, prácticas, factibles y específicas dirigidas a los usuarios previstos de la evaluación sobre las medidas que deben adoptarse y las decisiones que deben tomarse. Las recomendaciones deberían estar específicamente respaldadas por las pruebas y vinculadas con las constataciones y conclusiones en torno a las cuestiones clave abordadas en la evaluación.
- El informe de la evaluación final también debe incluir lecciones que puedan tomarse de la evaluación, incluidas las mejores y peores prácticas para abordar cuestiones relacionadas con la pertinencia, el desempeño y el éxito, que puedan proporcionar conocimientos obtenidos de la circunstancia particular (métodos de programación y evaluación utilizados, asociaciones, apalancamiento financiero, etc.). Esto se aplica a otras intervenciones del FMAM y del PNUD. Cuando sea posible, el equipo de la evaluación final debe incluir ejemplos de buenas prácticas en el diseño y la implementación de proyectos.
- Es importante que las conclusiones, recomendaciones y lecciones aprendidas del informe de la evaluación final incluyan resultados relacionados con la igualdad de género y el empoderamiento de las mujeres.

El informe de la evaluación final contará con una tabla de valoraciones de evaluación, como se muestra a continuación:

**Tabla de calificaciones de evaluación del Proyecto URU/18/G31**

<b>Seguimiento y evaluación (SyE)</b>	<b>Calificación<sup>1</sup></b>
Diseño de SyE al inicio	
Implementación del Plan de SyE	
Calidad general de SyE	
<b>Implementación y ejecución (IyE)</b>	<b>Calificación</b>
Calidad de la implementación/supervisión del PNUD	
Calidad de la ejecución del asociado en la ejecución	
Calidad general de la implementación/ejecución	
<b>Evaluación de resultados</b>	<b>Calificación</b>
Pertinencia	
Efectividad	
Eficiencia	
Valoración de los resultados generales del proyecto	
<b>Sostenibilidad</b>	<b>Calificación</b>

<sup>1</sup> Los resultados, la efectividad, la eficiencia, el SyE, la ejecución de IyE y la relevancia se clasifican en una escala de 6 puntos: 6 = Altamente satisfactorio (AS), 5 = Satisfactorio (S), 4 = Moderadamente satisfactorio (MS), 3 = Moderadamente insatisfactorio (MI), 2 = Insatisfactorio (I), 1 = Altamente insatisfactorio (AI). La sostenibilidad se clasifica en una escala de 4 puntos: 4 = Probable (P), 3 = Moderadamente probable (MP), 2 = Moderadamente improbable (MI), 1 = Improbable (I)



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Recursos financieros				
Sociopolítica/ económica				
Marco institucional y gobernanza				
Medioambiental				
Probabilidad general de sostenibilidad				
<b>VI. ETICA DEL EVALUADOR</b>				
<p>El consultor de la evaluación final deberá apegarse a los más altos estándares éticos, y se exige que firme un código de conducta al aceptar el encargo. Esta evaluación se llevará a cabo de conformidad con los principios esbozados en las "Directrices éticas para evaluaciones" del UNEG. El evaluador debe proteger los derechos y la confidencialidad de los proveedores de información, los entrevistados y las partes interesadas mediante medidas que garanticen el cumplimiento de los códigos jurídicos y de otro tipo pertinentes que rigen la recopilación de datos y la presentación de informes sobre estos. El evaluador también debe garantizar la seguridad de la información recopilada antes y después de la evaluación, así como de los protocolos que garantizan el anonimato y la confidencialidad de las fuentes de información cuando esté previsto. Los conocimientos y datos de información reunidos en el proceso de evaluación también deben utilizarse exclusivamente para la evaluación y no para otros usos sin la autorización expresa del PNUD y sus asociados.</p>				
<b>VII. CRONOGRAMA</b>				
<p>La duración total de la evaluación final se estima en 25 días de trabajo durante un plazo de 65 días calendario. El cronograma tentativo de evaluación final es el siguiente:</p>				
<b>Actividad</b>	<b>Días de trabajo</b>	<b>Fecha de finalización</b>		
Informe Inicial de la Evaluación final	4 días	Máximo a los 10 días corridos de firmado el contrato		
Entrevistas a actores seleccionados	10 días	Fecha a acordar con PNUD y Consultor Principal		
Informe Preliminar de Evaluación final en inglés	7 días	Dentro de las dos semanas siguientes a las entrevistas		
Informe Final en inglés	4 días	Máximo a los 55 días corridos de firmado el contrato.		
<b>VIII. RESULTADOS CONCRETOS DE LA EVALUACIÓN FINAL</b>				
<b>N.º</b>	<b>Resultado esperado</b>	<b>Descripción</b>	<b>Plazo</b>	<b>Responsabilidades</b>
1	Informe inicial de la evaluación final	El/ la consultor/a de la evaluación final aclara los objetivos, la metodología y el plazo de la evaluación final	Máximo a los 10 días corridos de inicio del contrato	El/ la consultor/a de la evaluación final envía el informe inicial a la unidad encargada y a la dirección del proyecto
2	Presentación	Constataciones iniciales	A los 20 días corridos del inicio del contrato	El/ la consultor/a de la evaluación final presenta a la unidad encargada y a la dirección del proyecto
3	Proyecto de informe de	Proyecto del informe completo <i>(usando las</i>	A los 45 días corridos del	El/ la consultor/a de la evaluación final envía a la



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	evaluación final (Informe Preliminar)	<i>directrices sobre el contenido del informe del anexo C de los TdR) con anexos</i>	inicio del contrato	unidad encargada; con revisión del ATR de la DPAP-FMAM, la Unidad de Coordinación de Proyectos, el Punto focal operativo del FMAM
5	Informe final de la evaluación final* + Historial de auditoría	Informe final e historial de auditoría de evaluación final, en que la evaluación final detalla cómo se han (o no se han) abordado todos los comentarios recibidos en el informe final de evaluación final ( <i>consultar la plantilla en el anexo H de los TdR</i> )	A los 55 corridos días de la firma del contrato	El/ la consultor/a de la evaluación final envía ambos documentos a la unidad encargada

La entrega de los Informes será en forma digital mediante correo electrónico. Será requisito para el pago, la aprobación de cada Informe por parte de la Supervisión, quien dispondrá de 5 días hábiles para revisión y formulación de observaciones. Transcurrido dicho plazo y de no mediar comunicación, el producto/hito se dará por aprobado.

El/ la consultor/a contará con 5 días hábiles para realizar las modificaciones y/o correcciones que le hayan sido solicitadas.

En caso de persistir las observaciones, se repetirá el procedimiento de revisión antes señalado. Se deberá tener en consideración el plazo de finalización del contrato. El informe final de la evaluación final deberá ser en inglés.

#### IX. SUPERVISION, CONTROLES Y SEGUIMIENTO

A cargo de la Analista de Programa-Área Desarrollo Sostenible Inclusivo del PNUD en coordinación con la Consultora Principal del Proyecto, y serán responsables de proveer al consultor de la evaluación final de los documentos relevantes y de brindar los contactos para las entrevistas con los actores involucrados.

#### X. DURACION, PLAZOS Y FORMA DE PAGO

A partir de la fecha de firma del contrato, el plazo de la consultoría es de máximo 65 días calendario.

Es imprescindible el cumplimiento del plazo, debido a la fecha de finalización de la totalidad del Proyecto.

El monto del contrato contempla los honorarios, gastos, tributos correspondientes, que se requieran para las actividades previstas.

Los pagos se harán efectivos en Dólares de los EUA según el siguiente cronograma:

Producto a partir de la firma del compromiso	Plazo máximo de entrega	Porcentaje de pago
1. Informe inicial de la evaluación final	10 calendario	20%
2. Informe preliminar de evaluación final	45 calendario	40%
3. Informe final de evaluación final	55 calendario	40%



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Los pagos se realizarán únicamente contra aprobación de los productos y presentación de factura/Certificado de Pago emitida a nombre de: PNUD – URU/18/G31, a la cuenta bancaria del Contratista Individual.

De conformidad con el Reglamento Financiero del PNUD, cuando la unidad encargada y/o el/la consultor/a determinen que un producto o servicio no puede completarse satisfactoriamente debido al impacto de la COVID-19 y a las limitaciones de la evaluación final, no se pagará ese producto o servicio.

Debido a la situación actual de la COVID-19 y sus implicaciones, se puede considerar realizar un pago parcial si el/la consultor/a dedicó tiempo a preparar el producto, pero no pudo completarlo debido a circunstancias que escapaban a su control.

### XI. PERFIL

Se requiere el siguiente perfil para el/la evaluador/a, que será un/a consultor/a independiente, internacional con experiencia y exposición a proyectos y evaluaciones a nivel regional y/o mundial, que deberá cumplir los siguientes requisitos:

#### Educación

- Profesional universitario (excluyente), preferentemente con título de maestría o doctorado en cambio climático, medio ambiente, desarrollo sostenible, u otro campo estrechamente relacionado;
- Cursos de formación en cambio climático, medio ambiente, desarrollo sostenible u otro campo relacionado

#### Experiencia

- Experiencia pertinente con metodologías de evaluación de la gestión basada en los resultados;
- Experiencia en la aplicación de indicadores del tipo SMART y en la reconstrucción o validación de escenarios de referencia (excluyente);
- Experiencia en evaluación de proyectos GEF (excluyente);
- Competencia en gestión adaptativa;
- Experiencia de trabajo en la región de América del Sur;
- Experiencia en áreas técnicas relevantes: medio ambiente, desarrollo sostenible, mitigación y/o adaptación al cambio climático, marcos de medición, reporte y verificación (MRV) de la Convención Marco de las Naciones Unidas sobre el Cambio Climático y/o Marco Reforzado de Transparencia del Acuerdo de París, u otro campo estrechamente relacionado;
- Comprensión demostrada de las cuestiones relacionadas con género y cambio climático, experiencia en evaluación y análisis con perspectiva de género;
- Excelentes aptitudes de comunicación;
- Aptitudes analíticas demostrables;
- Experiencia en evaluaciones llevadas a cabo de manera remota/ virtual, constituye una ventaja.

#### Idioma

- Fluidez en español e inglés escrito y hablado.



