

Annex 1: TERMS OF REFERENCE

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts country evaluations called “Independent Country Programme Evaluations (ICPEs)” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

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

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

The ongoing UNDP country programme in Tunisia initially scheduled for completion in 2019 has been selected, along with 14 other UNDP country programmes for an ICPE, to feed into the development of the next country programme. While preparing for this evaluation, the evaluation team was informed that a year’s extension had been granted to the country programme, extending its completion to 2020. IEO considered that the conduct of an ICPE at this stage of the implementation of Tunisia’s country programme would still support the country programme’s efforts in designing its new programme. This decision was further guided by the important transformation taking place in the country since its last independent country level evaluation by IEO in 2012².

The ICPE will be conducted in close collaboration with the Government of Tunisia, UNDP Tunisia country office, and UNDP Regional Bureau for Arab States (RBAS).

2. NATIONAL CONTEXT

The Republic of Tunisia is a sovereign state in North Africa, bordered by Algeria, Libya, and the Mediterranean Sea. The country covers an area of 163,610 square kilometres,³ and has a population of 11.4 million (2017).⁴ It is a lower middle-income country⁵ with a high human development. As a unitary

¹ See UNDP Evaluation Policy: www.undp.org/eo/documents/Evaluation-Policy.pdf. The ICPE is conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group (www.uneval.org).

² UNDP, [Assessment of Development Results Evaluation of UNDP contribution Tunisia, 2012](#)

³ UN Data – Tunisia Country Profile: <http://data.un.org/CountryProfile.aspx?crName=TUNISIA>

⁴ National Institute of Statistics – Tunisia: <http://beta.ins.tn/en/themes/population>.

⁵ World Bank country classification by income, June 2017.

semi-presidential representative democratic republic, Tunisia is considered the only full democracy in the Arab World.

The Tunisian Revolution in 2011 revealed a series of social and political problems including high unemployment, corruption, a lack of political freedom, persistent inequalities, etc. The Revolution also brought real changes in the political scene. Following the overthrow of the Ben Ali regime, the Constitutional Democratic Rally Party was dismantled, and the number of legalized political parties has grown considerably from three to over 100. In 2014, a new Constitution was approved by the Constitutional Assembly. The Constitution established a semi-presidential regime where both President and Prime Minister wield significant power. It also guaranteed rights for women. In the same year, Tunisia held its first elections under the new constitution.

Despite the dramatic transition that Tunisia has undergone in the political realm, the country is still facing several challenges. For instance, while the 2014 Constitution laid out clear intentions of decentralization, the specific legal framework is still absent, which restrained local autonomy and development. The level of citizen participation in governance remains low, especially on the part of youth, women, and rural residents. Corruption is a persistent problem that is infecting all levels of the country's economy, security, and political system. In addition, there is still a strong need to improve responsiveness and accountability of administration and of institutions to citizen's expectations.

The economy was seriously affected by the revolution in 2011 but was slowly recovered. The World Bank estimated a GDP growth rate of 3 percent in 2018, and 3.5 percent in 2019.⁶ Agriculture sector accounts for about 10 percent of GDP⁷ and 12 percent of employment (2016).⁸ Industry is the most important sector of the country, which contributes slightly more than 26 percent of the GDP,⁹ and employed about 30 percent of the country's active population (2016).¹⁰ Manufacture of textile and wearing apparel accounts for the largest share of the industry sector. In terms of service industry, tourism is the pivot sector that makes significant contribution to the country's GDP and labor market. However, the terrorist attacks in 2015 took a heavy toll on Tunisia tourism, which is still struggling to recover.

Tunisia's Human Development Index value for 2015 is 0.725 – which put the country in the high human development category – positioning it at 97 out of 188 countries and territories. However, when the value is discounted for inequality, the HDI falls to 0.562, a loss of 22.5 percent due to inequality in the distribution of the HDI dimension indices. Despite its resilience to the shocks in 2011 and economic and social progress, several social and economic indicators imply the continued vulnerabilities in Tunisian society. In post-revolutionary Tunisia, due to the political and social instability, as well as the difficult external environment, inequality and poverty persist. As the World Bank estimated, the GINI coefficient of Tunisia in 2013 is 0.361.¹¹ Regional inequalities is still a burning issue in the country. In addition,

⁶ The World Bank Data – Tunisia: <https://data.worldbank.org/country/tunisia>

⁷ The World Bank Data – Agriculture, value added (% of GDP): Tunisia: <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS?locations=TN>

⁸ ILOSTAT database. Data retrieved in January 2018.

