Annex 1. TERMS OF REFERENCE

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts Independent Country Programme Evaluations (ICPEs) (previously called Assessments of Development Results (ADRs)), 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

The ICPEs are 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.

This is the second country programme evaluation conducted by the IEO in Colombia, the first being the ADR in 2007. The ICPE will be conducted in close collaboration with the Government of Colombia, UNDP Colombia Country office, and UNDP Regional Bureau for Latin America and the Caribbean. The ICPE will inform the development of the new country programme for 2020-2024 and review of the programme prior to that.

2. UNDP PROGRAMME STRATEGY IN COLOMBIA

UNDP, together with other United Nations organizations positioned themselves to support national efforts to promote the peacebuilding and the post-2015 development agenda.[2] Building on over four decades of development engagement in Colombia, the UNDP programme for 2015- 2019 [3] and the United

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[1] United Nations Development Programme, 2016. Evaluation Policy. UNDP, New York. http://web.undp.org/evaluation/documents/policy/2016/Evaluation_policy_EN_2016.pdf The ICPE will also be 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] See, International Cooperation for Development in Colombia. Presidential Agency for International Cooperation. Colombia

[3] United Nations Development Programme, 2015. Country programme document for Colombia (2015-2019), http://www.latinamerica.undp.org/content/dam/rblac/docs/Country%20Programme%20Documents/COL_CPD%202015%202020 19_ENG.pdf

Nations Development Assistance Framework (UNDAF) [4] for the same period locates within the broad framework of the National Development Plan (2014-18)[5] and aim to respond to key priorities of the government. A key area of UNDP support is strengthening government efforts in transition to peace, an important development challenge for the country. As Colombia is moving closer towards OECD membership the emphasis of UNDP support is expected to move to promoting sustainable development approaches and inclusive governance from the initial focus of the country programme which is on poverty reduction and peacebuilding strategies. The programme choices of UNDP are also determined by the priorities identified by the corporate Strategic Plan for 2014-2017.

UNDP has outlined the following three development outcome areas for programme support, which have complementary objectives. The three outcome areas and the financial resources assigned for each of the areas is presented in Table 1 and the Annex has further details on the outputs and related expenditure.

a) Programmes under the *sustainable livelihoods & developing partnerships for achieving MDGs/SDGs* area aim to strengthen state capacities to decrease population and territorial gaps and progress towards equality and social mobility with a differentiated and gender-sensitive approach inclusive and sustainable growth (outcome 19);
b) *Inclusive governance* includes initiatives that focus on strengthening local and national mechanisms for citizen participation, local government capacities and exercising effective enjoyment of rights (outcome 20); and
c) The *transition to peace* related programmes aims to strengthen national and territorial capacities for the transition to peace (outcome 21).

Sustainable livelihoods: UNDP supported initiatives intended to reduce poverty, improve environmental resources management, and increase the resilience of the communities and ecosystems. Technical assistance and advice for designing and implementing sustainable and scalable policies that would increase productive capacities, create employment, secure livelihoods was outlined. UNDP intended to support efforts to address structural causes of poverty, particularly female employment. Specifically, the country programme outlined designing and piloting inclusive economic development strategies, which include innovative entrepreneurial models and labour inclusion strategies, oriented towards the most excluded populations. UNDP planned to provide and advocate Partnerships with the private sector to reduce the environmental impact of certain economic sectors, such as extractive industries, agriculture and cattle ranching.