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<b>XII. EVALUACION Y CALIFICACION</b>	
<p>Las ofertas se evaluarán conforme al método de Puntuación Combinada según el cual la evaluación técnica tendrá un peso del 70%, mientras que la propuesta económica representa el 30% de la valoración. El postulante que reciba la Puntuación Combinada más alta, en aceptación de los Términos y Condiciones Generales del PNUD será el que reciba el contrato.</p>	
<p><b>Evaluación Técnica (Máximo 70 puntos)</b></p>	
<b>Criterio</b>	<b>Puntaje máximo</b>
<p><b>Revisión documentaria</b>                      – Verificación de documentación presentada                      – Verificación del oferente en Listados de Inelegibilidad de UNGM Global Marketplace                      – Profesional universitario</p>	<b>Cumple/no cumple</b>
<p><b>1. Educación</b></p> <p>– Maestría o Doctorado en temáticas relacionadas con cambio climático, medio ambiente, desarrollo sostenible, u otro campo estrechamente relacionado                      Sin título de posgrado: 0 punto                      Título de Maestría: 5 puntos                      Título de Doctorado: 7 puntos</p> <p>– Cursos de formación en cambio climático, medio ambiente, desarrollo sostenible u otro campo relacionado                      1 curso: 2 puntos                      2 o más cursos: 3 puntos</p>	<b>10</b>
<p><b>2. Experiencia pertinente con metodologías de evaluación de la gestión basada en los resultados, indicadores del tipo SMART y gestión adaptativa</b>                      Sin experiencia: No califica, se desestima la propuesta.                      1 a 5 proyectos: 5 puntos                      6 o más proyectos: 7 puntos</p>	<b>7</b>
<p><b>3. Experiencia en evaluación de proyectos GEF</b>                      Sin experiencia: No califica, se desestima la propuesta.                      1 proyecto: 5 puntos                      de 2 a 4 proyectos: 7 puntos                      5 proyectos o más: 9 puntos</p>	<b>9</b>
<p><b>4. Experiencia de trabajo en la región de América del Sur</b>                      Sin experiencia: 0 punto                      1 a 5 proyectos: 1 punto                      6 o más proyectos: 2 puntos</p>	<b>2</b>





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<p><b>5. Experiencias en las áreas técnicas: medio ambiente, desarrollo sostenible, mitigación y/o adaptación al cambio climático, marcos de medición, reporte y verificación (MRV) de la Convención Marco de las Naciones Unidas sobre el Cambio Climático y/o Marco Reforzado de Transparencia del Acuerdo de París, u otro campo estrechamente relacionado</b> Menos de 5 años: 0 punto 5 a 10 años: 1 punto 11 o más años: 3 puntos</p>	<b>3</b>
<p><b>6. Experiencia en evaluaciones y análisis sensibles al género:</b> Sin experiencia: 0 punto Con experiencia: 1 punto</p>	<b>1</b>
<p><b>7. Experiencia en evaluaciones llevadas a cabo de manera remota/ virtual</b> Sin experiencia: 0 punto Con experiencia: 1 punto</p>	<b>1</b>
<p><b>8. Propuesta Técnica</b> Altamente satisfactoria = 12 puntos Satisfactoria = 10 puntos Moderadamente satisfactoria = 7 puntos Insatisfactoria = No califica</p>	<b>12</b>
<p><b>Entrevista */:</b> capacidades de comunicación; habilidades analíticas; se evaluará el enfoque del trabajo/propuesta técnica</p>	<b>25</b>
<b>Total Evaluación Técnica</b>	<b>70</b>

\*/ Solo pasarán a entrevista hasta 4 consultores que tengan un mínimo de 30 puntos entre los criterios 1 a 8

Sólo se considerará la propuesta económica de los consultores que alcancen un mínimo de -49 puntos en el total de la evaluación técnica (Criterios 1 a 8 + Entrevista)

Evaluación de la propuesta económica (Máximo 30 puntos)

El máximo número de puntos (30) se otorgará a la oferta más baja. Todas las otras propuestas recibirán puntos en proporción inversa, según la siguiente fórmula:  
 $P = 30 (x/y)$  Donde:  
 P = puntos de la propuesta económica evaluada  
 x = Monto de la oferta más baja  
 y = Monto de la oferta evaluada

<p><b>XIII. ANEXOS A LOS TDR</b></p> <ul style="list-style-type: none"> <li>• Anexo A de los TdR: Marco de lógico/de resultados del proyecto</li> <li>• Anexo B de los TdR: Paquete de información del proyecto que debe revisar el equipo de la evaluación final</li> <li>• Anexo C de los TdR: Contenido del informe de la evaluación final</li> <li>• Anexo D de los TdR: Plantilla de matriz de criterios de evaluación</li> </ul>
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- Anexo E de los TdR: Código de Conducta de los evaluadores del UNEG
- Anexo F de los TdR: Escalas de valoración de la evaluación final
- Anexo G de los TdR: Formulario de autorización de informe de la evaluación final
- Anexo H de los TdR: Historial de auditoría de la evaluación final

## **Annex 2: Preparations for Interviews**

The following questions constituted a guide for the interviews, in accordance with the semi-structured interview methodology, in order to adapt to the particular characteristics of the interviewees. Therefore, the questions were formulated in the appropriate terms and words in each case. This list shows the intention and purpose of each question, and the sequence of questions asked in the interviews.

### **a) Directly involved in the execution of the project**

- What is the degree of correspondence<sup>25</sup> of the actions carried out with what was planned?
- What is the degree of correspondence between the specific results expected and those achieved?
- What is the degree of correspondence between the specific outputs expected and those generated?
- What enabling factors<sup>26</sup> stand out during the process and how were they used?
- What obstacles were encountered in the process and how were they addressed?
- What lessons are drawn from the way in which the expected results were achieved?
- What lessons are drawn from not achieving all the expected results?
- What lessons are drawn from the way in which the enabling conditions were exploited?
- What lessons are drawn from the way in which obstacles were addressed?
- How feasible do you see the project's achievements being sustained over time? What might make it possible? What might prevent it?
- How did the project incorporate gender equity criteria by incorporating the participation of different stakeholders? Criteria, specific practices, which ones? Results of that care?
- What has worked particularly well and can be considered as "best practice"?
- What specific experiences can be shown as examples of achievements and successful project management?

Also, in a differentiated manner depending on the case

- General information about the project, its scope and contribution to project results. To what extent, scope and results the project contributed to the project's components and results, and if this did not happen as expected, to what it is attributed and how it was corrected.
- The degree of coincidence among the participating institutions and alignment with the purposes and tasks inherent to the expected results of the project, during the execution process and at present.

### **b) Indirectly involved in the execution of the project**

- In your opinion, what are the results obtained in the project?
- What was expected to be achieved and was not achieved?
- What enabling factors stand out during the process and how were they used?

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<sup>25</sup> By degree of correspondence we mean "the extent to which the expected results and outcomes were achieved in accordance with the planned performance indicators".

<sup>26</sup> Enabling factors are understood to be all circumstances that directly or indirectly contributed to the realization of the project. These are conditions that, as antecedents or as a result of specific actions, allow, support or catalyze the implementation of a project.

- What obstacles were encountered in the process and how were they addressed?
- What lessons are drawn from the way in which the expected results were achieved?
- What lessons are drawn from not achieving all the expected results?
- What lessons are drawn from the way in which the enabling conditions were exploited?
- What lessons are drawn from the way in which obstacles were addressed?
- How feasible do you see the project's achievements being sustained over time? What might make it possible? What might prevent it?

**c) Beneficiaries**

- What aspects of the project are you aware of?
- How did the project contribute to improving the conditions of your institution in the immediate term and for the future?
- How satisfied are you with it and why?
- Is there anything you expected from the project that was not fulfilled?
- What would you recommend for the future to continue with the objectives of improving institutional and technical capacities to increase transparency like yours?

In addition, the positive effects on the expected changes in terms of capabilities and the degree of relevance, appropriation and usefulness of the products generated were studied in depth.

### Annex 3: List of interviewees

The list of stakeholders interviewed was agreed upon by the evaluation team, MA, the project team and UNDP, considering the stakeholders identified in PRODOC and those that were added during the life of the project.

	Name	Company or Institution	Date of Interview
1	Rafael Lavagna	Technical team of the project. Energy Sector Consultant.	April 19th, 2022
2	Mario Jiménez	Project technical team. Adaptation Consultant.	April 19th, 2022
3	Mónica Gómez	Project technical team. Coastal vulnerability and adaptation consultant	April 19th, 2022
4	Guadalupe Martínez	Technical team of the project. MRV and INGEI consultant.	April 19th, 2022
5	Carla Zilli	Consultant in the project "Fourth Biennial Update Report and Sixth National Communication of Uruguay to the United Nations Framework Convention on Climate Change". Coordinates INGEI's SNRCC Working Group and compiler of IBAs.	April 20th, 2022
6	Nicolás Costa	Project technical team. Sectoral Consultant in Agriculture, Forestry and Other Land Uses.	April 20th, 2022
7	Virginia Sena	Project technical team. Project coordination	April 20th, 2022
8	Viviana Mezzetta	Representative of the Uruguayan Agency for International Cooperation (AUCI). Responsible for the Environment and Science, Technology and Innovation Areas of AUCI.	April 20th, 2022
9	Mariana Kasprzyk	Consultant in the project "Fourth Biennial Update Report and Sixth National Communication of Uruguay to the United Nations Framework Convention on Climate Change", with which the CBIT project interacts.	April 21st, 2022
10	Natalie Pareja	National Director of Climate Change since the change of Government in March 2020.	April 22nd, 2022
11	Laura Marrero	Gender consultant. She works on gender mainstreaming in CBIT, in particular in the CDN monitoring system and in the INGEI.	April 22nd, 2022
12	Beatriz Olivet	Representative of the DNE of the MIEM in the SNRCC Coordination Group. Participated in the Working Group for the follow-up of the CRC.	April 22nd, 2022
13	Magdalena Preve	Program Analyst, UNDP	April 22nd, 2022
14	Pilar Bueno	Consultant Second Adaptation Communication Project	April 28th, 2022
15	Cecilia Jones	Representative of the USCC of OPYPA of MGAP in the Coordination Group of the	April 22nd, 2022

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		SNRCC. Participates in the Working Group for the Follow-up of the CDN (PMRV or Transparency Group) since 2020 to date.	
16	Carlos Essus	GIZ Technical Advisor to PATPA (Partnership for Transparency in the Paris Agreement), for the Latin America and the Caribbean Regional Group.	April 26th, 2022
17	Paulo Cornejo	Technical Support Coordinator for the Latin American Greenhouse Gas Inventory Network	April 26th, 2022
18	Thania Eloina Félix Canedo	UNDP Regional Technical Adviser	April 28th, 2022

#### **Annex 4: List of Reviewed Documents**

- Proyecto (2018) ANNEX F: UNDP SOCIAL AND ENVIRONMENTAL SCREENING REPORT (SESP)
- Project's PRODOC (2018)
- Project (2018) Annual Report November 2018
- Project (2019) Annual Report November 2019
- Project (2020) Annual Report November 2020
- Project (2021) Annual Report November 2021
- GEF (2017) Project Identification Form (PIF) January 30<sup>th</sup>, 2017
- Project (2019) PIR 2019
- Project (2020) PIR 2020
- Project (2021) PIR 2021
- Project (2018) CEO Endorsement Letter
- UNDP (2016) Assessment of the financial management capacity of implementing partners (MVOTMA)
- MVOTMA (2017) Letter of commitment to co-finance the project
- UNDP (2017) Ca Letter of commitment to co-finance the project
- Project, Substantive reviews A, B, C, D, E, F and G.

## Annex 5: Evaluation Questions Matrix

A matrix of evaluation criteria, questions and indicators was prepared to show in detail how the consultancy intended to collect data and systematize information. This matrix details the evaluation criteria, the questions that guide the search for information, the indicators to be observed, the sources of verification and collection of information, and the methodology for obtaining the information. It is detailed separately for the criteria of Relevance, Effectiveness, Efficiency and sustainability of the project.