⁹ The World Bank Data – Industry, value added (% of GDP): Tunisia: <https://data.worldbank.org/indicator/NV.IND.TOTL.ZS?locations=TN>

¹⁰ ILOSTAT database. Data retrieved in January 2018.

¹¹ World Bank, "World Development Indicators 2013." Washington, D.C.: World Bank. Data retrieved by UNDP Human

unemployment – which was one of the main factors triggering the revolution – remains a challenge to the country. Although the unemployment rate (16 percent in 2016) shows a downward trend since the revolution, youth unemployment (ages 15-24) is high at 36 percent. Similarly unemployment among female labor force remains high; about 22 percent compared to 12 percent in the male labor force.¹²

In terms of gender equality, Tunisia is ranked 117 out of 144 countries in the 2017 Global Gender Gap Index, with a score of 0.651. On UNDP's gender inequality index, it is ranked 58 out of 159 countries in the 2015 index (with a score of 0.289). The gender inequality index reflects gender-based inequalities in three dimensions – reproductive health, empowerment, and economic activity. Gender inequalities in Tunisia are mainly reflected in women's low economic participation. According to the Global Gender Gap Report, although women's literacy rate is 10 percent lower than that of men, there is no significant disparity between male and female enrolment in primary and secondary education. However, women's labor force participation rate is only a third of that of their male counterparts. Women are also significantly underrepresented in legislature, senior government positions, and professional and technical workers. In terms of political empowerment, Tunisia is ranked 55th out of 144 countries in the Global Gender Gap Index. In 2017, slightly more than 31 percent of the parliament seats in Tunisia were held by women, and 23 percent of the ministerial positions were held by women,¹³ ranking the country among the top Arabic countries which have advanced women in decision-making structures. In recent years, the Government of Tunisia is trying to create a supportive policy and legal environment for the advancement of gender equality. For instance, the Parliament has approved an electoral amendment in 2016, ensuring women's greater representation in local politics whereby there is both horizontal and vertical gender parity.¹⁴ In 2017, the country also made historic strides by passing its first national law to combat violence against women.

3. UNDP PROGRAMME STRATEGY IN TUNISIA

Following the completion of the previous UNDP country programme (2007-2011) and given the profound transformations that followed the 2011 events, UNDP and UN Country Team members decided to temporarily suspend the UN joint programming process under the United Nations Development Assistance Framework (UNDAF) and to develop a transition strategy (Tunisia Transition Strategy) implemented for the period 2011-2013 to support the important transition that the country was going through. The transition strategy was extended for another year, through 2014 to enhance alignment with emerging national priorities. The ongoing UNDP country programme 2015-2019/20 continues to support Tunisia's transition in building a democratic system and an inclusive and sustainable growth model conducive to reductions in poverty, inequality and exclusion, particularly at the local level. It provides policy support and institutional capacity development in three priority thematic sectors: (i) sustainable development, (ii) inclusive and effective democratic governance, and (iii) resilience building. The country programme outcomes, outputs and indicative resources are summarized in table 1 below.

Development Report Office in October 2013: <http://hdr.undp.org/en/content/income-gini-coefficient>

¹² ILOSTAT database. Data retrieved in January 2018.

¹³ World Economic Forum, 'The Global Gender Gap Report 2017,' p. 320.
http://www3.weforum.org/docs/WEF_GGGR_2017.pdf

¹⁴ Horizontal parity requires that municipal election lists across Tunisia have equal number of both men and women, while vertical parity requires that men and women alternate within each list.

Under democratic governance (outcome results 1 and 2), which is the largest programme component, the country programme planned to support democratic institutions and the consolidation of the rule of law. Specifically, the country programme interventions have focused on capacity development of the parliament/parliamentarians, electoral authorities and institutions; review of the security and justice sectors; and support to anti-corruption and decentralization efforts.