Inclusive governance: UNDP supported subnational governments and other local institutions to strengthen mechanisms for inclusive governance, accountability and effectiveness. The country programme specifically mentions that UNDP would promote resilience at the local level and gender-sensitive policy instruments and methodologies. UNDP proposed to advocate for gender-sensitive governance and aims to promote strategies that increase the voice of rural women, young leaders and ethnic minorities. Policy processes based on sound analysis and empirical evidence is recognized as key

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[4] United Nations, 2015. Marco de Asistencia de las Naciones Unidas para el desarrollo en Colombia (2015-2019), http://www.latinamerica.undp.org/content/dam/rblac/docs/United-Nations-Development-Assistance-Framework/UNDAF%20Colombia%202015%202019.pdf
[5] National Development Plan, *ibid*.

for the more inclusive development process, hence outlined for support. In the country programme, UNDP aims to provide viable programme models to address security challenges, and develop comprehensive rights-based preventive processes for citizen security, coexistence and increased access to justice in rural and semi-urban areas. UNDP intends to support government position itself as a strategic ally to receive and channel South-South and triangular cooperation in areas such as peacebuilding and social innovation.

Transition to peace: UNDP outlined support to augment efforts to build social cohesion in the peacebuilding process. This included support to national institutions for long-term peacebuilding and promoting an effective institutional design for peace and community-based conflict resolution mechanisms. UNDP intended to support strengthening institutional capacity to guarantee victims' rights to truth, justice, reparation and non-repetition areas. At the subnational level, there have been initiatives to promote citizen's voice and participation in the peace process. To reduce internally displaced people in rural areas seeking reparation and new opportunities in urban areas emphasis is placed on strengthening local government capacities to implement existing and new victim reparation schemes. Special mention is made in the country programme to facilitate mechanisms to enhance victims' advocacy for their rights. Initiatives are outlined to support the implementation of early recovery schemes in coordination with other United Nations organizations. Tangible, social and economic peace benefits to victims and ex-combatants, creating strong incentives to keep this population away from the war comprised early recovery initiatives.

Table 1: Country Programme outcomes and budget and expenditures (2015-2019)		
Country Programme Outcome	**Budget to 1st February 2018 (US$)**	**Expenditures to 1st February 2018 (US$)**
Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded	$109,370,421.58	$80,885,305.65
Strengthened institutions to progressively deliver universal access to basic services	$87,734,972.25	$74,504,795.22
Strengthen national and territorial capacities for the transition to peace (includes early recovery and rapid return to sustainable development)	$95,268,365.42	$72,036,674.96
Total	$292,373,759.25	$227,426,775.83
Source: UNDP Corporate Financing System (Atlas/Power BI) and UNDP Colombia finance updates		

3. SCOPE OF THE EVALUATION

The ICPE will assess the current programme cycle for 2015-2019 and will cover three programme areas of the country programme, i.e., a) Strengthen state capacities to decrease population and territorial gaps and progress towards equality and social mobility with a differentiated and gender-sensitive approach; b)

Strengthen local and national mechanisms for citizen participation, local government capacities and exercising effective enjoyment of rights; and c) Strengthen national and territorial capacities for the transition to peace.

The evaluation will primarily focus on the UNDP country programmes approved by the Executive Board and includes the entirety of UNDP's activities in the country and therefore covers interventions funded by all sources, including government, donor funds, allocations from UNDP's core resources, and by regional and global programmes of UNDP. Given the programme focus of UNDP at the local level the evaluation will cover these initiatives including field visits.   In addition, the evaluation will include 'non-project' activities UNDP has been involved that may not be included in a specific project. Some of these 'non-project' activities, such as advocacy or convening role, may be crucial in informing public policies or convening various development actors to enhance development contribution. Efforts will be made to capture the role and contribution of UNV through undertaking joint work with UNDP.