**Evaluation Criteria Matrix**

Key Evaluation Criteria	Key Questions	Specific Sub-Questions	Source of Data	Methods/Tools for Data Compilation	Success Indicators	Methods of Data Analysis
<b>Relevance:</b> To what extent do the Project objectives correspond to the expectations of the MA, the country's needs, global priorities and UNDP policies?	What is the level of alignment of the Project to national policies and priorities and to the counterpart's needs since its formulation to date?	At what level was the formulation and implementation of the Project aligned with national policies and priorities and the needs of the main beneficiary?	<ul style="list-style-type: none"> <li>Project Documents</li> <li>Documents on National Policies and Priorities</li> <li>Stakeholders involved in each specific product</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>Consistency of national policies and priorities and the needs of the primary beneficiary</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation of information</li> <li>Document analysis</li> </ul>
	What is the Project's level of alignment with UNDP's global priorities and policies?	How do the Project and the projects that support it correspond to UNDP's global priorities and policies?	<ul style="list-style-type: none"> <li>Project document</li> <li>UNDP Strategic Plan 2022- 2025.</li> <li>CPD URUGUAY 2021-2025</li> <li>UNDP global priorities and policy documents</li> <li>UNDP Representatives</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>UNDP global priorities and policies</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Information triangulation</li> </ul>
	How does the "theory of change" implicit in the Project propose with solidity and realism the possibility of solving fundamental problems in the field of Environment in the country?	In what way does the hypothesis implicit in the Project's "Theory of Change" solidly and realistically state the assumptions and projections for solving fundamental environmental problems in the country, through its actions, resources and established methodologies?	<ul style="list-style-type: none"> <li>CPD URUGUAY 2021-2025</li> <li>UNDP global priorities and policy documents</li> <li>UNDP Representatives</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>Expected results of the project</li> <li>Barriers and problems identified in the project.</li> </ul>	<ul style="list-style-type: none"> <li>Construction of the "logic model" and analysis of the results chain, in terms of the causal relationship between inputs, activities, outputs, results (specific objectives) and expected impacts (development objectives).</li> <li>Analysis of the Project execution approach and methodology.</li> <li>Documentary analysis</li> <li>Triangulation of information</li> </ul>

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Key Evaluation Criteria	Key Questions	Specific Sub-Questions	Source of Data	Methods/Tools for Data Compilation	Success Indicators	Methods of Data Analysis
	How clear, internally consistent and realistic is the Project Results Framework and its design? (formulation)	<p><b>Overall Question:</b> Do the sequence of objectives, indicators and targets at the different levels of the project meet the criteria of realism, clarity and internal coherence?</p> <p><b>Specific Questions:</b> How valid were the indicators, assumptions and risks established in the PRODOC? How realistic was the logic of results chaining established in PRODOC? How relevant and valid in terms of quality are PRODOC's indicators, targets and expected outcomes? To what extent is the existence of baseline data and access to information satisfied through the means and sources of verification?</p>	<ul style="list-style-type: none"> <li>• Project document</li> <li>• Stakeholders involved in the project</li> <li>• UNDP representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>• Inputs, activities, outputs, outcomes (specific objectives) and expected impacts (development objectives).</li> <li>• Goals, indicators, assumptions and risk factors.</li> <li>• Logic of results chaining</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of the realism demonstrated in the project and its internal coherence.</li> <li>• Analysis of the validity of indicators, hypotheses or assumptions and risks;</li> <li>• Analysis of the vertical logic: analysis of the project's contribution to the satisfaction of PRODOC indicators and objectives.</li> <li>• Analysis of the horizontal logic: through the verification of the relevance and quality of the indicators, existence of baseline data and access to information through the means and sources of verification.</li> <li>• Review of the expected goals and scopes.</li> <li>• Documentary analysis</li> <li>• Information Cross check</li> </ul>
	What was the level of Adaptability of the project with respect to the design of the Project Results Framework?	How was the Project's Results Framework adapted to the conditions of a changing context in order to favor the achievement of the results?	<ul style="list-style-type: none"> <li>• PRODOC</li> <li>• Project archiving and reporting</li> <li>• Stakeholders involved in the project</li> <li>• UNDP representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptive management</li> <li>• Results framework</li> <li>• Approach</li> <li>• Methodology</li> <li>• New actors and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Information Cross check</li> <li>• Document analysis</li> </ul>
	Was the design of the Project's coordination, management and financing model appropriate in terms of fostering institutional strengthening and country ownership?	In what way were the coordination, management and financing model designed to promote institutional strengthening and ownership?	<ul style="list-style-type: none"> <li>• PRODOC</li> <li>• Project archiving and reporting</li> <li>• Stakeholders involved in the project</li> <li>• UNDP representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>• Project coordination</li> <li>• Project management</li> <li>• Project financing</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of coordination, management and financing schemes for institutional strengthening and country ownership</li> <li>• Information Cross check</li> <li>• Document analysis</li> </ul>



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Key Evaluation Criteria	Key Questions	Specific Sub-Questions	Source of Data	Methods/Tools for Data Compilation	Success Indicators	Methods of Data Analysis
	What was the degree of adequacy of the monitoring and evaluation modalities recommended for the project?	Was the modality designed for project monitoring and evaluation adequate?	<ul style="list-style-type: none"> <li>Annual Reports</li> <li>Follow-up Matrices</li> <li>Audit reports</li> <li>Stakeholders and project stakeholders</li> <li>M&amp;E reports</li> <li>UNDP representatives</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>Project M&amp;E Plan</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation of information</li> <li>Document analysis</li> </ul>
	Was an exit strategy for the project carried out in time, coherently and in a realistic scenario in terms of institutionalization, appropriation and increase of results?	To what extent was the exit or transfer strategy able to foresee the institutional context at the end of the Project in order to carry out measures for the sustainability of the results?	<ul style="list-style-type: none"> <li>Stakeholders and project stakeholders</li> <li>UNDP representatives</li> <li>Relevant reports</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>Institutional context (political, organizational, financial, technological, and capacity) at project closing.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Analysis of the exit or transfer strategy as a whole.</li> <li>Information Cross check</li> </ul>
<b>Effectiveness</b> : To what extent did the project achieve its intended results and were its specific objectives achieved or are they expected to be achieved?	To what extent does the scope of the outputs contribute to the achievement of the overall objective?	<b>Main Question.</b> To what extent were the results achieved and how do they contribute to the achievement of the project objectives? <b>Secondary Questions.</b> Were the results achieved in a timely manner and in a logical sequence? What was the quality of the outputs? To what extent do the outputs achieved contribute to the expected results? In what way are the results achieved limited as an effect caused by the project design? What was the likelihood of achieving the specific objectives?	<ul style="list-style-type: none"> <li>PRODOC</li> <li>Project archiving and reporting</li> <li>Stakeholders involved in the project</li> <li>UNDP representatives</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>Results achieved, expected or unanticipated.</li> <li>Timing and logical sequence of products</li> <li>Quality of the products</li> <li>User expectations for wider acceptance and dissemination of results</li> </ul>	<ul style="list-style-type: none"> <li>Description and analysis of the results achieved - in terms of quantity, quality and timeliness.</li> <li>Consistency analysis of the results obtained in relation to the PRODOC goals and indicators.</li> <li>Consistency analysis of the results obtained and the limitations of the design</li> <li>Analysis of the consistency of the results and the probability of achieving the specific objectives</li> <li>Documentary analysis</li> <li>Information Cross check</li> </ul>
	Are the products and results obtained by the Project's projects relevant for the country and the relevant public institutions and partners?	Which products / services have stood out in terms of relevance? To whom are they relevant?	<ul style="list-style-type: none"> <li>Project archives and reports</li> <li>Stakeholders involved in the project</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>Importance of products/services to relevant partners</li> <li>Expected or unexpected results</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation of information</li> <li>Document analysis</li> </ul>
	At what level did the target groups have access to the	Are there any factors that prevent the target groups	<ul style="list-style-type: none"> <li>Project archives and reports</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Groups accessing results/services</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation of information</li> <li>Document analysis</li> </ul>

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Key Evaluation Criteria	Key Questions	Specific Sub-Questions	Source of Data	Methods/Tools for Data Compilation	Success Indicators	Methods of Data Analysis
	results/services of the Project's projects?	(beneficiaries) from accessing the results/services? Did all target groups have access to the project results/services?	<ul style="list-style-type: none"> <li>Stakeholders involved in the project</li> </ul>	<ul style="list-style-type: none"> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>Factors limiting target groups' access to results/services</li> </ul>	
	What level of dissemination and replication of results and products did the Project present?	What level of dissemination and replication of results and products has been achieved?	<ul style="list-style-type: none"> <li>Project archives and reports</li> <li>Stakeholders involved in the project</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>Publicity and dissemination of results</li> <li>Use and replication of results</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation of information</li> <li>Document analysis</li> </ul>
<p style="text-align: center;"><b>Results (Impact):</b> In what way did the projects contribute to the generation of different changes and produce effects that allow progress towards the achievement of impacts on the topic expected in the Project?</p>	What was the progress towards the overall impact of the Project?	<p>To what extent did the activities contribute to reforms and improvements in the legal and policy framework?</p> <p>To what extent did the project contribute to improving the institutional framework and capacities for optimal planning and effective management?</p> <p>To what extent did the project contribute to financial sustainability for strategically addressing sustainable environmental management issues and for long-term resource provision in these areas?</p> <p>To what extent did the project contribute to testing innovative approaches to address these issues that serve as examples in the country?</p> <p>To what extent did the set of projects contribute to the implementation of successful management models to build strategic alliances with key stakeholders?</p>	<ul style="list-style-type: none"> <li>Project archives and reports</li> <li>Stakeholders involved in the project</li> <li>UNDP Representatives</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>Reforms and improvements in the legal and policy framework</li> <li>Institutional framework and key stakeholder capacities</li> <li>Financial sustainability</li> <li>Innovative approaches to environmental work</li> <li>Successful models of sustainable management</li> <li>Results and their projection in the thematic area.</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation of information</li> <li>Document analysis</li> </ul>
	What was the overall contribution of the project portfolio to the UNDP country programming frameworks?	To what extent did the project as a whole contribute to strengthening the achievement of UNDP's results and strategic objectives?	<ul style="list-style-type: none"> <li>Project archives and reports</li> <li>Stakeholders involved in the project</li> <li>UNDP Representatives</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>Results and UNDP's strategic objectives</li> <li>Implementation of UNDP core functions</li> </ul>	<ul style="list-style-type: none"> <li>Information Cross check</li> <li>Document analysis</li> </ul>

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Key Evaluation Criteria	Key Questions	Specific Sub-Questions	Source of Data	Methods/Tools for Data Compilation	Success Indicators	Methods of Data Analysis
		To what extent did the project actions contribute to strengthening the delivery of core functions promoted by UNDP?				
	Project archiving and reporting	How do the results of the Project contribute to international environmental treaties?	<ul style="list-style-type: none"> <li>• Project archives and reports</li> <li>• Stakeholders involved in the project</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution to the inter-agency environment and global initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Information Cross check</li> <li>• Document analysis</li> </ul>
<b>Sustainability</b> : Project Stakeholders	What is the financial viability of the project results??	Are resources available to follow up and operate the pending actions of the projects?	<ul style="list-style-type: none"> <li>• Project archives and reports</li> <li>• Stakeholders involved in the project</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of financial resources</li> <li>• Economic-financial exit strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Information Cross check</li> <li>• Document analysis</li> </ul>
	What is the level of ownership of the results of the project projects by public and private institutions?	What is the level of ownership of the different stakeholders in the results and benefits of the project's projects?	<ul style="list-style-type: none"> <li>• Project archives and reports</li> <li>• Stakeholders involved in the project</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>• Key stakeholders' knowledge of project results.</li> <li>• Perspective of key stakeholders for institutionalization of project results by incorporating them into the strategic processes of their institutions.</li> <li>• Expectations of institutional response for dissemination beyond beneficiaries.</li> </ul>	<ul style="list-style-type: none"> <li>• Information Cross check</li> <li>• Document analysis</li> </ul>
	What institutional capacities do the key stakeholders have to maintain the flow of benefits after project completion?	How does the institutional capacity of the key stakeholders allow for maintaining the flow of benefits once the project is completed?	<ul style="list-style-type: none"> <li>• Project archives and reports</li> <li>• Stakeholders involved in the project</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>• Support (strategic and budgetary)</li> <li>• Support from counterpart institutions</li> <li>• Degree of integration of the projects in the respective institutional structure.</li> <li>• Availability of adequate and properly trained staff to take on the technical, financial and management aspects of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Information Cross check</li> <li>• Document analysis</li> </ul>

