

TERMS OF REFERENCE

1. INTRODUCTION

Approved by the Executive Board in January 2014 (DP/2014/9), the medium-term plan (DP/2014/5) of the UNDP Independent Evaluation Office (IEO) included a thematic evaluation to cover an institutional effectiveness theme related to chapter V (“Transforming institutional effectiveness”) of the UNDP Strategic Plan, 2014-2017. The specific theme and focus of the evaluation were to be decided in 2014 after further discussion with management.

Recognizing that institutional effectiveness is an important area within both the UNDP audit and evaluation functions, the Directors of IEO and the Office of Audit and Investigations (OAI) have conferred and agreed to have both offices jointly carry out the assessment, using both audit and evaluation methodologies and tools. The UNDP evaluation policy and OAI charter converge in the shared purpose of strengthening the organization through oversight, review of governance and risk management practices and organizational learning.

The Directors of the two offices have agreed on the current terms of references following consultation with UNDP management through initial discussion with the Organizational Performance Group (OPG) in May 2014 and again, on the basis of the “Concept Note” in September 2015.

The outcome of this exercise will feed into the development of the next Strategic Plan for 2018-2021.

2. RATIONALE AND PURPOSE OF THE ASSESSMENT

Over the past 20 years, UNDP engaged in various organizational initiatives to deliver on its evolving and yet complex development mandate and to adapt to changes in its core resources. This process continues, and UNDP will soon begin preparations for the next Strategic Plan.

The main purpose of this joint assessment will be twofold: (a) to support UNDP oversight, governance and risk management practices; and (b) to enhance organizational learning by identifying opportunities for improving UNDP programming and operations. The assessment will be presented at the UNDP Executive Board’s first regular session of 2017. It will be made available publicly, including to UNDP offices and a wide range of stakeholders.

3. INSTITUTIONAL EFFECTIVENESS IN UNDP

Within UNDP, the term “institutional effectiveness” has been associated with a wide range of organizational strategy, restructuring, monitoring and reporting initiatives (e.g., related to corporate oversight and assurance, leadership and corporate direction; financial, information and communication technology; administrative management; human resources management; results-based management (RBM); and security, among others).

The Executive Board approved the **first UNDP Multi-Year Funding Framework 2000-2003 (MYFF)**⁷⁶ that laid out for the first time the main strategic objectives of UNDP and the financial

76 UNDP Executive Board decision 99/23.

resources required to achieve them. The MYFF identified intended results as set out in **the strategic results frameworks** that were produced by all country offices.⁷⁷ During the first MYFF period, UNDP monitored the extent to which the organization was successful at the country level in moving towards a strategic programme focus and positioning; the effectiveness with which UNDP used advocacy, policy dialogue and country presence to support national policies; and the effectiveness with which UNDP used partnerships to further development change. At that time **'The Way Forward: The Administrator's Business Plans'** (2000–2003) outlined the UNDP strategies which were to transform UNDP into a more results-orientated organization.⁷⁸ This marked the official start of UNDP internal reform covering: policy; partnerships; people; performance; and resources.⁷⁹ Additionally, new performance measurement instruments and tools were established to monitor progress towards achieving goals including the “Balanced Scorecard” with set targets and a system capturing the monitoring of the business plans.

The second **MYFF 2004–2007** outlined additional actions that UNDP needed to implement in order to enhance its organizational capacity to deliver timely, effective services that promoted programme countries' achievement of both the Millennium Development Goals and their individual national development goals by focusing on two key areas: (a) provision of coherent, knowledge-based services through the development of **practices and service lines**; and (b) improving the efficiency and performance of UNDP in delivering such services. The MYFF 2004–2007 was the first instance of distinction between the concept of “development effectiveness” and “organizational effectiveness”, noting that: “... *ownership and responsibility for development outcomes (and*

therefore development effectiveness) must ultimately lie with national authorities. The effectiveness of development organization (referred to as *organizational effectiveness*) is determined by measuring *direct, accountable and attributable performance over which it has control*” (DP/2003/32, p.14).

As the MYFF 2004–2007 drew to a close, various assessments found that it had helped to shape the focus of UNDP towards developing a robust RBM system. Yet, it was also noted that the RBM system that was put in place did not easily accommodate measurement of progress and reporting on cross-sectoral programmes or cross-cutting issues and that it consisted of a number of effective but fragmented instruments.