The evaluation will take into consideration the contextual factors such as the ongoing election and related changes, transition to peace, and member to OECD. This is also a period when UN is undertaking reforms to reposition its support to this emerging development context and the evaluation will be considering this.
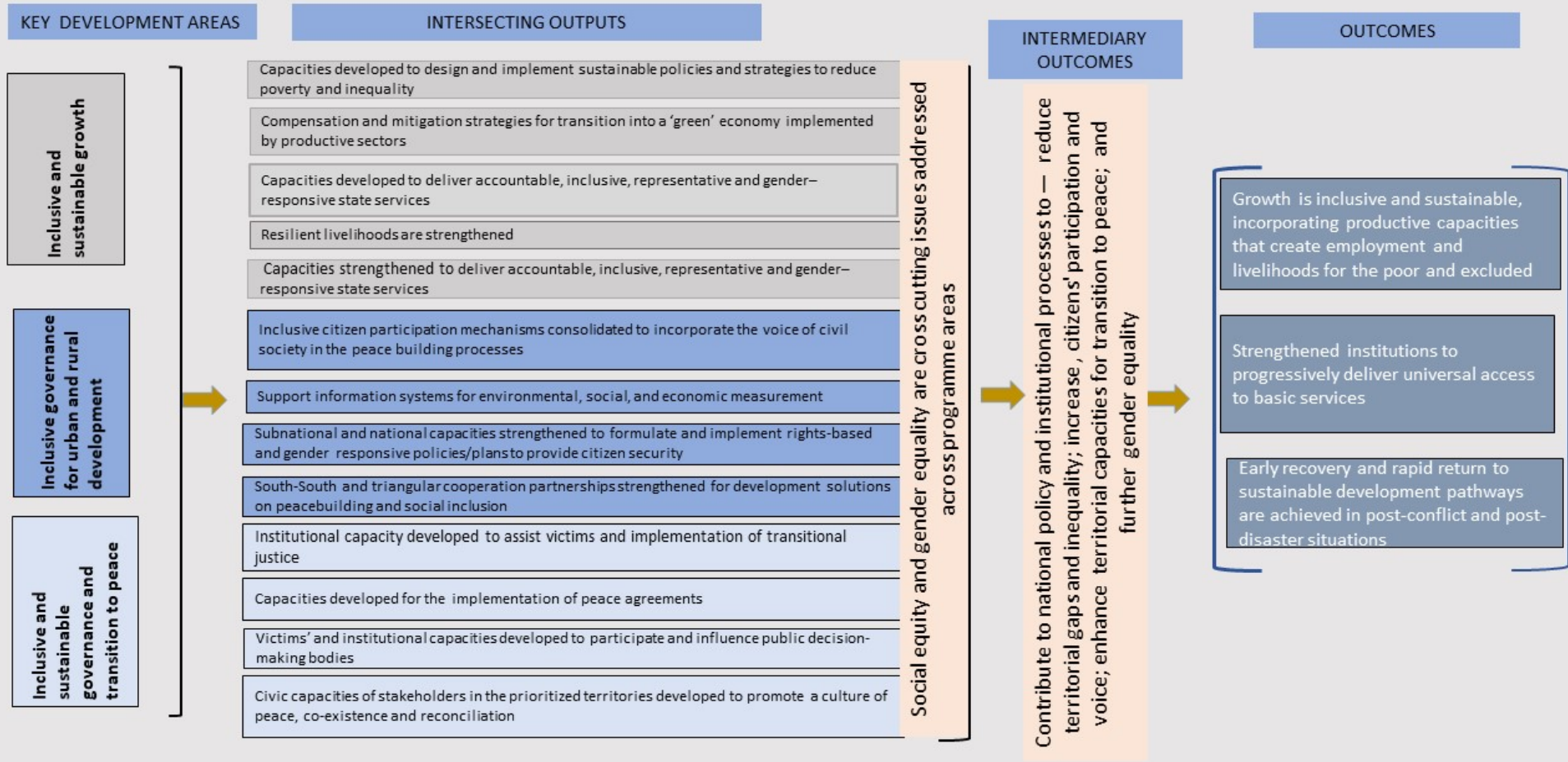
4. METHODOLOGY