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Key Evaluation Criteria	Key Questions	Specific Sub-Questions	Source of Data	Methods/Tools for Data Compilation	Success Indicators	Methods of Data Analysis
	Are the results adapted to the institutional context and do they generate capacities in the personnel of the key institutions related to the project?	How are the technology, knowledge, processes or services introduced or provided adapted to the institutional context and have adaptive capacities been generated in the personnel of the institutions related to the project?	<ul style="list-style-type: none"> <li>• Project archives and reports</li> <li>• Stakeholders involved in the project</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of sufficient equipment</li> <li>• Compatibility with the needs, traditions, skills and requirements of the relevant institutions.</li> <li>• Ability of the beneficiaries to adapt to the acquired technologies and to maintain them without further assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• Information Cross check</li> <li>• Document analysis</li> </ul>
<b>Efficiency.</b> How was the project executed, including the overall efficiency and management of available resources and did they contribute to the project?	What was the contribution of the Project Management model and the coordination of implemented actions to the efficiency of the results?	How did the management of the Project contribute to the efficiency of the achievement of the results?	<ul style="list-style-type: none"> <li>• Project archives and reports</li> <li>• Stakeholders involved in the project</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>• Quality, realism and focus of work plans.</li> <li>• Follow-up and feedback loop for management and operational improvement</li> <li>• Corrective actions to improve the level of execution.</li> <li>• Quality of day-to-day management: planning and execution of operational tasks</li> <li>• Management of financial resources</li> <li>• Provision/provision of inputs on time and at planned cost</li> <li>• Efficient use of project management planning tools</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of the Project's results-based management</li> <li>• Analysis of execution, causes and consequences of delays and any corrective actions taken.</li> <li>• Information Cross check</li> <li>• Document analysis</li> </ul>
	How did the institutional organization contribute to the efficient execution and achievement of results?	How did the executing institution contribute to the achievement of the results? Did the governance structure of the project (Board of Directors, Project Director, Project Coordinator and Team) allow for an efficient execution of the project?	<ul style="list-style-type: none"> <li>• Project archives and reports</li> <li>• Stakeholders involved in the project</li> <li>• UNDP Representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative and technical support from the executing institution and main partners.</li> <li>• -Internal review, coordination and governing body processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of the effects of the institutional organization of the project on the achievement of results and efficiency of results.</li> <li>• Information Cross check</li> <li>• Document analysis</li> </ul>

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Key Evaluation Criteria	Key Questions	Specific Sub-Questions	Source of Data	Methods/Tools for Data Compilation	Success Indicators	Methods of Data Analysis
					<ul style="list-style-type: none"> <li>Resource inputs and support from the government and UNDP.</li> </ul>	
	What was the contribution and involvement of the partners during project implementation and execution?	What was the capacity of the partners to contribute to the management of the project?	<ul style="list-style-type: none"> <li>Project archives and reports</li> <li>Stakeholders involved in the project</li> <li>UNDP Representatives}</li> <li>MA Representatives</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>Capacity and effectiveness of all partners to make their financial and/or human resources contributions.</li> <li>Level of involvement in the project and communication between the Coordination Unit, the MA and UNDP.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of the contribution and involvement of partners</li> <li>Information Cross check</li> <li>Document analysis</li> </ul>
<b>Cross-cutting Criteria.</b> To what extent did the activities, outputs and outcomes incorporate the gender dimension, capacity building and the creation of synergies with other national and international institutions?	What is the level of complementarity and synergies between cooperation projects related to the environment in the country?	How did the Project manage to complement each other and establish synergies?	<ul style="list-style-type: none"> <li>Project archives and reports</li> <li>Stakeholders involved in the project</li> <li>UNDP Representatives</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives with which the project has achieved complementarity and synergies.</li> <li>Project coordination actions and resources</li> </ul>	<ul style="list-style-type: none"> <li>Information Cross check</li> <li>Document analysis</li> </ul>
	What is the level of integration of the gender dimension in the project?	How does the project incorporate the gender dimension in all its activities and achievements, and what evidence is available?	<ul style="list-style-type: none"> <li>Project archives and reports</li> <li>Stakeholders involved in the project</li> <li>UNDP Representatives</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>Incorporation of the gender dimension in objectives, indicators, targets, instruments.</li> <li>Actual achievements that show an evolution in the incorporation of the gender dimension</li> </ul>	<ul style="list-style-type: none"> <li>Information Cross check</li> <li>Document analysis</li> </ul>
	What was the contribution of the Project's set of activities to the improvement of national and local capacities to address the country's commitments under the Paris Agreement?	Did the technical assistance provided by the project actions allow for the improvement of national capacities?	<ul style="list-style-type: none"> <li>Project archives and reports</li> <li>Stakeholders involved in the project</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Systematization of information produced by the project</li> </ul>	<ul style="list-style-type: none"> <li>Improving national capacities to define and produce results</li> <li>Achievement of appropriate solutions</li> </ul>	<ul style="list-style-type: none"> <li>Information Cross check</li> <li>Document analysis</li> </ul>

## Annex 6: Project achievement rating and SMART assessment and Project Logical Framework Consistency

### a) Evaluation and qualification matrix of the Project's Objective

Overall Objective: To build institutional and technical capacities to meet enhanced transparency requirements as defined in Article 13 of the Paris Agreement.						
PRODOC Indicators	Baseline	PRODOC Goal	2021 PIR Cumulative Report	Achievement Ratings at TE <sup>27</sup>	Sustainability <sup>28</sup>	Relevance <sup>29</sup>
<p><b>Mandatory Indicator 1:</b> IRRF 1.4.2 - Extent to which the implementation of comprehensive measures - plans, strategies, policies, programs and budgets - to achieve low-emission and climate-resilient development goals has improved.</p> <p>1. Not Properly 2. Very Partially 3. Partially 4. To a great extent</p>	<b>3</b>	<b>4</b>	4 As reported in previous PIRs, the contribution of this project to improving the implementation of actions towards low-emission and climate-resilient development was specifically in monitoring the implementation of NDC measures. During the last year, an update of the indicators for monitoring the progress of the NDC measures was carried out. This involved revisiting the progress in the implementation of the measures by all stakeholders. The system update showed progress in the implementation of several measures. This review involved self-assessment by each stakeholder on the progress of their plans and programs that have a mitigation or adaptation effect. <p>In addition, individual consultancies were carried out that generated valuable information for the follow-up of some measures that in the first version of the monitoring system lacked sufficient information to evaluate their progress or for their implementation. A consultancy was carried out that provided more information on the conservation status of the peatlands and provided recommendations for their</p>	<p><b>Highly Satisfactory (6)</b></p> <p>The monitoring system has not only been carried out and maintained over time, but has also improved qualitatively with the review by each actor and the implementation of improvement measures. The representatives of the institutions feel that the tool has improved and is useful for monitoring their plans and programs.</p> <p>The information generated on the progress of the implementation of the measures is displayed as a user-friendly control panel, which allows observing the progress in the implementation of mitigation and adaptation measures, together with information on the methodologies to evaluate the same progress and, in some cases, the impact of the measures. It allows to contrast the progress in the implementation of</p>	<p><b>Likely (4)</b></p> <p>The usefulness and commitment of the institutions to not only maintain the system, but to continue improving and deepening it, gives sustainability to the goal.</p> <p>It is true that it implies that the institutions dedicate especially time of their teams to maintain the system, but they have seen its usefulness and feel committed to it.</p>	<p><b>Highly Satisfactory (6)</b></p> <p>The institutions that have worked in coordination in the system report that they have understood how to integrate the issue of climate change, what the NDCs mean and the relevance and seriousness of each economic sector in formulating climate change adaptation and mitigation goals.</p>

<sup>27</sup> Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (I), 1 Highly Unsatisfactory (HU).

<sup>28</sup> Scale from 1 to 4 where the maximum is 4 (Likely), then comes 3 (Moderately likely), 2 (Moderately Unlikely) and finally 1 (Unlikely).

<sup>29</sup> The rating is the same as the assessment of progress in achieving the outcomes between 1 and 6.

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			<p>conservation. These results will be important for promoting conservation together with the competent institutions. A consultancy was also carried out for the consensual definition of silvopastoral systems and a first estimate of the area under this mode of production and an estimate of the existing carbon stock in these systems.</p> <p>This will undoubtedly support decision-making for the promotion of these systems. On the other hand, a consultancy was carried out to assess the feasibility, opportunities and barriers, and financing needs to expand methane recovery from industrial wastewater treatment systems, to achieve the goal of the conditional NDC measure in this sector.</p>	actions with respect to what is reported in previous reports.		
<p><b>Mandatory Indicator 2:</b> # of direct beneficiaries of the project.</p>	<b>Zero</b>	<b>10</b>	<p style="text-align: center;"><b>10</b></p> <p>Actors from 10 institutions have been involved in a sustained manner during the last year of the project, either through their participation in the National Transparency Working Group, or through their direct participation in the updated report on the progress of the NDC objectives and actions. The institutions are almost the same that participated since the beginning of the project, but not exactly the same due to institutional changes, such as the creation of the Ministry of Environment and the dissolution of the National Secretariat for Environment, Water and Climate Change (SNAACC).</p> <p>The current beneficiary institutions are: 1) Ministry of Environment (MA) 2) Ministry of Housing and Land Use Planning (MVOT) 3) Ministry of Livestock, Agriculture and Fisheries (MGAP) 4) Ministry of Industry, Energy and Mining (MIEM)</p>	<p><b>Highly Satisfactory (6)</b></p> <p>The institutions that have benefited from the project stated that thanks to this work they have been able to understand the importance of making commitments and contributions to the NDC measures and, in particular, they have learned the language and how to incorporate indicators that are understandable and adaptable to their needs and possibilities. In other words, this work not only allowed the generation of information, but also allowed the institutions to integrate and adopt measures with a high degree of ownership.</p>	<p><b>Likely (4)</b></p> <p>Sustainability is possible because the institutions are effectively involved in the creation of information and commitments.</p>	<p><b>Highly Satisfactory (6)</b></p> <p>It is highly relevant that the institutions have not only benefited from some methodologies and instruments but are also permanently making changes within themselves, improving practices and using the information for decision making in their plans and programs.</p>

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			<p>5) Ministry of Tourism (MINTUR) 6) Ministry of Public Health (MSP) 7) National Emergency System (SINAE) 8) Ministry of Social Development (MIDES) 9) National Institute of Meteorology (INUMET) 10) Agency of Electronic Government and Information and Knowledge Society (AGESIC).</p>			
<p><b>Indicator 3:</b> Number of direct project beneficiaries that increase their capacity to comply with enhanced transparency requirements.</p>	<b>Zero</b>	<b>10</b>	<p style="text-align: center;"><b>9</b></p> <p>Stakeholders from 9 current institutions participated in specific technical trainings/exchanges offered by different organizers. The institutions that participated, since the beginning of the project were: 1) Ministry of Environment (MA) 2) Ministry of Livestock, Agriculture and Fisheries (MGAP) 3) Ministry of Industry, Energy and Mining (MIEM) 4) Ministry of Tourism (MINTUR) 5) Ministry of Public Health (MSP) 6) Ministry of Social Development (MIDES) 7) National Emergency System (SINAE) 8) National Institute of Meteorology (INUMET) 9) Office of Planning and Budget (OPP). It is clarified that MVOTMA and SNAACC, which appeared in the capacity building events in the early years of the project, no longer exist as such. MVOTMA has been split into MA and MVOT, and SNAACC has been dissolved after the change of government in March 2020.</p>	<p><b>Highly Satisfactory (6)</b></p> <p>Professionals and technicians from the institutions had more than 15 types of training opportunities, attending workshops and technical exchanges with professionals from other countries. Some of them took place more than once. The interviewees stated that they had been very institutional and professionally useful.</p>	<p><b>Likely (4)</b></p> <p>The interviewees stated that they had been very useful and had made a great professional and institutional contribution. Some of the activities were suggested and promoted by the institutions themselves. It is emphasized that they were a collective decision and that they are still interested in maintaining a collective work agenda with these characteristics and complementary topics in the future.</p>	<p><b>Highly Satisfactory (6)</b></p> <p>All interviewees stated that the training and especially the technical exchanges have been of great importance to broaden their perspective and improve their internal work.</p>