The **Strategic Plan, 2008–2011**⁸⁰ sought to further enhance organizational effectiveness and the RBM system by: (a) better articulating UNDP priorities, objectives, targets and performance indicators; (b) creating a basis for internal resource allocation; and (c) setting a stronger platform for comprehensive results management. In outlining the efforts to improve institutional effectiveness and efficiency for delivering development results, the focus was placed on: improving accountability; introducing enterprise risk management; strengthening resource management; and integrating planning, budgeting, performance and human resource management.⁸¹

The midterm review of the Strategic Plan, 2008–2013 presented an analysis of the performance of UNDP from 2008 to 2010 and, at that time, the Administrator laid out her “**Agenda for Organizational Change**” in 2010,⁸² the main elements of which included: the UNDP Action Plan; efforts designed to control costs and expenditures; and a review of the UNDP business model.

77 DP/1999/30.

78 DP/2001/14.

79 DP/2004/16.

80 Adopted through the UNDP Executive Board decision 2007/32, and subsequently extended to 2013 in response to the decision by the General Assembly to modify the comprehensive policy review of operational activities from a triennial to a quadrennial cycle and urging United Nations funds and programmes to align their strategic planning cycles accordingly.

81 DP/2007/35.

82 E/2011/35.

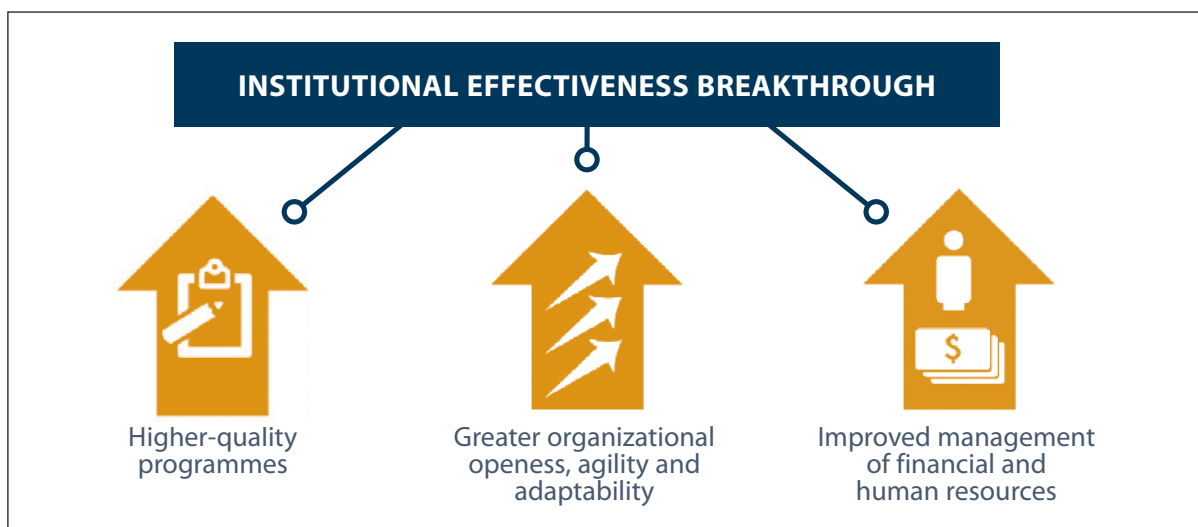
IEO carried out an independent evaluation of the Strategic Plan, 2008-2013 in which it concluded that the move to strengthen country offices and to clarify roles and responsibilities of headquarters and regional centres was urgent and that the performance monitoring and reporting system was not optimal for a highly decentralized organization working on complex development issues in unique local contexts. In its response to the evaluation, UNDP senior management committed to a results framework with “SMART” indicators; adequate tools to support and monitor implementation; targeted support to country offices; annual reporting founded on data and reflective of country context; and a more integrated performance system and business analytics that provides a stronger evidence base.

The current Strategic Plan, 2014 -2017⁸³ focused on RBM, developing theories of change for each of the seven development outcomes and producing an Integrated Results and Resources Framework (IRRF). In the IRRF, UNDP organizational effectiveness and efficiency have been presented as being comprised of three elements: (a) development effectiveness – improved accountability for results; (b) management results; and (c) United Nations development system coordination. The IRRF was aiming to improve moni-

toring of how UNDP achieves results and spends resources.