Framework for assessing UNDP's contribution. As discussed in the previous section, UNDP has outlined 3 outcomes and 13 outputs in the country programme. The premise of UNDP response in Colombia was anticipated implementation of Agenda 2030, the transition to peace, and the OECD membership of the country. The country programme is envisaged not as a typical UNDP programming but to respond to policy and programme implementation gaps for inclusive and sustainable growth, inclusive governance for urban and rural development, and inclusive and sustainable governance and transition to peace. Across programme areas, UNDP intended to promote human-based approaches and gender equality. UNDP aimed to bring an integrated solution to transition to peace and promote synergies (address nexus issues) in development interventions at the local level. The Theory of change developed for this evaluation builds on the country programme commitments, including more specific ones in the project documents. It seeks to provide a framework for assessing UNDP programme support given the development context in Colombia (what did UNDP do), approach of programmes (were UNDP programmes appropriate for achieving national results), process of contribution (how did the contribution occur), the significance of the contribution (what is the contribution — did UNDP accomplish its intended objectives). The Theory of Change is schematically presented in Figure 1.

The linkages outlined in the Theory of Change are intended to identify the level of contribution that is commensurate with the scope of UNDP's programme, and the significance of such a contribution for inclusive and sustainable growth, inclusive governance for urban and rural development, and peacebuilding and peaceful conflict transformation. Determining the contribution of UNDP's outcomes has limitations particularly when the scope of the programme is small in the face of the enormity of contextual issues associated with the development area in Colombia. The Theory of Change, therefore, does not propose to link UNDP's contribution directly to outcomes in all cases, for example, reduced

inequality or territorial gaps. Programme areas such as the transition to peace are dynamic and systemic and entail a complex set of interactions involving various actors. Although iterative the evaluation, therefore, makes a distinction between intermediary outcomes and outcomes, indicating the level of contribution. Such a categorization, however, will be useful for the evaluation to keep expectations from UNDP programme commensurate with the scope of its support.

Figure 1: UNDP Development contribution in Colombia: A Theory of Change

KEY DEVELOPMENT AREAS

Inclusive and sustainable growth

Inclusive governance for urban and rural development

Inclusive and sustainable governance and transition to peace

INTERSECTING OUTPUTS

Capacities developed to design and implement sustainable policies and strategies to reduce poverty and inequality

Compensation and mitigation strategies for transition into a 'green' economy implemented by productive sectors

Capacities developed to deliver accountable, inclusive, representative and gender–responsive state services

Resilient livelihoods are strengthened

Capacities strengthened to deliver accountable, inclusive, representative and gender–responsive state services

Inclusive citizen participation mechanisms consolidated to incorporate the voice of civil society in the peace building processes

Support information systems for environmental, social, and economic measurement

Subnational and national capacities strengthened to formulate and implement rights-based and gender responsive policies/plans to provide citizen security

South-South and triangular cooperation partnerships strengthened for development solutions on peacebuilding and social inclusion

Institutional capacity developed to assist victims and implementation of transitional justice

Capacities developed for the implementation of peace agreements

Victims' and institutional capacities developed to participate and influence public decision-making bodies

Civic capacities of stakeholders in the prioritized territories developed to promote a culture of peace, co-existence and reconciliation

Social equity and gender equality are cross cutting issues addressed across programme areas

INTERMEDIARY OUTCOMES

Contribute to national policy and institutional processes to — reduce territorial gaps and inequality; increase, citizens' participation and voice; enhance territorial capacities for transition to peace; and further gender equality

OUTCOMES

Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

Strengthened institutions to progressively deliver universal access to basic services

Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster situations

The evaluation recognizes that the level of visibility of UNDP programmes in terms of contribution to processes and outcomes depends largely on their relative importance and positioning *Vis a Vis* other activities in that area by national and other development actors. Some of the programme activities of UNDP may not be easily noticeable in the array of activities of different actors at the country level, which also makes it equally difficult to make causal linkages about contribution.

The *outputs*, in the Theory of Change, is a range of specific activities/actions UNDP has identified in the Country Programme, that are necessary for achieving *immediate outcomes*. UNDP activities combined with other ongoing activities pursued by government and other development actors is likely to manifest in *immediate outcomes*. This entails establishing some of the necessary conditions that when pursued can lead to intermediary outcomes and overall outcomes. The Intermediary outcomes indicate the policy and institutional processes necessary for achieving outcomes outlined by UNDP; and leaves the possibility to establish different dimensions of contribution to outcome, wherever it takes place.