The sustainable development programme (outcome 3) envisioned support to the government in implementing new public policies related to human development, poverty reduction, employment creation, particularly for youth and women. Specifically, the programme supported analytical and policy-oriented research and capacity-building in the preparation of the five-year national development plan for 2016-2020, the final MDG report and other national reports. In addition, this programme component has been supporting national evaluation capacity development.

Under resilience-building (outcome 4), UNDP planned to contribute to strengthening national and local capacities to foster climate change adaptation and mitigation. The focus has been on generating analysis of the impacts of climate change, integration of renewable energy and developing information and decision-making support systems.

While the governmental focal point for UNDP remains the Ministry of Foreign Affairs, the country programme collaborates with various government institutions, including the Office of the Prime Minister; Ministry of Justice; Ministry of Interior; Ministry of Health; Ministry of Development, Investment and International Cooperation; Ministry of Vocational Training and Employment; Minister of Industry and SMEs; Ministry of Local Affairs and Environment; Ministry of Energy, Mines and Renewable Energies; Ministry of Agriculture, Water Resources and Fisheries; and Parliament. The country programme also partners with independent bodies such as the Elections Management Body; Truth and Dignity Commission, National Torture Prevention Institution, Anti-corruption Authority as well as private sector and civil society organizations. New partnerships are being developed with the Ministry of Higher Education and Scientific Research, Ministry of Youth and Sports and with universities and research institutions.

Table 1: Country programme outcomes, outputs and budget (as of January 2018)

Country Programme Outcome	Country Programme Output	Budget (US\$ thousands)		
		Planned	Actual	Expenditure
Outcome 1: By 2019, civil, political and administrative institutions are fully operational with respect to observance of universal principles of human rights, democracy and gender equity	Strengthened capacity of institutions safeguarding the rule of law, providing enhanced access to justice and security, especially for the more vulnerable, in accordance with international norms	8.350	24.170	22.177
	Citizen participation and the capacities of institutions and opposition forces strengthened, facilitating enhanced accountability to the people			
Outcome 2: By 2019, the State is organized according to new decentralized regional divisions	A national decentralisation strategy is supported and contributing to an effective local governance system providing better quality services to citizens	14.500	2.696	2.527

meeting Tunisians' aspirations to a democratic governance model based on citizen participation and accountability to the people.	Support is provided to national actors to develop and implement a good governance strategy, including an effective national integrity system			
Outcome 3: By 2019, the Government implements a new model of economic and social development, which is equitable, inclusive, sustainable, resilient and able to generate both wealth and employment.	Planning, monitoring and evaluation mechanisms are strengthened to support effective and equitable public policies Tools for measuring and analysing poverty and vulnerability are maintained and refined to guide the formulation and implementation of effective, efficient and equitable public policies.	3.300	1.333	1.265
Outcome 4: By 2019, regional players manage regional resources efficiently and make optimal, sustainable, and inclusive use of them	Local development plans taking regional potential into account are drawn up in two pilot areas and a strategy for replication in the other areas has been formulated. Viable plans developed at the national and local levels for sustainable management of natural resources Strategies for low-carbon-emission development, based on greater energy efficiency, are supported at the national and local level Frameworks and systems for disaster risk prevention and management are developed, enhancing community and ecosystem resilience	13.989	7.388	7.248
		40,139	35,587	33,217

Source: UNDP Corporate Planning System, January 2018

4. SCOPE OF THE EVALUATION

The ICPE will cover the current programme 2015 – 2019, and will assess UNDP’s contributions to the country, as defined at the outcome level in the country programme document (CPD), as well as in any underlying strategies that may have been developed/adapted during the period under review and were not necessarily captured in the CPD. The ICPE will also examine the uptake and follow up of the recommendations of the previous independent country programme evaluation carried out by IEO in 2010. By doing so, the ICPE will seek to draw lessons from the past and present programmes to assess performance, and to provide forward-looking recommendations as input to the formulation of the next country programme. The ICPE will cover the entirety of UNDP’s activities in the country and includes all interventions and activities implemented by the Country Office during the evaluation period, funded by core UNDP resources, donor funds, and government funds.