**Component 1: Strengthen national institutions in transparency-related activities, in line with national priorities.**

**Result 1.1. Establishment of an articulated and efficient institutional framework that allows the development of activities related to transparency.**



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PRODOC Indicators	Baseline	PRODOC Goal	2021 PIR Cumulative Report	Achievement Rating at TE <sup>30</sup>	Sustainability <sup>31</sup>	Relevance <sup>32</sup>
<b>Indicator 4:</b> Number of meetings of the National Working Group on Transparency.	<b>Zero</b>	<b>36</b>	<b>32</b> Since the previous PIR, where 27 meetings have been reported, 5 additional meetings of the group have been held, focused on reaching agreements for the update, the new visualization, the elaboration of the Terms of Reference for the call of an international consultancy to obtain a proposal for a system improvement plan, and on the definition of the progress report associated to support. Evidence of progress on these issues, resulting from the discussions held at these meetings, has been uploaded for this output. In addition to these meetings, several bilateral meetings were held with the institutions involved in the implementation of the NDC measures, to support them in updating the respective fact sheets. At least 2 bilateral meetings were held with each of the responsible institutions (MIEM, MGAP, MSP, MINTUR, SINAE, INUMET).	<b>Highly Satisfactory (6)</b>  The meetings of the National Working Group on Transparency have continued to be held after the 2021 PIR report and during this year 2022, having exceeded the PRODOC goal.	<b>Likely (4)</b>  There is a working practice of this group and they have formed a permanent working team.	<b>Highly Satisfactory (6)</b>  The Working Group is very solid and has taken on the task in a serious and responsible manner with great internal achievements and that of visualization, which is a constant work of high relevance for the country.
<b>Indicator 5:</b> Number of institutions involved that completed at least one of the learning components of the Capacity Building Program.	<b>Zero</b>	<b>10</b>	<b>10</b> Actors from 10 institutions participated in learning spaces, related to the main components of the Capacity Building Program (Monitoring and evaluation of policies; Construction of indicators; Gender; Projection and abatement of GHG emissions; Open data). The institutions that participated were: 1) Ministry of Environment (MA) 2) Ministry of Livestock, Agriculture and Fisheries (MGAP) 3) Ministry of Industry, Energy and Mines (MIEM) 4) Ministry of Tourism (MINTUR) 5) Ministry of Public Health (MSP) 6) Ministry of Social Development (MIDES) 7) National Emergency System (SINAE)	<b>Highly Satisfactory (6)</b>  The goal is considered to have been fully achieved despite institutional changes. Several of the institutions participated in more than one learning space and all participated in the gender theme.	<b>Likely (4)</b>  Sustainability also depends on the availability of resources in the future to deepen the learning spaces, however, most of the representatives of the institutions are	<b>Highly Satisfactory (6)</b>  The interviewees valued these training opportunities very positively.

<sup>30</sup> Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (I), 1 Highly Unsatisfactory (HU).

<sup>31</sup> Scale from 1 to 4 where the maximum is 4 (Likely), then comes 3 (Moderately likely), 2 (Moderately Unlikely) and finally 1 (Unlikely).

<sup>32</sup> The rating is the same as the assessment of progress in achieving the outcomes between 1 and 6.

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			<p>8) National Institute of Meteorology (INUMET) 9) National Secretariat for the Environment, Water and Climate Change (SNAACC). 10) Office of Planning and Budget (OPP). Details on specific training opportunities are already described for Indicator #3. As noted in Indicator #3, since the change of government administration occurred in March 2020, the SNAACC has been disbanded. However, the technical capacities of its members remain and can contribute to the transparency processes of other institutions they may join in the future. In addition, regarding the Gender component, a survey of gender training needs and interests was conducted with all institutional representatives that have participated in the INGEI and in the NDC monitoring system, in accordance with the CBIT gender action plan.</p>		willing to continue with these training opportunities.	
<p><b>Indicator 6:</b> Number of institutions involved that access or provide input to the knowledge sharing information system for transparency initiatives.</p>	Zero	10	<p style="text-align: center;">10</p> <p>To date, 10 institutions have been working on updating and providing inputs to the knowledge sharing information system: 1) Ministry of Environment (MA) 2) Ministry of Housing and Land Use Planning (MVOT) 3) Ministry of Livestock, Agriculture and Fisheries (MGAP) 4) Ministry of Industry, Energy and Mining (MIEM) 5) Ministry of Tourism (MINTUR) 6) Ministry of Public Health (MSP) 7) National Emergency System (SINAE) 8) Ministry of Social Development (MIDES) 9) National Institute of Meteorology (INUMET) 10) Agency of Electronic Government and Information and Knowledge Society (AGESIC). In particular, it is highlighted in this report that AGESIC has significantly collaborated in the development of a new platform for the visualization of INGEI results and progress in the implementation of the NDC. Links to these new platforms: <a href="https://visualizador.gobiernoabierto.gub.uy/visualizador/api/repos/%3Apublic%3Aorganismos%3Ambiente%3Avisualizador_cdn.wcdf/generatedContent">https://visualizador.gobiernoabierto.gub.uy/visualizador/api/repos/%3Apublic%3Aorganismos%3Ambiente%3Avisualizador_cdn.wcdf/generatedContent</a></p>	<p><b>Highly Satisfactory (6)</b></p> <p>The new visualization platform is very user-friendly and is considered very useful by the participants. Undoubtedly, the fact that this platform contains permanently updated information from all the institutions is very positive, as it shows everyone's commitment to this essentially collaborative work. There is well-deserved pride in this platform, which is a pioneer in Latin America and a world leader.</p>	<p><b>Likely (4)</b></p> <p>As the platform is fed with permanent and collaborative information, its sustainability is highly probable.</p>	<p><b>Highly Satisfactory (6)</b></p> <p>It is a very meritorious work that allows any institution, company or citizen to be able to visualize with complete and updated information, which means a very important national impact.</p>

			<a href="https://visualizador.gobiernoabierto.gub.uy/visualizador/api/repos/%3Apublic%3Aorganismos%3Aambiente%3Avisualizador_inventario.wcdf/generatedContent">https://visualizador.gobiernoabierto.gub.uy/visualizador/api/repos/%3Apublic%3Aorganismos%3Aambiente%3Avisualizador_inventario.wcdf/generatedContent</a> In addition, the knowledge sharing information system component of the transparency initiatives, related to the repository of national reports that contribute to the transparency framework, was updated and displayed in a more user-friendly manner. <a href="https://www.gub.uy/ministerio-ambiente/politicas-y-gestion/informes-nacionales">https://www.gub.uy/ministerio-ambiente/politicas-y-gestion/informes-nacionales</a>			
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<b>Component 2: Tools, training and assistance to comply with the provisions set forth in Article 13 of the Agreement</b>						
<b>Result 2.1 National monitoring, reporting and verification system designed and established, including adaptation, technology transfer, financing, capacity building and mitigation.</b>						
<b>PRODOC Indicators</b>	<b>Baseline</b>	<b>PRODOC Goal</b>	<b>2021 PIR Cumulative Report</b>	<b>Achievement Rating at TE<sup>33</sup></b>	<b>Sustainability<sup>34</sup></b>	<b>Relevance<sup>35</sup></b>
<b>Indicator 7:</b> Number of tools and methodologies applied in the framework of the domestic MRV system for monitoring NDC implementation. (Protocol to update NDCs; Software to define and monitor NDC targets; development of methodologies for each measure, to assess and report on mitigation and	<b>Cero</b>	<b>34</b>	<b>94</b> Fact sheets were prepared for each of the NDC's objectives and measures, containing the methodologies applied for calculating the indicators to measure progress in their implementation: (a) 11 methodologies used for the mitigation objectives. For the 20 mitigation objectives (11 unconditional and 9 conditional), methodologies for measuring progress indicators were included for all of them. Thanks to the results of the peatland characterization, it was possible to build technical sheets with methodologies for measuring the area under conservation. The number of methodologies then increased by 1, compared to the previous year. Since the methodology for calculating the progress indicator is the same for conditional and unconditional objectives, the number of methodologies for the objectives is 11 in total. b) 48 methodologies used for mitigation measures.	<b>Highly Satisfactory (6)</b> The development of technical sheets and methodologies far exceeds the proposed goal and is a very solid construction for institutional development, extensively covering the needs for information and methodologies to improve the quality of information based on the country's reality.	<b>Likely (4)</b> The instruments created are a permanent contribution to the improvement of the quality of information in the country and are self-sustaining.  Undoubtedly there is always a lot of room for improvement and deepening,	<b>Highly Satisfactory (6)</b> The work carried out implies a profound change in the quality of the information and in the generation of new measurements that allow the country to make a qualitative leap forward.

<sup>33</sup> Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (I), 1 Highly Unsatisfactory (HU).

<sup>34</sup> Scale from 1 to 4 where the maximum is 4 (Likely), then comes 3 (Moderately likely), 2 (Moderately Unlikely) and finally 1 (Unlikely).

<sup>35</sup> The rating is the same as the assessment of progress in achieving the outcomes between 1 and 6.