In the Strategic Plan, 2014-2017, the notion of institutional effectiveness was central to efforts of transforming the organization. UNDP undertook the **structural review process** at headquarters and the regional level during the initial period under the rationale that the review would ensure that the organization is ‘fit for purpose’ to deliver its new Strategic Plan. The anticipated outcomes were: higher-quality advice; more effective and efficient operations; and a more knowledge-driven, innovative and open institution. Similarly, the Strategic Plan aimed to “**Transform Institutional Effectiveness**” through three interrelated strategies expected to result in an organization that “...visibly and measurably supports countries to achieve their development goals”, with improved effectiveness.

1. Higher-quality programmes through better project planning, design, monitoring and evaluation, underpinned by stronger RBM;
2. Greater organizational openness, agility and adaptability to harness knowledge, solutions and expertise;
3. Improved management of financial and human resources in pursuit of results in a way which is sustainable within projected resource flows.



Source: UNDP Strategic Plan, 2014–2017

83 Approved by the UNDP Executive Board in decision 2013/11.

The UNDP 2013-2014 annual report indicated progress on the institutional effectiveness agenda and noted that the new architecture of headquarters and regional business units was designed to bring staff together to cut through traditional programme “silos”, recognizing that development’s many dimensions interconnect and build on each other. A process of aligning country programmes was initiated, aimed at achieving better results, greater focus and increased value for money. Most recently, the 2014-2015 ‘UNDP In Focus’ report described continued progress on the institutional effectiveness agenda through an ongoing reduction of New York headquarter staff by 30 percent and reallocation of resources to regional hubs closer to the countries served.

4. OBJECTIVE AND SCOPE OF THE JOINT ASSESSMENT

The objective of this exercise is to assess the extent to which organizational measures taken have enhanced, or have the potential to enhance, the UNDP ability to **deliver higher-quality programmes**. The assessment has a prospective character in its application of methods to provide the best possible information estimating the likely outcomes of proposed interventions.⁸⁴

By way of time frame, the current assessment will cover the relevant work of UNDP undertaken during the period 2010-2015, which includes results from the previous Strategic Plan period and give particular emphasis on the latest initiatives of the current Strategic Plan and the restructuring process, where possible, and on **measures aiming at higher-quality programmes**. Specific aspects will be selected within the overall focus of examining institutional effectiveness at the corporate, regional and country levels, with the understanding that UNDP is in the midst of ongoing reforms and some initiatives may be too recent

to allow conclusive findings. The assessment will also explore measures aimed at enhancing the capacity of country offices to deliver higher-quality programmes by means of strengthening the UNDP regional presence and consolidating policy functions. These measures were contained in the structural change process initiated in 2014.

Efforts to achieve higher quality programmes are not new to UNDP, but what makes the current approach to institutional effectiveness different is the determination to make RBM the driving force behind the organization’s institutional culture and practice, and to develop and apply a corporate methodology for this purpose. The assessment will build on the audit of RBM conducted by OAI in 2015 and further explore the extent to which the organization’s enhancement of its programming tools and policies effectively contributed, or are likely to contribute, to higher-quality programming for the achievement of credible and sustainable development results at country level.

As this assessment has a prospective character and focus only on the quality of programmes, it will be complementary to a number of other initiatives that will look into some of these sub-areas over the same time period.⁸⁵

In addition to the above theoretical framework generated based on the Strategic Plan, 2014-2017, a simplified model was developed to orient the assessment as detailed in the plan of inquiry matrix (see below). In simple terms, the theory to be tested with this assessment is whether increasing the capacity of the organization will lead to higher-quality programmes through a number of measures, including the strengthening of regional presence and consolidation of policy functions, which will lead to enhanced organizational and development effectiveness, therefore promoting greater institutional effectiveness.

84 GAO/PEMD-10.1.10.

85 Including: the Multilateral Organization Performance Assessment Network assessment, Multilateral Aid Review (November 2015), various audits, the Joint Inspection Unit, the midterm review of the Strategic Plan, 2014-2017 and the IEO evaluation of the Strategic Plan, 2014-2017.