The ICPE will also consider UNDP’s performance and contribution within the broader framework of the UNCT and assess UNDP’s role as a catalyst and convener working in partnership with other development partners, civil society, and the private sector. This will be done with a view to supporting the country programme in meeting new requirements set by UNDP’s strategic plan 2018-2021, and requirements set by on-going reforms of the United Nations Development system.

Special efforts will be made to capture the role and contribution of UNV through undertaking joint work with UNDP. This information will be used for synthesis to provide corporate level evaluative evidence of performance of the associated funds and programmes.

5. METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.¹⁵ The ICPE will address the following three key evaluation questions.¹⁶ These questions will also guide the presentation of the evaluation findings in the report.

1. What did the country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

To address key question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate, to better understand the country programme interventions, how and under what conditions they are expected to lead to enhanced sustainable development, inclusive and democratic governance, and resilience building. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes.

As part of this analysis, the CPD's evolution will be examined over the period of the current programme but will be extended to also cover the transition period (2011-2014) that followed the 2011 uprising and which led to new Tunisian constitution in 2014. In assessing the CPD's evolution, the appropriateness of the country programme and capacity to adapt to the changing context and respond to national development needs and priorities will also be considered.

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

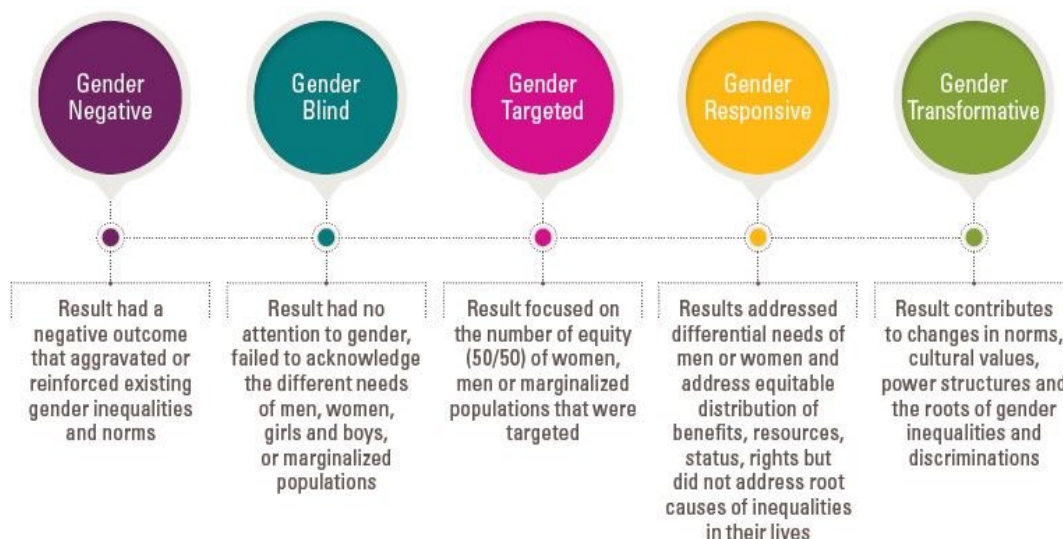
To better understand UNDP's performance, the specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under key evaluation question 3. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south and triangular cooperation), and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

In addition, as gender equality is central to UNDP's support to countries to implement and achieve the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, the evaluation will also analyse the extent to which UNDP (country) support was designed to and did contribute to gender

¹⁵ <http://www.uneval.org/document/detail/21>

¹⁶ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

equality. Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. The evaluation will consider the gender marker¹⁷ and the gender results effectiveness scale (GRES). The GRES, developed by IEO, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.