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<p>adaptation measures, and on support needed and received).</p>		<p>For the 59 mitigation measures included in the NDC, 2 of the 5 roadmaps that have been developed in 2020 could be transformed into fact sheets in 2021. Then only 3 mitigation measures will remain without measurement methodology. For the remaining 56 mitigation measures, 65 fact sheets containing methodologies to calculate the indicators have been developed, due to the fact that some measures have more than one indicator. In addition, 17 methodologies are repeated because they are the same for unconditional and conditional measures, which are identical except for their targets. Therefore, the total number of methodologies for mitigation measures is reduced to 48 (65 minus 17).</p> <p>c) 29 methodologies used for adaptation measures.                  For the 38 adaptation measures, 9 of them remain with a roadmap and no measurement methodology was developed for these 9 measures. Methodologies were developed to measure the progress of the 29 adaptation measures that are under implementation.</p> <p>d) 6 methodologies used for capacity building measures.                  For the 9 capacity building measures, 3 of them remain with a roadmap and no measurement methodology was developed for these 3 measures. Methodologies were developed to measure the progress of the 6 capacity building measures that are under implementation.</p> <p>It should be noted that in April 2021, most of the progress indicators for the measures were updated with methodologies for this.</p> <p>Therefore, two progress measurements (or two years of publication) are now available: the first completed in February 2020 and the second in April 2021.</p> <p>The inclusion of information on support needed and received related to NDC implementation is not available in the viewer.</p> <p>The need to report support received through additional and specific means of implementation in the case of conditional targets and measures has recently been discussed.</p> <p>The development of a protocol for updating the NDC is still pending. It is expected that once the institutional actors</p>		<p>but the work done is very good and remarkable at international level.</p>	
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			complete the process of elaborating the Long Term Climate Strategy, they will be able to engage in the elaboration of the next NDC, at which time a protocol can be agreed upon.			
<b>Result 2.2 Improvement of National GHG Inventories.</b>						
<b>PRODOC Indicators</b>	<b>Baseline</b>	<b>PRODOC Goal</b>	<b>PIR Cumulative Report 2021</b>	<b>Achievement Rating at TE</b>	<b>Sustainability</b>	<b>Relevance</b>
<b>Indicator 8:</b> Number of new categories reported in INGEI after full adoption of the 2006 IPCC Guidelines for estimating emissions and removals from carbon pools.	Zero	6	12 As previously reported, the number of new categories reported in the 2017 INGEI, included in the BUR3 submitted in December 2019, far exceeded the number of new categories that had been planned. Since no new inventory was developed in this past year, the number reported in the previous PIR remains unchanged. However, specific technical assistance is being planned to be able to estimate some of the subcategories that occur and could not be estimated, such as those occurring in wetland management.	<b>Highly Satisfactory (6)</b> In this case, the established goals were once again exceeded and the contribution was substantive for the national GHG inventory reports. The work in this area is an example to be followed by other countries and is a line of work that should be considered in other contributions from international cooperation.	<b>Likely (4)</b> Given the technical nature of the work, it is self-supporting.	<b>Highly Satisfactory (6)</b> The work carried out constitutes an important improvement in the way in which information is generated by the country.
<b>Indicator 9:</b> Number of key categories that are reported with higher-level approaches.	Zero	2	8 As previously reported, 8 new land categories estimated in the 2017 INGEI, included in BUR3, turned out to be key categories and were estimated at a higher level. Since no new inventory was developed in the latter year, the number reported in the previous PIR remains unchanged.	<b>Highly Satisfactory (6)</b> The goals were surpassed and the work is positively noteworthy since it raises the quality of the information in important categories for the country. The next INGEI will show the effect of these contributions.	<b>Likely (4)</b> The new categories are a transcendental contribution.	<b>Highly Satisfactory (6)</b> This achievement is very relevant to improve the quality of the information presented.
<b>Result 2.2 Improvement of National GHG Inventories.</b>						
<b>PRODOC Indicators</b>	<b>Baseline</b>	<b>PRODOC Goal</b>	<b>PIR Cumulative Report 2021</b>	<b>Achievement Rating at TE</b>	<b>Sustainability</b>	<b>Relevance</b>
<b>Indicator 10:</b> Number of regional workshops, peer-to-peer exchanges or trainings in which national experts involved in NDC and MRV participate	Zero	6	22 Country experts participated in 22 regional or global training and peer-to-peer exchanges in the region. Given the large number of workshops/exchanges, the expected number of workshops/exchanges was exceeded, far exceeding the number expected at the end of the project. The instances were:	<b>Highly Satisfactory (6)</b> The goal was met more than satisfactorily and not only allowed Uruguayan institutions to receive new technical contributions, but it is also very remarkable that Uruguayan professionals and technicians	<b>Likely (4)</b> The work carried out has encouraged the project and MA staff to continue looking for ways to improve in	<b>Highly Satisfactory (6)</b> It is important to note that Uruguay is one of the Latin American leaders in terms of progress in INGEI.

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<p>during project implementation.</p>			<p>a) Workshop on "Monitoring and Evaluation of Climate Change Adaptation and Mitigation Policies", organized by the Euroclima+ Program (European Union). Mexico City, Mexico, April 2018. Participating institutions: MVOTMA and OPP.</p> <p>b) Second (Berlin, Germany, April 2018) and Third (Rome, Italy, May 2019) technical workshops on the implementation of the CBIT initiative. Participating institution: MVOTMA.</p> <p>c) "Workshop on building sustainable national greenhouse gas inventory management systems and the use of the 2006 IPCC Guidelines for National Greenhouse Gas Inventories for the Latin American and Caribbean region" organized by the UNFCCC Secretariat. Montevideo, Uruguay, May 2018. Participating institutions: MVOTMA, MGAP and MIEM.</p> <p>d) With the support of the UNDP/GEF Global Support Programme and the Latin American Network of INGEI (RedINGEI): 1) Training workshop to quantify INGEI uncertainties. Montevideo, Uruguay, June 2018. Participating institutions from Uruguay: MVOTMA, MGAP and MIEM. INGEI experts from Argentina and Peru also participated; 2) Review of the country's INGEI by regional experts in peer review. Montevideo, Uruguay, June 2019. Participating institutions from Uruguay: MVOTMA, MGAP and MIEM. Regional experts in INGEI from Paraguay, Costa Rica; Brazil and Chile.</p> <p>e) Exchange of experiences among peers from Chile, El Salvador, Uruguay and Costa Rica on monitoring and evaluation of climate policies, supported by Euroclima+ and LEDS LAC. The experience in the design of M&amp;E systems was shared. Santiago de Chile, Chile, July 2018. Participating institutions: MVOTMA and MIEM.</p> <p>f) VII Regional LEDS LAC Workshop held in conjunction with the First EUROCLIMA+ Country Peer Dialogue on "Sectoral and Multilevel Articulation to Strengthen the Implementation of NDCs in Latin America". Santiago de Chile, Chile, August 2018. Participating institutions: MIEM,</p>	<p>were able to show their progress and methodological developments, providing other technicians and professionals from other countries, especially from Latin America, how they can improve the data and the quality of information on GHG and Climate Change.</p>	<p>terms of quality, depth, systematization and dissemination of information, which gives it an important degree of sustainability. Undoubtedly, it is necessary to ensure that the teams continue their work, which still requires support from international cooperation.</p>	
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		<p>MVOTMA, OPP, Board of Mayors and also private sector representatives.</p> <p>g) Practical training workshop on identification and reporting of adaptation actions in national communications for the Latin America and Caribbean region. Asuncion, Paraguay, September 2018. Participating Institution: MVOTMA.</p> <p>h) Third Working Meeting of the Latin American Network of INGEI. Quito, Ecuador, October 2018. Participating Institution: MVOTMA.</p> <p>i) Technical exchange on statistics for sustainable development, organized by GIZ. Germany, April 2019.</p> <p>j) Workshop and training on Monitoring and Evaluation of Adaptation to Climate Change in light of the Enhanced Transparency Framework. Uruguay presented the experience of M&amp;E for NAP Coasts and Cities. Offered by Euroclima+ (EU) and PATPA. Participation of MVOTMA and SINAE. July 16-19, 2019, Cartagena de Indias, Colombia.</p> <p>k) Fourth Working Meeting of the Latin American Network of INGEI. San José, Costa Rica. August 6 to 8, 2019. Participating Institution: MVOTMA.</p> <p>l) Workshop on the construction of sustainable national greenhouse gas inventory management systems and the use of the 2006 IPCC Guidelines for National Greenhouse Gas Inventories for the Latin American and Caribbean region. Offered by the UNFCCC Secretariat, with the collaboration of the IPCC and FAO. Santiago de Chile, Chile. September 2-6, 2019. Participation of MIEM and MGAP.</p> <p>m) Paraguay Climate Action Week. Peer-to-peer exchanges and presentation of progress in Uruguay's NDC monitoring system. Asuncion, Paraguay. September 16, 2019. Participating Institution: MVOTMA.</p> <p>n) Presentation on the experience of monitoring and evaluation of NDC measures in the Health sector, at the 17th exchange session of the Community of Practice on Climate Policy Monitoring and Evaluation, on Sectoral Experiences in MRV. Organized by the Euroclima Plus</p>			
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		<p>Community of Practice, with the support of LEDS LAC. August 13, 2020.</p> <p>o) Exchange of experiences Uruguay - Guatemala: Design and operation of the Climate Change Information System and its importance in MRV. Facilitated by the UNDP offices of both countries and with the support of GSP. ZOOM Platform, September 7, 2020.</p> <p>p) V Working Meeting of the Latin American Network of INGEI. MA participated as focal point, but MIEM and MGAP were able to participate as observers, as members of the working group for the elaboration of the INGEI. Host country (virtual): Uruguay. November 17-18, 2020.</p> <p>q) Exchange of experiences: Uruguay-Chile. Exchange on gender-sensitive NDC monitoring system, within the framework of the South-South Cooperation project on "Gender Equality and Environmental Education as Transversal Axes of Climate Change", implemented with the support of AUCI (Uruguay) and AGCID (Chile). Virtual format in MS Teams platform. November 25, 2020.</p> <p>r) 7th Workshop of the Latin America and the Caribbean Regional Group of the Partnership for Transparency in the Paris Agreement (PATPA). Presentation by Uruguay on "Management, operation and maintenance of institutional arrangements". February 9 and 10, 2021.</p> <p>s) "Workshop to exchange experiences with experts on indicators for monitoring and evaluation of adaptation to climate change" organized by the General Coordination of Adaptation to Climate Change and Ecology of the National Institute of Ecology (INECC - Mexico). Presentation of Uruguay on the MRV system and gender mainstreaming. April 16, 2021.</p> <p>t) Call with Ecuador, coordinated by RedIngei, to share Uruguay's experience in terms of institutional and organizational arrangements and request for funding for compliance with reporting obligations under the UNFCCC. April 29, 2021.</p>			
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**Summary table of the assessment of the evaluation matrix and qualification of the Objective and Components**

	<b>Percentage of Achievement Value</b>	<b>Percentage of Sustainability Valuation</b>	<b>Relevance Value</b>
<b>Objective</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Component 1</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Component 2</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Total Valorization of the Objective and its components</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

As can be seen from the table -summary rating of the project's objective- the percentage of achievement of the three components and their respective results is 100%, considering that each component has the same weighting. This 100% assessment of achievement qualifies the present evaluation of the achievement of the objective and its components as highly satisfactory.

In turn, the percentage of appreciation of the sustainability of the two components is 100%. This implies that, in general, the project's sustainability is considered highly probable, with solid bases to ensure the sustainability of its achievements and to continue advancing towards its objectives.

Regarding relevance, it is considered that the total of the actions carried out by the project only reach 100% achievement, i.e. they are highly satisfactory with respect to the expected impact on the achievement of the objective.

## b) Objective SMART Evaluation Matrix

Objective - Indicators - PPP Target			SMART Assessment: Relation of Indicators and Targets to the Expected Goal					
Overall Objective	Prodoc Indicator	PRODOC Goal	Specific	Measurable	Achievable	Realists	Timebound	Technical Results
Institutional and technical capacity building to meet the enhanced transparency requirements established in Article 13 of the Paris Agreement.	<b>Mandatory Indicator 1:</b> IRRF 1.4.2 - Extent to which the implementation of comprehensive measures - plans, strategies, policies, programs and budgets - to achieve low-emission and climate-resilient development goals has improved. 1. Not Properly; 2. Very Partially; 3. Partially; 4. To a great extent	4. To a great extent	Very subjective. The improvement in the application of the measures is divided into four broad categories without explaining the criteria behind them.  0,3	It is orderly, but not necessarily measurable.  0,3	It is achievable depending on the assumptions within each category.  0,7	It is realistic given that it starts from a situation in which the baseline is category 3 and the assumptions behind it.  0,7	It is achievable within the project timeframe and based on the assumptions.  1,0	Compliance with the indicator is mediated by the assumptions of each category. As the indicator is formulated, it is not measurable because the assumptions behind each category are not specified; however, it is possible to base an advance or setback in its fulfillment or progress towards the goal. 0,6
	Mandatory Indicator 2: # of direct beneficiaries of the project.	10	It is moderately specific because it does not indicate the type and characteristics of the institutions that make up these beneficiaries. 0,5	It is measurable subject to the assumption that the institutions or beneficiaries have the same "value" or contribution. 0,7	It is achievable given that the definition of beneficiaries is broad. 1,0	It is realistic since there was a network of institutions with which to work on the issue.  1,0	Perfectly achievable because the network had been in place since the beginning of the project. 1,0	The indicator is workable but it would have been better to define it explicitly in terms of whether the beneficiaries are all or a percentage of the members of the transparency working group. 0,84
	Indicator 3: Number of direct project beneficiaries that increase their capacity to comply with enhanced transparency requirements.	10	There is a lack of adequate definition of what capacity building means. 0,3	It is measurable but assumes that all beneficiaries and capabilities have the same relative weight.  0,5	Achievable since the definition of beneficiaries is broad and capacity building is not defined. 1,0	It is realistic as to what is achievable with unspecific and measurable definitions. 1,0	The project's time achievement is possible to achieve given the loose definitions  1,0	As in the case of the previous indicator, this is an indicator that should have been explicitly stated as involving the working group on transparency. Only one indicator could have been created by merging indicators 2 and 3.  0,76
<b>% of Potential Achievement</b>			<b>37%</b>	<b>50%</b>	<b>90%</b>	<b>90%</b>	<b>100%</b>	<b>Average 73%</b>