The evaluation recognizes that the role and contribution of UNDP in Colombia is among other factors determined by the financial contribution of the Government of Colombia. Given the range of actors at the country level and the predominant role of the government, UNDP's contribution to the outcomes will take into consideration the level of efforts and the space available for contribution.

Key evaluation questions. The ICPE will address the following three key evaluation questions, which will be the basis for analysis of findings and conclusions of the evaluation. Table 2 presents sub-questions and what will be judged.

1. What did the UNDP country programme intend to achieve during the period under review?

This will include an assessment of UNDP programme choices in Colombia. Considering the upper middle-income status of Colombia, which is in the process of joining OECD, the ICPE will assess if the programme choices of UNDP is appropriate for the development context of the country, for strengthening transition to peace, and providing niche development support.

2. Did the UNDP country programme achieve intended objectives for the period under review?

The evaluation will assess the extent to which UNDP contributed to the intended objectives outlined in the UNDP Country Programme — the outcomes achieved, and contribution to development processes. This will include positive and negative, direct and indirect and unintended outcomes.

3. What factors enabled UNDP's contribution and the sustainability of programme results? Where the programme approach and processes used by UNDP appropriate for achieving intended objectives?

Factors that can explain UNDP's performance and positioning in Colombia will be identified. This includes specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of programme outcomes in the country. UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be assessed.

The utilization of resources to deliver results (including managerial practices), the extent to which UNDP 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 programme design and implementation are some of the aspects that will be assessed under this question.

Table 2: Key questions, sub-questions, and what is judged

Key questions	Sub-questions	What is Judged?
1. What did the UNDP country programme intend to achieve during the period under review?	• Did UNDP's role in assisting Colombia's development agenda include areas which have strategic relevance for sustainable development? • How did UNDP position itself in the area of transition to peace and addressing drivers of crisis? • Did UNDP's position further inclusive governance agenda, particularly at the local level? • Did UNDPs programme choices emphasize inclusiveness, equity, and gender equality? • Did UNDP respond to the evolving country situation and national priorities by adapting its role and approaches? How responsive has UNDP (and the corporate tools) been in aligning to national priorities? • Considering that government substantially cost shares UNDP programme, how critical are the areas of UNDP support for achieving national development outcomes? Did the programme choices of UNDP activities build on its comparative strengths that UNDP brings to the country?	The extent to which UNDP programme choices enable a meaningful role and contribution to Colombia's development outcomes, including the transition to peace.
2. Did the UNDP country programme achieve intended objectives for the period under review?	• What is UNDP's contribution to development outcomes and processes in the areas of sustainable livelihoods, inclusive governance and transition to peace? Did UNDP achieve intended objectives in these areas?	The extent to which the objectives of the country programme were achieved given their relative importance to national efforts.

	• Did UNDP effectively respond to national priorities in promoting gender equality in development and peaceful transition? • Did UNDP contribute to strengthening support policies/programmes that would positively impact vulnerable territories and population? • Did UNDP interventions strengthen institutional capacities and related processes? • Did UNDP promote synergies within its programme areas to enable holistic development and peacebuilding strategies? • Are there unintended results (positive/negative) of UNDP interventions?	The contribution of UNDP to national development outcomes and processes. The contribution of UNDP to strengthening national policy and institutional capacities. The contribution of UNDP to furthering gender equality. Specific outcomes in strengthening development processes in vulnerable territories and pertaining to population.
3. What factors enabled UNDP's contribution and the sustainability of programme results?	• What are the factors that enhanced/constrained the contribution of UNDP programmes (for example, context, UNDP's technical capacities, UNDP niche, partnerships, programming, operation? • Are the programme approach and processes used by UNDP appropriate for achieving intended objectives? Did they enable sustaining outcomes achieved? • What are the factors that facilitated adoption / scaling up of UNDP's initiatives? • Did UNDP programmes provide viable models that had that had the potential for scaling? • What are the areas where UNDP had an advantage over other development actors (policy support, local /national level support, institutional	Contextual and programming factors that facilitated or constrained UNDP's contribution development outcomes and processes. Contextual and programming factors that facilitated or constrained UNDP's contribution peace processes and addressing drivers of the crisis.