Theoretical framework of institutional effectiveness in UNDP								
Impact	Eradication of poverty and significant reduction of inequality and exclusion							
DEVELOPMENT EFFECTIVENESS								
Development Outcomes*	DO.1	DO.2	DO.3	DO.4	DO.5	DO.6	DO.7	
ORGANIZATIONAL EFFECTIVENESS								
Organizational Outcomes	Higher-quality programmes through RBM		UNDP more open, adaptable and agile institution		Improved management of financial and human resources in pursuit of results		Coordination of the United Nations development system	
HIGHER-QUALITY PROGRAMMES								
Management Results	Improved accountability of results		Field/country office oversight, management and operations support			Corporate oversight and assurance		
OUTPUTS								
(Then) Intermediate Results	Development approaches better integrated into programmes and projects	Knowledge management and learning, including response to audits and evaluations, made part of programme performance culture		Policies and procedures better enable staff to carry out their jobs effectively	Consolidated policy functions contributing to clearer policies and higher-quality advice	Strengthened regional presence, clustering of backstopping and advisory services contributing to higher efficiency gains	Service centres and regional hubs better able to address the volume and type of transactions with adequate specialization and consistency of services and transaction	
ASSUMPTIONS								
(If) Input	Underlying causes for quality and effectiveness issues properly researched and stakeholder adequately consulted at different levels		Measures based on a problem analysis and aligned to the UNDP challenges at all levels		Measures are evidence-based and incorporate lessons learned, best practices and stakeholder feedback, including information from audits, evaluations and pilot programmes		Adequate resources and capacity identified and provided for implementation of measures	

Notes: Orange-shaded boxes indicate the scope of the assessment.
 * See full UNDP development outcomes in Strategic Plan, 2014-2017.

There is complex array of possible pathways driving institutional effectiveness, and therefore the simplification above is not a holistic representation, but should guide the limited scope to be covered in this assessment. The diagram will be further refined throughout the exercise based on the joint team's desk review, interviews and other processes of dialogue with UNDP colleagues and key stakeholders.

5. ASSESSMENT QUESTIONS AND PLAN OF INQUIRY

The questions provided below shall be answered by the assessment and help provide strategic conclusions for UNDP and the Executive Board's decision on institutional effectiveness. These questions have been prepared on the basis of the preliminary desk review of relevant documents,

including the results framework of both strategic Plans, as well as based on the initial consultations with stakeholders at headquarters.

OVERARCHING ASSESSMENT QUESTION: To what extent have measures taken since 2010, aimed at improving the quality of programmes, enhanced or are likely to enhance UNDP institutional effectiveness?

Question 1: Are measures aimed at strengthening the capacity to deliver higher-quality programmes likely to be effective?

Question 2: Have measures aimed at strengthening regional presence, including consolidation of policy functions, contributed to strengthen the capacity to deliver higher-quality programmes?

The matrix below provides a plan of inquiry that will help to further narrow the scope of analysis, including how the assessment team will answer the overarching assessment question. The assessment will therefore not judge UNDP institutional effectiveness against all possible elements of organizational effectiveness and efficiency, but rather within the limited scope of this exercise as defined in these terms of reference.