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Component - Results - Indicators - PPP Goals				SMART Assessment: Relation of Indicators and Targets to the Expected Goal					
Component	Result	PRODOC Indicator	PRODOC Goal	Specific	Measurable	Achievable	Realists	Timebound	Technical Results
<b>Component 1:</b> Strengthen national institutions in transparency-related activities, in line with national priorities.	<b>Result 1.1:</b> Establishment of an articulated and efficient institutional framework that allows the development of activities related to transparency.	<b>Indicator 4:</b> Number of meetings of the National Working Group on Transparency.	36	Very concrete and specific 1,0	Absolutely measurable and verifiable through records. 1,0	Perfectly achievable 1,0	It is measurable, specific and achievable so it is realistic. 1,0	The routine of the work group allows to achieve the goal in the project's time frame. 1,0	The indicator is technically well formulated. 1,0
		<b>Indicator 5:</b> Number of institutions involved that completed at least one of the learning components of the Capacity Building Program.	10	Given the assumption that they are the institutions of the Working Group, it is concrete and specific 1,0	Absolutely measurable and verifiable by supporting documents of the learning activities. 1,0	Perfectly achievable 1,0	It is measurable, specific and achievable so it is realistic. 1,0	Given the commitment of the members of the working group, further planning is possible. 1,0	The indicator is technically well formulated. 1,0
		<b>Indicator 6:</b> Number of institutions involved that access or provide input to the knowledge sharing information system for transparency initiatives.	10	Concrete but leaves equal value in accessing or providing inputs and assumes that the institutions are from the Working Group. 0,7	Absolutely measurable and verifiable although the characteristics of the information input are not well defined. 1,0	Perfectly achievable 1,0	It is measurable, specific and achievable so it is realistic. 1,0	The routine of the work group allows to achieve the goal in the project's time frame. 1,0	The indicator is adequately formulated but could have been more specific. 0,9
<b>% of Potential Achievement</b>				<b>90%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>Average 97%</b>

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Component - Results - Indicators - PPP Goals				SMART Evaluation: Relationship of Indicators and Targets with respect to the Component					
Component	Result	PRODOC Indicator	PRODOC Goal	Specific	Measurable	Achievable	Realists	Timebound	Technical Results
Component 2: Tools, training and assistance to comply with the provisions set forth in Article 13 of the Agreement	Result 2.1 National monitoring, reporting and verification system designed and established, including adaptation, technology transfer, financing, capacity building and mitigation.	Indicator 7: Number of tools and methodologies applied in the framework of the domestic MRV system for monitoring NDC implementation. (Protocol to update NDCs; Software to define and monitor NDC targets; development of methodologies for each measure, to assess and report on mitigation and adaptation measures, and on support needed and received).	<b>34</b>	Very concrete and specific although tools and methodologies have the same importance. 1,0	Absolutely measurable and verifiable  1,0	Perfectly achievable  1,0	It is concrete, measurable and focused on component requirements. 1,0	Should be achievable within the timeframe of the project 1,0	The indicator is technically well formulated. 1,0
	Result 2.2 Improved National GHG Inventories.	Indicator 8: Number of new categories reported in INGEI after full adoption of the 2006 IPCC Guidelines for estimating emissions and removals from carbon pools.	<b>6</b>	Very concrete and specific 1,0	Absolutely measurable and verifiable 1,0	Perfectly achievable 1,0	It is concrete, measurable and focused on component requirements. 1,0	Should be achievable within the timeframe of the project 1,0	The indicator is technically well formulated. 1,0
		Indicator 9: Number of key categories that are reported with higher-level approaches.	<b>2</b>	Very concrete and specific 1,0	Absolutely measurable and verifiable 1,0	Perfectly achievable 1,0	It is concrete, measurable and focused on component requirements. 1,0	Should be achievable within the timeframe of the project 1,0	The indicator is technically well formulated. 1,0
	Result 2.3 Capacity building based on country-specific training and peer-to-peer exchanges in the region.	Indicator 10: Number of regional workshops, peer-to-peer exchanges or trainings in which national experts involved in NDC and MRV participate during project implementation.	<b>6</b>	Very concrete and specific 1,0	Absolutely measurable and verifiable through records. 1,0	Perfectly achievable 1,0	It is measurable, specific and achievable so it is realistic. 1,0	Should be achievable within the timeframe of the project 1,0	The indicator is technically well formulated. 1,0
<b>% of Potential Achievement</b>				<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>Average 100%</b>

The above Matrix shows the relationship of consistency between objective, components and results versus their indicator definitions against which they are measured by SMART analysis.

In the Objective, the consistency between the objective, the goal, and the indicators, measured with SMART criteria, is estimated with a maximum potential of 73%. This result corroborates the fact that, although the objective is well defined, its indicators are not very precise, which makes it difficult to establish a consistent relationship between the achievement of the objective and the measurement of progress achieved.

In component 1, the consistency between the component, results and its indicators, measured with SMART criteria, is estimated with a maximum potential of 97%, the objective is clearly defined, and its indicators are correctly formulated.

In component 2, the consistency between the objective, goal, and indicators, measured with SMART criteria, is estimated with a maximum potential of 100%. This is explained by the fact that although the indicators are well defined, adequately allowing for their measurement and achievement.

**Therefore, the consistency of its components, results and indicators, measured with SMART criteria of the two components (considering a homogeneous weighting between them) is 98.5%.**

**If we value the equivalent weight of the SMART results for the Objective and for its two Components we would have an average final result of 86% consistency.**

### C) Matrix of Consistency between the Component and its Outcomes

<b>Consistency Evaluation: Component - Results</b>					
<b>Component</b>	<b>Results/Products</b>	<b>Relevance<sup>36</sup></b>	<b>Satisfy objective<sup>37</sup></b>	<b>Density<sup>38</sup></b>	<b>Technical Analysis</b>
<b>Component 1:</b> Strengthen national institutions in transparency-related activities, in line with national priorities.	<b>Result 1.1.</b> Establishment of an articulated and efficient institutional framework that allows the development of activities related to transparency.	The proposed outcome for the fulfillment of component 1 is relevant and indispensable to have a basis for the achievement of activities related to transparency. Therefore, this outcome is a pillar of the project.  <b>0,7 points.</b>	The achievement of this result satisfies a necessary condition for the materialization of the project's objective and goes beyond the achievement of the component.  0,7 points	The highest density or depth is provided precisely by the achievement of the result, so that if the result is achieved, the component is satisfied, but not the other way around.  0,7 points	The proposed outcome is fully consistent with the objective. Strictly speaking, the outcome is more important and ambitious than the component and could have been stated as component 1 and outcome 1.1 is the one that contributes to the achievement of the component so it could have been the component for which the outputs are worked on. <b>2.1 points</b>
<b>Component 2:</b> Tools, training and assistance to comply with the provisions set forth in Article 13 of the Agreement	<b>Result 2.1</b> National monitoring, reporting and verification system designed and established, including adaptation, technology transfer, financing, capacity building and mitigation.	Result 2.1 is more global and strategic than component 2, the achievement of component 2 (tools) would contribute to a national monitoring system... and this system is a necessary condition for the materialization of the project's objective.  <b>0.7 points</b>	The achievement of this result is a condition for meeting the overall project objective and is higher than the component requirement.  <b>0.7 points</b>	The highest density or depth is provided precisely by the achievement of the result, so that if the result is achieved, the component is satisfied, but not the other way around. <b>0.7 points</b>	Outcome 2.1 is at a higher level than the component (it requires much more input) but the relationship between the two is necessary for the achievement of the objective. Outcome 2.1 is broad and ambitious enough to be component 2 and the other outcomes (2.2 and 2.3) contribute coherently to it. <b>2.1 Points</b>
	<b>Result 2.2</b> Improvement of National GHG Inventories.	Improving the INGEI allows improving the national monitoring system and this requires tools and training, but not the other way around. The achievement of this outcome is relevant to the objective and would be perfectly functional to the fulfillment of what	The achievement of this result is a condition for meeting the overall objective of the project; however, it would be very appropriate for the definition of the component to be broader and more strategic, as	Inventory improvement does not make explicit the level and quality required, so a better definition is needed to assess the expected level of depth. <b>0.5 points</b>	The result is consistent with a component as defined in result 2.1. This being the case, it would be very consistent in terms of the three criteria of this analysis and it also deepens in what is understood as improvement in order to determine the degree of depth in the expected quality. <b>1,9 puntos</b>

<sup>36</sup> **Relevance:** Refers to the extent to which the achievement of the results is congruent with the objective of the GEF ABS Project.

<sup>37</sup> **Satisfaction:** Refers to the extent to which the achievement of the results allows the complete or partial attainment of the objective.

<sup>38</sup> **Density:** Refers to the extent to which the results actually achieve the Project's Objective in depth.

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		has been called Outcome 2.1 if that were indeed the component. <b>0.7 points</b>	stated in what has been called result 2.1, which should be the component. <b>0.7 points</b>		
	Result 2.3 Capacity building through country-specific training and peer-to-peer exchanges in the region.	This result is relevant to the component but it would be much more valuable to link it to a component with a more strategic level because otherwise it is perfectly another tool and is a disaggregation of the component. 0,9 points	It is directly linked to the component but it is a partial contribution that does not fully satisfy it.  0,9 points	It is not clear how much capacity development is expected. Lack of definition of depth.  0,5 points	The result is also functional to the general objective; however, it needs to be improved, especially in terms of its definition of depth, which would allow it to be measured more adequately.  2,3 points
<b>Average</b>		<b>3,0</b>	<b>3,0</b>	<b>2,4</b>	<b>2,8</b>
<b>% Component-Results Consistency</b>		<b>75%</b>	<b>75%</b>	<b>60%</b>	<b>Component-Results Consistency 70%</b>

The above matrix shows that the level of consistency in the two components with the project outcomes is important, but if outcome 1.1 had been defined as component 1 and outcome 2.1 as component 2, the coherence would be much more adequate and complete and would also be consistent with the objective. Outcomes 2.2 and 2.3 are in perfect harmony with outcome 2.1 and the whole results framework would be more consistent. As presented, consistency is rated at 70%. In other words, the project design could have improved its consistency with a small rearrangement in the scale of component objectives and outcomes.