		strengthening/ technical support/specific development areas)?	
		• What has been the progress on long-term strategic objectives in the priority areas vs. short-term initiatives? Did UNDP achieve to balance between the two?	
		• Was there any identified synergy between UNDP interventions that promoted sustainable development/ inclusive governance/ sustainable peace programme models?	
		• Did UNDP forge partnerships that would enhance the contribution of its programme interventions and outcomes?	
		• To what extent partnerships were forged with UN agencies to enable a coherent programme response?	
		• Did UNDP use its global networks to bring about opportunities for South-South exchanges and cooperation?	
		• Did UNDP find the right programme niche that had the potential to add value to Colombia's development processes?	

Evaluability assessment. An evaluability assessment was carried out to identify available programme performance evidence that can be used as a basis for the evaluation and additional data that needs to be collected. The assessment outlined the level of evaluative data that is available. There are 15 evaluations for the period 2015-2019, a majority being project evaluations (except for a joint evaluation with UNHCR) cover the following areas. Colombia country programme was part of three IEO thematic evaluations (on MDGs, Strategic Plan, and Human Development Reports). Lack of outcome evaluations, however, is a limitation, which would mean more evidence collection is required during the conduct of the ICPE.

- Nine evaluations pertaining to inclusive and sustainable growth projects (7 on environment, 1 on social protection, 1 on productive capacities)
- Five evaluations cover peacebuilding and peaceful conflict transformation projects. Two of these evaluations were conducted in 2015.
- One evaluation on inclusive governance for urban and rural development

Programme indicators (for country programme outcomes 19, 20, 21), UNDP Results-Oriented Annual Report (ROAR) and the corporate planning system provide baselines, indicators, targets, as well as annual data on the status of the indicators. In addition, Colombia has a good national statistical capacity since

the National Administrative Department of Statistics (DANE) and the National Planning Department (DNP) regularly publishes official statistical data of the country.

Data collection and analysis methods. The evaluation will include multiple methods, primary as well as secondary sources, to assess UNDP performance. This evaluation will make use of a wide range of evaluative evidence, gathered from UNDP policy and programme documents, independent and quality-assessed decentralized evaluations conduction by UNDP Colombia, UNDAF and country programme reviews, and reports on UNDP performance. The evaluation will include a multi-stakeholder consultation process, including a range of key development actors. There will be consultations with government representatives, civil society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and communities. Focus groups will be used to consult communities as appropriate at the country level.

The data collection will include visits to UNDP programme locations. The criteria the evaluation will use for selecting projects for field visits include:

- Programme coverage (projects covering the various components and cross-cutting areas);
- The scale of the programme (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the various regions);
- Projects at a different level of implementation (covering both completed and active projects);
- The degree of accomplishment (will cover both successful and less successful projects).

All information and data collected from multiple sources will be triangulated to ensure its validity. An evaluation matrix will be used to organize the available evidence by key evaluation questions. 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 UNDP programmes and operations in Colombia. 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 engagement. A participatory and transparent process will be followed in all stages of the evaluation process to engage with programme stakeholders and other development actors in the country. During the initial phase, a stakeholder analysis will be conducted to identify relevant UNDP partners and other development agencies that may not have 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 data collection and to examine any potential partnerships that could further improve UNDP's contribution to the country.

5. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Colombia Country office, the Regional Bureau for Latin America and the Caribbean and the Government of Colombia. The IEO lead evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

UNDP Country Office: 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 independence of the views expressed during interviews with stakeholders for, the country office staff will not participate in the meetings with stakeholders. The country office will prepare a management response in consultation with the UNDP Regional Bureau for Latin America and the Caribbean.