PLAN OF INQUIRY MATRIX				
Overarching Joint Assessment Question: To what extent have measures taken since 2010, aimed at improving the quality of programmes, enhanced or are likely to enhance UNDP institutional effectiveness?				
Questions	Sub-questions	Evidence to be collected	Methodology	Source(s) of info/ Documentation needed
PLAN OF INQUIRY				
1. Are measures aimed at strengthening the capacity to deliver higher-quality programmes likely to be effective?	1.1 Were the proposed measures to improve programme quality aligned to the challenges faced by the organization?	1.1.1 Evidence of an in-depth problem and complete analysis, made the underlying causes for quality issues at regional and country office level clear.	1. Desk/literature review of relevant documents to map a theory of change to identify the logic and relevance of assumptions/hypothesis/theories behind the proposed change paths; 2. Inventory of problem analysis conducted by the organization; 3. Assess the quality of the methodologies used in the quality of evidence processes; 4. Reassess a sample of ROARs previously assessed by BPPS; 5. Reassess a sample of the quality assured CPDs; 6. Spot check compliance of a sample of recommendations provided by BPPS to improve ROARs and CPDs; 7. Trend analysis of ROARs; 8. Review the quality of evidence of the annual report to the Executive Board; 9. Meta-analysis of evaluations and audits; 10. Analysis of corporate surveys: survey of Executive Board members and Member States, partnership surveys;	1. Relevant corporate documents; 2. IRRF, quadrennial comprehensive policy reviews; 3. Strategic Plans (2008-2013; 2014-2017); 4. Reports of the Executive Board (2010 to 2015); 5. Agenda for Change documents; 6. External consultants documents (e.g., Accenture's Report and terms of reference of its contract, to analyze what was the need expressed by the Executive Group); 7. Midterm review of the Strategic Plan (2008-2013); Evaluation of the Strategic Plan (2008-2013); 8. Annual Reports of the Administrator to the Executive Board (2010-2015); 9. Relevant corporate reporting documents; 10. Relevant external assessments of UNDP (Multilateral Organization Performance Assessment Network, Multilateral Aid Review, etc.); 11. Perceptions of key stakeholders at headquarters, Executive Board, regional bureaux, country offices (Global Staff Surveys and other surveys) key national partner (partner's survey and others); 12. Minutes of consultations, semi-structured interviews and focus groups);
		1.1.2 Evidence of lessons documented and learned, good practices, findings and recommendations from pilot initiatives, reviews are being used as part of enhancement measures.		
		1.1.3 Evidence that the change path was clearly mapped, and that resources and capacity were identified and provided		
	1.2 Have the measures taken and/or underway (potentially) improved the quality of programmes?	1.2.1 Evidence of UNDAFs and country strategies identifying clearly the UNDP comparative advantage and strategic value added contribution to country-led development efforts.		
		1.2.2 Evidence of sharper focus in new country programmes around the Strategic Plan's areas of work.		
		1.2.3 Evidence of progress in the implementation of action plans on programme alignment to the Strategic Plan.		

(Continued)

(Continued)

PLAN OF INQUIRY MATRIX					
Overarching Joint Assessment Question: To what extent have measures taken since 2010, aimed at improving the quality of programmes, enhanced or are likely to enhance UNDP institutional effectiveness?					
Questions	Sub-questions	Evidence to be collected	Methodology	Source(s) of info/ Documentation needed	
PLAN OF INQUIRY					
		1.2.4 Evidence that the new guidelines and standards for programming can be effectively implemented at country office level and can potentially enhance the quality of programmes.	11. Check alignment, focus and uptake of Strategic Plan and Sustainable Development Goal coding in Nvivo, ⁸⁶ a sample of old (2010 - 2012) and new (2014 - 2015) CPDs;	13. Audits and evaluations; 14. Alignment documents; 15. Major components of UNDP RBM system, e.g., IRRF, ROAR, Integrated Work Plan, Balanced Scorecard, Enterprise Risk Management, Annual Reports of the Administrator, Annual Business Plans; 16. Quality of evidence processes information; 17. Regional bureaux/service centres/hubs developed, architectures and re-organization documents; 18. Central Learning Management System reports on completion of trainings on programme/project management; 19. Organizational quality standards for programmes (introduced in 2015); 20. Project quality assurance system information; 21. Internal appraisals of CPDs; 22. Guidance on alignment (alignment handbooks); 23. Guidance on project quality assurance processes; 24. Guidance on the preparation and internal appraisal of new CPDs; 25. Guidance/recommendations on improving country office ROARs; 26. ROARs before and after quality assurance; 27. CPDs before and after quality assurance; 28. Global Staff Survey and corresponding actions plans; 29. Procurement dashboard and Advisory Committee on Procurement documentation; 30. Prototype of the corporate lessons learned database; 31. Evaluation Resource Center, OAI databases; 32. Executive balanced scorecard; 33. Annual reports on evaluation; 34. Financial data quality standards and dashboard; 35. IPSAS indicators; 36. Office of Financial Resources Management data; 37. UNDP POPP, new policies, and guidelines; 38. OPG decisions and documents.	
		1.2.5 Evidence that the quality assurance system and revised processes for the organization-wide programming documents can effectively be implemented at country office level and have enhanced the quality of projects, CPDs, regional and global programmes.	12. Code in NVivo of select ROARs and International Standards (IPSAS) reports to assess trends in effectiveness since 2010; 13. Desk study of select countries' RBM data; 14. Field studies/visits to regional hubs and select countries; 15. Semi-structured interviews with relevant stakeholders; (Headquarters, regional bureaux and hubs, country offices, key national/regional partners, Executive Board and Staff Council) focus on validating or refuting lines of inquiry – collecting perceptions and observations on the “why” and factors that influence or impede effectiveness; 16. Apply most significant change protocol in select country offices and check for unintended outcomes; 17. Survey (s) to cover gaps or validate preliminary findings; 18. Focus group at headquarters to validate preliminary findings.		
		1.2.6 Evidence that the measures to strengthen capacities for data collection and analysis as well as high-quality decentralized evaluations have been effectively implemented.			
		1.2.7 Evidence of improved reporting (including ROAR, Annual Report of the Administrator) with better quality of evidence, focus on reliability of data and results.			
2. Have measures aimed at strengthening regional presence, including consolidation of policy functions, contributed to strengthen the capacity to deliver higher quality programmes?	2.1 Have the measures aimed at strengthening UNDP's regional presence contributed to Country Offices' efforts to effectively deliver higher quality programmes?	2.1.1 Evidence of Regional Bureaux/Regional Hubs effectively overseeing the quality of programme performance			
		2.1.2 Evidence that increased UNDP regional presence resulted in a timely and higher quality of thematic and operational policy advisory services.			
		2.1.3 Evidence that offices are satisfied with the support services provided by the regional hubs			
	2.2 Have the measures aimed at consolidating the policy functions contributed to clearer policies and higher-quality advice that would support offices more effectively in delivering higher-quality programmes?		2.2.1 Evidence that the policy functions consolidation process is operational and integrated		
			2.2.2 Evidence that the consolidated policy functions contributed to offices receiving quality and timely feedback on questions pertaining to policy issues.		