Key questions the evaluation endeavors to answer include:

- What were the priorities that the country programme sought to address? To what extent does the country programme include areas of strategic relevance for sustainable development?
- To what extent and with which results has the country programme achieved/is likely to achieve its objectives? What are the challenges and opportunities regarding achievement of objectives?
- How gender-responsive is UNDP's programming? Did programme results align with programme design of gender-transformative, responsive, or targeted interventions?
- Are there any interventions that have been scaled up or have the potential to be scaled up?
- Did UNDP forge partnerships that would enhance the contribution of its programme interventions and outcomes?
- What is the added value of UNDP in Tunisia?
- What are the implications, if any, of the new UNDP Strategic Plan? How responsive has the country programme been in aligning to the new Strategic Plan?
- What strategic adjustments are necessary in the design and approach of the country to enhance its effectiveness and sustainability?

6. DATA COLLECTION

Assessment of data collection constraints and existing data. An assessment was carried out to identify available evaluative data as well as potential data collection constraints and opportunities. The assessment outlined the level of evaluative data that is available. UNDP's evaluation resource centre (ERC) indicated 25 evaluations were planned as part of the country programme, however, the majority of these (23) are

¹⁷ A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

project evaluations. The absence of outcome evaluations is a limitation as progress towards outcomes has not been established. Eight project evaluations have been completed while the remaining are planned to be conducted in 2018 and 2019. Two audit reports conducted by UNDP's Office of audit and investigations are also available, including a recent audit conducted in 2016. With respect to indicators, the CPD lists 20 UNDAF outcome indicators, and 36 output level indicators for the 4 outcome level results and 10 outputs identified. Almost all indicators have an identified target and baseline, and sources of verification. UNDP Results Oriented Annual Report (ROAR) and the corporate planning system associated with it also provide baselines, indicators, targets, as well as partial annual data (2012,2014,2015,2016) on the status of the indicators. There is also good availability of UNDP project and strategic documents and monitoring reports. To the extent possible, the ICPE will seek to use these data to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes.

The World Bank indicators for statistical capacity¹⁸ suggest that Tunisia is equipped with a relatively good national statistics system, that has been performing at the average level of IBRD countries, though a decrease in its scores would place it in 2014 at the average recorded for north African countries and the Middle East. The website of the National Institute of statistics highlights the availability of recent macroeconomic indicators, and the availability of recent surveys. The country's 2016 ROAR also highlights many capacity development initiatives and notably a partnership with the Oxford university to enhance the measurement and availability of multidimensional poverty statistics.

Given the particular context of Tunisia since 2011, it is expected that additional sources of evidence and triangulation will be found in secondary data available through the evaluations and reports of other UN entities and other development partners (Multilateral Development Banks, NGOs, Academia, think tanks, civil society associations, etc).

The Department of Safety and Security of the UN (UNDSS) currently assesses Tunisia at different security levels ranging from low for the Grand Tunis area to moderate in the North west, South, and centre east of Tunisia. The highest risk highlighted for these regions is terrorism (high), and civil unrest for the south of Tunisia. Currently, UN missions are suspended in Djebel Ouergha Area and in the Kasserine Governorate except in Kasserine city (centre west of the country). The evaluation team does not expect that this will cause significant limitations to its ability to conduct the ICPE. The security situation will be continuously monitored and contingencies will be considered to manage this potential constraint.

Data collection methods. The evaluation will use data from primary and secondary sources, including desk review of documentation, surveys and interviews with key stakeholders, including beneficiaries, partners and programme managers. The evaluation questions mentioned above and the data collection method will be further detailed and outlined in the outcome analysis. A multi-stakeholder approach will be followed and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus groups will be used to consult some groups of stakeholders as appropriate.

The criteria for selecting projects for field visits include:

- Programme coverage (projects covering the various components and cross-cutting areas);
- Financial expenditure (projects of all sizes, both large and smaller pilot projects);

¹⁸ See <http://datatopics.worldbank.org/statisticalcapacity/SCIdashboard.aspx>

- Geographic coverage (not only national level and urban-based ones, but also in the various regions);
- Maturity (covering both completed and active projects);
- Degree of “success” (coverage of successful projects, projects where lessons can be learned, etc.).

The IEO and the Country Office will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint website. The following secondary data and others will be reviewed: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including the quality assurance reports.

All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to organize the available evidence by key evaluation question. This will also facilitate the analysis process and will support the evaluation team in drawing well substantiated conclusions and recommendations.