UNDP Regional Bureau for Latin America and the Caribbean: The UNDP Regional Bureau will support the evaluation through information sharing and will participate in a discussion on findings and conclusions.

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 will lead the evaluation and coordinate the evaluation team; and has the specific responsibility of designing the evaluation, overall analysis, and drafting of the report. In coordination with the country office, the lead evaluator will organize the stakeholder workshop.
- Consultants: IEO will recruit 3 consultants who will support data collection and analysis in the areas of sustainable livelihood, inclusive governance, and transition to peace. In coordination with the lead evaluator, the consultants will conduct preliminary desk review, data collection in the field, prepare outcome analysis in their assigned areas, contribute to sections of the report as needed and review the final ICPE report. All team members will pay specific attention to issues related to gender equality. The IEO will recruit all team members, who must possess educational qualifications in social sciences or related disciplines as well as expertise in UNDP programme areas in Colombia.
- Research Assistant (RA)*:* A research assistant based in the IEO will support the background research for the ICPE and will participate in the field visits as needed.

6. EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process. The following represents a summary of the five key phases of the evaluation process.

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 finalized. The IEO will carry out the preliminary review of the documents collected from various sources, supported by the country office who will provide the necessary documents including programme and financial information.

Phase 2: Desk analysis. Further in-depth data collection is conducted, by administering a "pre-mission questionnaire" 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 will 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, and issues that will require validation during the field-based phase of data collection.

Phase 3: Field data collection. 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 2-3 calendar weeks. Data will be collected according to the approach outlined in Section 6. The evaluation team will liaise with country office staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team will hold 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 the outcome reports, the lead evaluator will carry out the analysis for synthesis for arriving at key findings and conclusions. The first draft ("zero drafts") of the ICPE report will be subject to peer review by IEO and the IEOs International Evaluation Advisory Panel. Once the first draft is quality cleared, it will be shared with the country office and the UNDP Regional Bureau for Latin America and the Caribbean for comments and factual corrections. The second draft, which considers any factual corrections and comments, will be shared with national stakeholders for their review and comments. Any necessary additional corrections will be made and the UNDP Colombia country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau. The evaluation will then be shared at a final debriefing 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 of the ICPE and strengthening national accountability of UNDP. Considering the discussion at the stakeholder event, the final evaluation report will be published.

Phase 5: Publication and dissemination. The ICPE report and 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 organizations, evaluation societies/networks and research institutions in the region. The Colombia country office and the Government of Colombia will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website[6] as well as in the UNDP's Evaluation Resource Centre (ERC). The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.[7]

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[6] web.undp.org/evaluation
[7] UNDP Evaluation Resource Centre, erc.undp.org

7. TIMEFRAME FOR THE ICPE PROCESS

Tentative timeframe and responsibilities for the evaluation are presented in the Table 3.

Table 3: Timeframe for the ICPE process for submission of a new CPD to June 2019 Executive Board Session		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	Lead Evaluator (LE)	Early March 2018
Selection of other evaluation team members	LE	March 2018
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	Evaluation team	April 2018
Phase 3: Data Collection		
Data collection and preliminary findings	Evaluation team	Last week of April-Mid-May 2018
Phase 4: Analysis, report writing, quality review and debrief		
Thematic reports	Evaluation team	June 2018
Analysis and Synthesis	LE and the evaluation team	July 2018
Draft ICPE for clearance by IEO and EAP	LE	August 2018
First draft ICPE for CO/RB review	CO/RB	End August 2018
Second draft ICPE shared with GOV	CO/GOV	Mid-September 2018
Draft management response	CO/RB	October 2018
Final debriefing with national stakeholders	CO/LE	October/November 2018
Phase 5: Production and Follow-up		
Editing and formatting	IEO	October/November 2018
Final report and Evaluation Brief	IEO	November 2018
Dissemination of the final report	IEO/CO	November 2018