⁸⁶ NVivo is a qualitative data analysis computer software package produced by QSR International. It has been designed for qualitative researchers working with very rich text-based and/or multimedia information, where deep levels of analysis on small or large volumes of data are required.

6. APPROACH, DATA COLLECTION AND ANALYSIS

A joint approach. The IEO and OAI will jointly plan, design and conduct this assessment, taking advantage of the strengths and different technical skills of both offices, and as such will enrich the process, bring depth to the analysis and strengthen the credibility of results. There will be one final assessment report with joint findings and conclusions for presentation to the Executive Board at the first regular session of 2017.

A sequenced approach. The assessment will be carried out in two main stages and sequenced to allow the emerging findings from the first phase to feed into the design of the field studies. This will allow testing of a stronger hypothesis for conclusions to be drawn.

The **first phase** comprises the following elements of **desk studies**:

- **Review of available corporate and regional documentation** to understand the evolution of institutional effectiveness in UNDP, including: the broader context in the field of international development management; the structural review; and the drivers of the change processes in the thinking of the organization. This information will be used to reconstruct the overarching theoretical framework for the process of institutional improvement in UNDP. This work will also reconstruct problem analyses that address specific challenges related to improving the quality of projects and programmes at country level.
- **In-depth semi-structured interviews** with headquarters units and other relevant stakeholders to gather expectation and feedback on the changes and effects of the measures put in place and being rolled out to enhance quality of programmes and institutional effectiveness.
- **Meta-analyses of OAI audits and IEO independent evaluations** since 2010 in order to assess whether lessons learned were effectively incorporated in the measures taken to improve the quality of programmes and projects.
- **Review of corporate and regional surveys** for trend analysis and to analyze if critical notions have been taken into account when the measures targeted at improving the quality of programmes and projects were formulated.
- **Review of the methodological quality of select projects, country programme documents and results-oriented annual reports** that have been formulated since 2014 in the 23 selected countries that participated in the pilot phase of the quality assurance and improvement processes. Based on this study, lessons and most common challenges will be established.
- **Survey** to close gaps and validate preliminary findings, but mainly measure the effects of the increased UNDP regional presence on the capacity of country offices to deliver higher-quality programmes.