### D) Matrix of Consistency between Results and their Outputs.

Results	Products	Evaluation of Consistency, Results and Outputs			
		Relevance <sup>39</sup>	Satisfy Objective <sup>40</sup>	Density <sup>41</sup>	Technical Analysis
<b>Component 1: Strengthen national institutions in transparency-related activities, in line with national priorities.</b>					
<b>Result 1.1.</b> Establishment of an articulated efficient institutional framework to enable the development of transparency activities.	<b>Product 1.1.1</b> Establishment of a National Working Group on Transparency.	The 4 products defined are congruent with the expected outcome.  <b>Score 1</b>	The achievement of the 4 products as a whole allows to meet the expected outcome.  <b>Score 1</b>	The products are precise and measurable, depth is detected in its formulation in order to achieve the result with an appropriate quality.  <b>Score 1</b>	The four products related to the achievement of outcome 1 are technically well formulated.  <b>Score 3</b>
	<b>Product 1.1.2</b> Assessment of gaps and capacity building needs for an enabling environment for transparency activities.				
	<b>Product 1.1.3</b> Capacity Building Program, designed and implemented for the MVOTMA and other relevant institutions in the SNRCC, to develop initiatives to increase transparency.				
	<b>Product 1.1.4</b> Knowledge sharing information system based on transparency initiatives, implemented and integrated into policy and decision making.				
<b>Component 2: Tools, training and assistance to comply with the provisions set forth in Article 13 of the Agreement</b>					
<b>Result 2.1</b> National monitoring, reporting and verification system designed and established, including adaptation, technology transfer, financing, capacity building and mitigation.	<b>Product 2.1.1</b> Protocol for developing the technical inputs needed to update NDC .	The set of proposed products are congruent and appropriate to the expected result.  <b>Score 1</b>	The achievement of the products allows the outcome to be achieved, but it is not clear that the system can sustain its operation. Output 2.1.5 would also be required to present future funding opportunities for the system to ensure its sustainability beyond the end of the project.  <b>Score 0.7</b>	The level of depth of the products is to ensure solid tools for the system in the medium and long term.  <b>Score 1</b>	All of the proposed products are consistent with the expected result. It would only have been important for the system to have financial support alternatives to which it could have recourse at the end of the project.  <b>Score 2.7</b>
	<b>Product 2.1.2</b> Software tool developed to calculate the estimates of the objectives defined in the NDC.				
	<b>Product 2.1.3</b> Methodologies for evaluating and reporting mitigation measures, policies and their effects.				
	<b>Product 2.1.4</b> Methodologies to evaluate and communicate the implementation of adaptation measures, policies and their effects.				
	<b>Product 2.1.5</b> Methodologies for assessing and reporting the support needed and received by the country.				
<b>Result 2.2</b> Improvement of	<b>Product 2.2.1</b> Country-specific emission factors for CO2 from cement manufacturing developed and existing national	The set of proposed	The achievement of the 5 outputs as a whole allows	The products are precise and	The five products related to outcome 1 are technically

<sup>39</sup> **Relevance:** Refers to the extent to which the achievement of the results is congruent with the objective of the GEF ABS Project.

<sup>40</sup> **Satisfaction:** Refers to the extent to which the achievement of the results allows the complete or partial attainment of the objective.

<sup>41</sup> **Density:** Refers to the extent to which the results actually achieve the Project's Objective in depth.



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National GHG Inventories.	emission factors updated for key source categories within sectors such as Agriculture and LULUCF.	products are congruent and appropriate to the expected result.  <b>Score 1</b>	to respond to the expected outcome.  <b>Score 1</b>	measurable, depth is detected in their formulation in order to achieve the result with an appropriate quality.  <b>Score 1</b>	well formulated and meet the conditions of relevance, satisfaction and density.  <b>Score 3</b>
	<b>Product 2.2.2</b> Evaluation of available information to include in GHG emission estimates other carbon pools (soil organic carbon and litter) included in the IPCC Guidelines but not considered in the national GHG inventories developed.				
	<b>Product 2.2.3</b> LULUCF matrix developed to improve the activity data for the INGEI.				
	<b>Product 2.2.4</b> Assessment of gaps, constraints and needs for full adoption of the 2006 IPCC Guidelines for NGHGs				
	<b>Product 2.2.5</b> Training on the 2006 IPCC Guidelines conducted in relevant Ministries				
<b>Result 2.3</b> Capacity building through country-specific training and peer-to-peer exchanges in the region.	<b>Product 2.3.1</b> Specific training and peer-to-peer exchange programs developed on transparency activities, such as the establishment of a domestic MRV system, NDC monitoring, improvement of GHG estimates, and economic and emissions projections, among others.	The product proposed is direct, specific and appropriate to the expected result.  <b>Score 1</b>	The achievement of the product allows responding to the expected result.  <b>Score 1</b>	The product is precise, with measurable and concrete activities that would allow to achieve the result with an appropriate quality. . <b>Score 1</b>	The five products related to the fulfillment of result 1 are technically well formulated and meet the conditions of relevance, satisfaction and density. <b>Score 3</b>

**Summary Table Consistency between Results and Outputs**

<b>Consistency between Results 1 and Products</b>	<b>Score 1</b>	<b>Score 1</b>	<b>Score 1</b>	<b>100% of consistency</b>
<b>Consistency between Results 2 and Products</b>	<b>Score 3.0</b>	<b>Score 2.7</b>	<b>Score 3</b>	<b>97% of consistency</b>
<b>Average Consistency of Results and Products</b>				<b>98% of consistency</b>

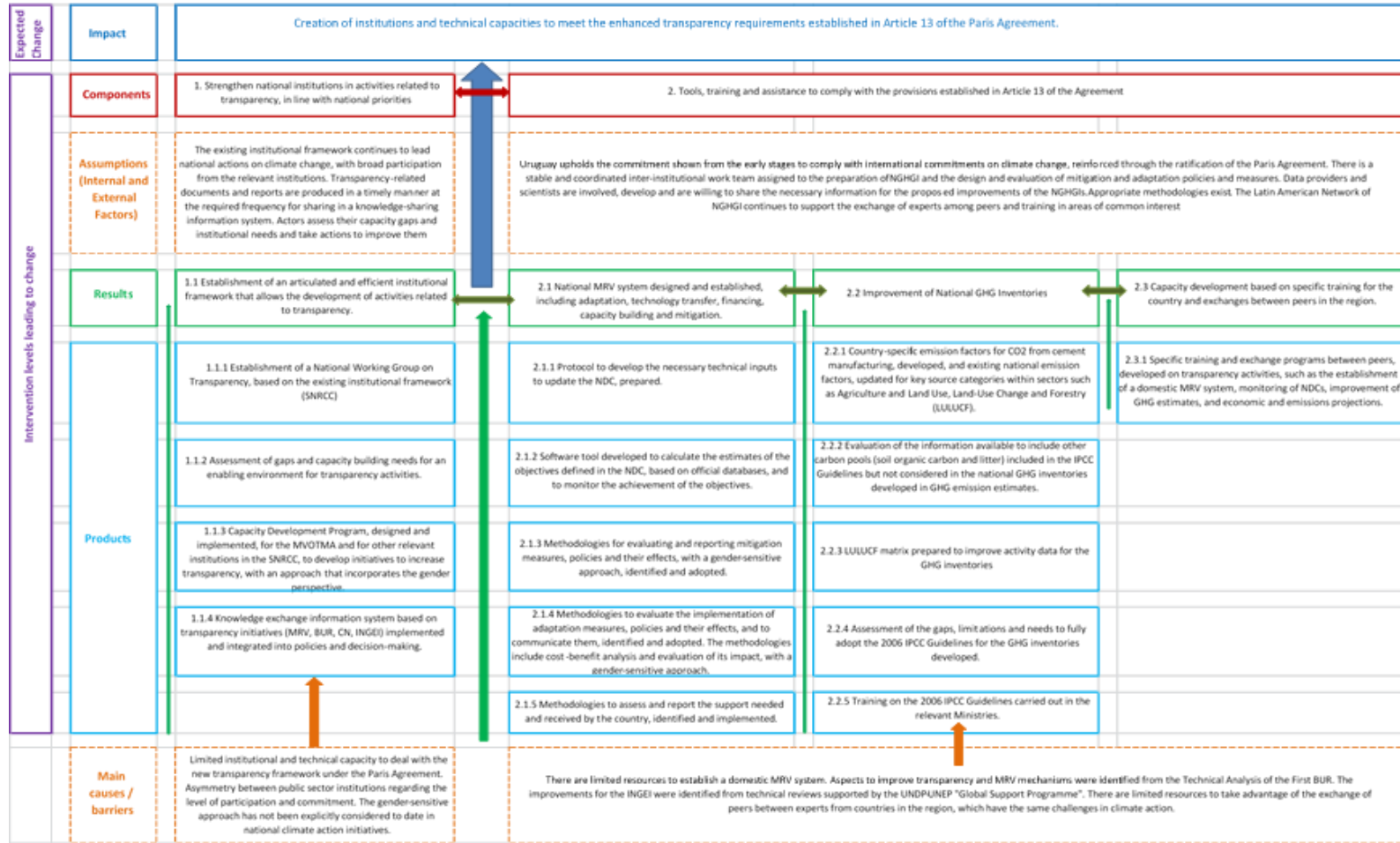
The above matrix shows that the level of consistency between the expected results of the project and its outputs is sufficient and high, reaching a level of consistency of 98%. In other words, the design of the outcomes and outputs is quite well conceived.

### Annex 7: Terminal Evaluation Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability Ratings:
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

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**Annex 8: Project Strategy**



### Annex 9: Evaluation Consultant's Code of Conduct Agreement Form

The Evaluator:

1. It must present complete and fair information in its evaluation of strengths and weaknesses, so that the decisions or measures taken have a good basis.
2. It should disclose all assessment results along with information about their limitations, and allow access to this information to all those affected by the assessment who have express legal rights to receive the results.
3. Must protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize time demands, and respect the right of individuals to opt out. Evaluators should respect the right of individuals to provide information confidentially and should ensure that confidential information cannot be traced back to its source. They are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Occasionally, they must disclose evidence of transgressions when conducting evaluations. Such cases should be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight bodies when there is doubt as to whether and how certain issues should be reported.
5. Must be sensitive to beliefs, manners and customs, and act with integrity and honesty in dealings with all stakeholders. In accordance with the UN Universal Declaration of Human Rights, evaluators must be sensitive to issues of discrimination and gender equality, and address such issues. They should avoid offending the dignity and self-esteem of those with whom they come into contact during the course of the evaluation. Because they know that the evaluation may adversely affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate the purpose and results in a manner that clearly respects the dignity and self-worth of the stakeholders.
6. Is accountable for its performance and products. They are responsible for the clear, accurate, and fair presentation, orally or in writing, of limitations, findings, and recommendations of the study.
7. Should reflect sound descriptive procedures and be prudent in the use of evaluation resources.
8. It should ensure that independence of judgment is maintained and that evaluation findings and recommendations are presented independently.
9. It should confirm that it has not been involved in the design, execution or advice of the project being evaluated and that it did not conduct the Mid-Term Review of the project.

#### **International Evaluation Consultant Agreement Form:**


Agreement to abide by the Code of Conduct for Evaluation in the United Nations System

Consultant's name: **Hernán Arturo Reyes González**


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

Signed on May 23rd, 2022

Signature:




## Annex 10: UNEG Code of Conduct form




ETHICAL GUIDELINES FOR EVALUATION

### PLEDGE OF ETHICAL CONDUCT IN EVALUATION




By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

 **INTEGRITY**


I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible.**

 **ACCOUNTABILITY**


I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.

 **RESPECT**

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access to** the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).

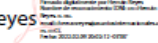
 **BENEFICENCE**

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm.** I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Hernán Arturo Reyes González

  
 Hernán Reyes  
Personal digital signature per Decreto Supremo  
 N° 001-2017-ED/Presidencia del Consejo de Ministros  
 Fecha: 2023/08/28 10:11:07 AM

\_\_\_\_\_  
 (Signature and Date)

**Annex 11: TE Report Clearance Form**

*(To be completed by the CO and the GEF/UNDP Regional Technical Advisor and included in the final document).*

<b>Terminal Evaluation Report Reviewed and Cleared By:</b>	
<b>UNDP Country Office</b>	
Name: _____	
Signature: _____	Date: _____
<b>GEF/UNDP RTA</b>	
Name: _____	
Signature: _____	Date: _____