In line with UNDP’s gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Tunisia programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes. This information will be used to provide corporate level evidence on the performance of the associated fund and programme.

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

7. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Tunisia country office, the Regional Bureau for Arab States and the government of Tunisia. The IEO lead evaluator will lead the evaluation and coordinate the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Country Office in Tunisia: The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP’s programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; and assistance for the project site visits). To ensure the anonymity of interviewees, CO staff will not participate in the stakeholder interviews during data collection. The CO prepares a management response in consultation with UNDP’s Regional Bureau for Arab States.

UNDP Regional Bureau for Arab States: The UNDP Regional Bureau will support the evaluation through information sharing and participate in discussing emerging conclusions and recommendations.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

Lead Evaluator (LE): IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the final stakeholder presentation, as appropriate, with the country office.

- **Associate Evaluator (AE):** IEO staff member with the general responsibility to support the LE, including in the preparation of terms of reference, data collection and analysis and the final report. Together with the LE, he will help backstop the work of other team members.
- **Consultants:** 2 external consultants (preferably national/regional but international consultants will also be considered, as needed) will be recruited to collect data and help assess the programme and/or the specific outcome areas. Under the guidance of the LE, the consultants will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report.
- **Research Assistant (RA):** A research assistant based in the IEO will support the background research.

8. EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process¹⁹. The following represents a summary of the five key phases of the process, which constitute framework for conducting the evaluation.

Phase 1: Preparatory work. The IEO prepares the TOR, evaluation design and recruits external evaluation team members, comprising international and/or national development professionals. They are recruited once the TOR is approved. The IEO start collecting data and documentation internally first and then filling data gaps with help from the UNDP country office, and external resources through various methods.

Phase 2: Desk analysis. Further in-depth data collection is conducted, which may include the administering of an “early survey” and interviews (via phone, Skype etc.) with key stakeholders, including country office staff. Based on these, the key evaluation questions and means of data collection will be finalized. Evaluation team members conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection.

Phase 3: Field data collection. The phase will commence in the second part of April 2018. During this phase, the evaluation team undertakes an in-country mission to engage in data collection activities. The estimated duration of the mission is up to 2 calendar weeks, with the tentative dates of 15-29 April 2018. Data will be collected according to the approach outlined in Section 6. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team holds a formal debrief presentation of the key preliminary findings at the country office.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft (“zero draft”) of the ICPE report will be subject to peer review by IEO and the International Evaluation Advisory

¹⁹ The evaluation will be conducted according to the [ICPE Process Manual](#) and the [ICPE Methodology Manual](#)

Panel (IEAP). Once the first draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made and the UNDP country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau. The report will then be shared at a final debriefing via video conference where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Taking into account the discussion at the stakeholder event, the final evaluation report will be published.

Phase 5: Publication and dissemination. The ICPE report and brief summary will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The country office and the Government of Tunisia will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website²⁰ as well as in the Evaluation Resource Centre (ERC). The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.²¹

9. TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively²² as follows in Table 3:

Table 3: Timeframe for the ICPE process going to the Board in 2019		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE/AE	February 2018
Selection of other evaluation team members	LE/AE	February-March 2018
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	Evaluation team	February-March 2018
Phase 3: Data Collection		
Data collection (in country mission) and preliminary findings	LE/AE/consultants	30 Apr – 11 May 2018
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	LE/AE/Consultant	May-June 2018
Zero draft ICPE for clearance by IEO and Evaluation Advisory Panel	LE	June-Aug 2018
First draft ICPE for Country Office/Regional Bureau review	Country Office/Regional Bureau	Sept-Oct 2018
Second draft ICPE shared with Government	Country office/Government	Oct-Nov 2018
Draft management response	Country Office	Nov 2018
Final debriefing with national stakeholders	Country Office/ LE/AE	Nov-Dec 2018
Phase 5: Production and Follow-up		
Editing and formatting	IEO	Dec-Jan 2019
Final report and Evaluation Brief	IEO	Feb 2019
Dissemination of the final report	IEO/Country Office	Mar 2019

²⁰ web.undp.org/evaluation

²¹ erc.undp.org

²² The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.