The **second phase** will consist of triangulation of the preliminary findings, causes, conclusions and learning points from the first phase with **field studies**:

- **In-depth semi-structured interviews** with staff of regional bureaux, regional hubs/centres as well as co-located country offices to assess the changes and effects of the measures put in place and being rolled out to enhance quality of programmes and institutional effectiveness.
- **Focus groups** in the regional hubs with regional and country office staff to validate the findings of the desk studies and establish causes and possible solutions for the identified shortcomings. During the field visits to regional hubs, RBM staff from other countries in the region will be invited to travel to the hubs for focus group discussions of progress, challenges and lessons from their country offices.
- **Semi-structured interviews with key external stakeholders** (government, civil society, donors, partners, beneficiaries and donor representatives at the country level and in their respective headquarters and relevant United

Nations agencies) may be conducted to fill in any remaining gaps for validation of preliminary findings.

- **Joint analysis and synthesis** across the analytical outputs of data collection will be performed jointly by OAI and IEO.

Desk studies as well as field studies will look into corporate, regional and country-level data and while in-person visits are envisaged to all regional hubs, country-level travel will later be considered if necessary, in consultation with UNDP.

7. TEAM COMPOSITION

The assessment team will be led by Ana Rosa Monteiro Soares on behalf of IEO and Moncef Ghrib on behalf of OAI. Other team members include Reyn Dijk from OAI and a team of consultants to be hired by IEO who will: contribute to overall methodological guidance; help design the assessment tools and instruments; assist with data collection and analysis; identify

emerging findings, areas for conclusions and recommendations; and help write portions of the draft report.

Team leaders will be responsible for collecting inputs from members of the team and drafting a joint final report.

8. ASSESSMENT PROCESS AND TIME FRAME

The joint assessment will be presented to the Executive Board in January 2017. An informal session with the Board will be held before the presentation to allow members to discuss the findings and conclusions and the draft management response. To allow UNDP management time to prepare the management response, the final report will be completed and shared by the end of September 2016. To achieve this time frame, a draft report will be shared with UNDP management and programme units by the end of July 2016. The table below sets out additional milestones.

Timeframe with key phases and milestones			
Year	Month	Phase	Milestone
2016	January	Scoping and design	Design tools and instruments
	February	Data Collection Phase 1 – Desk studies	Desk studies – headquarters data collection
	March	Data Collection Phase 2 – Field studies	Field studies – regional/country data collection to fill gaps, close triangulation, validate preliminary findings
	April	Analysis	Analysis across products
	May	Synthesis	Synthesis to arrive at joint findings and conclusions. Preliminary findings workshop with reference group.
	June	Report writing	Initial draft for OAI/IEO for Director’s quality assurance
	July	Draft Report for comments	First draft report to UNDP management for comments (four – five weeks for review and revision)
	August	Audit trail/ Adjustments	Second draft report
	September	Management response	Final report provided to management (at least a month in advance of above deadline in order for management to prepare and clear the management response)
	October	Executive Board paper	Mid-October deadline for uploading Executive Board documents (report summary and management response)
	November	Report editing and design	Production of the full report (editing and design)
	December	Final report uploaded	Mid-December full report uploaded to Executive Board website
2017	January	Board presentation	End-January first regular session of the Executive Board

9. MANAGEMENT ARRANGEMENTS

To ensure efficient and effective implementation, engagement with UNDP and quality assurance of this joint assessment, the following management arrangements will be put in place:

- Internal quality assurance mechanisms in both offices, including: (1) IEO Internal Review Group, chaired by the Deputy Director with two IEO evaluators who are not participating in the joint assessment; and (2) The OAI Deputy Director, along with the Quality Assurance and Policy Unit.
- A reference group: To ensure that stakeholder perspectives are considered, an advisory reference group will be convened by OAI and IEO. The reference group is designed to obtain data on individuals' perceptions and opinions related to a specific issue. Reference group discussions will typically involve a group of 8-10 participants who have similar characteristics and are knowledgeable about RBM and other programming issues in UNDP. Discussions will be informal and participants are encouraged to freely share their thoughts and experiences. The following will be discussed with the focus group: preliminary findings and draft report. It may include staff from the regional bureaux, Bureau for Management Services, Bureau of External Relations and Advocacy, Crisis Response Unit and Bureau for Policy and Programme Support.
- An External Advisory Panel of two evaluation experts and two internal audit experts will provide strategic, methodological and substantive inputs into the evaluation process as well as review the key outputs including the main evaluation report.
- UNDP headquarters management will have the opportunity to provide comments on the draft report of the joint assessment.
- The final assessment report will be cleared and issued by the Director IEO and the Director OAI and presented to the Executive Board in January 2017.