

# 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.

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.<sup>1</sup> 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.

This is the first country-level evaluation conducted by the IEO in Cuba. The ICPE will be conducted in close collaboration with the Government of Cuba, UNDP Cuba country office, and UNDP Regional Bureau for Latin America and the Caribbean. Results of the ICPE are expected to feed into the development of the new country programme 2019-2024.

## 2. NATIONAL CONTEXT

The Republic of Cuba is an archipelago made of more than 1,600 islands between the Caribbean Sea and the North Atlantic Ocean, with a total area of 109,884 km squared.<sup>2</sup> Cuba is the largest island in the Antilles and has a population of 11.4 million people (2016).<sup>3</sup>

Cuba’s executive branch consists of the president of Cuba who acts as both President of the Council of State and President of the Council of Ministers. There is a unicameral legislative system called the National Assembly of People's Power or ‘*Asamblea Nacional del Poder Popular*’. While there are currently no presidential term limits, in February 2013, sitting President Raul Castro committed to up to two terms which ended in 2018, and proposed for approval of the National Assembly the two-term limits for senior government official positions. Municipal elections were held on 26 November 2017, commencing the electoral process of selecting a new President by the National Assembly in February 2018.

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<sup>1</sup> See UNDP Evaluation Policy [http://web.undp.org/evaluation/documents/policy/2016/Evaluation\\_policy\\_EN\\_2016.pdf](http://web.undp.org/evaluation/documents/policy/2016/Evaluation_policy_EN_2016.pdf). The evaluations are conducted in adherence to the Norms and the Standards and the ethical Code of Conduct set by the United Nations Evaluation Group ([www.uneval.org](http://www.uneval.org)). <sup>2</sup> Oficina Nacional de Estadística e Información, Republic of Cuba, ‘Anuario Estadístico de Cuba 2014’: <http://www.one.cu/aec2014/01%20Territorio.pdf>; <sup>3</sup> United Nations Development Programme, Human Development Reports, Cuba: <http://hdr.undp.org/en/countries/profiles/CUB>

Cuba has had an economic, commercial and financial blockade imposed by the United States for over 50 years now. This blockade has negatively impacted its economy, people, and environment, with national authorities estimating that until 2012, the damages were upwards of 1.66 billion USD.<sup>4</sup>

Since President Raúl Castro took power in 2008, the country has embarked on a process to update its economic model by modernizing state-owned enterprises and institutions. This process attempts to balance the task of recognizing the need to unify Cuba's currency while opening space for a private sector. The modernization process is being implemented through a government wide effort by the Economic and Social Policy Guidelines, "Lineamientos", on Cuba's development model. Lineamientos was approved by the Sixth Congress of the Communist Party of Cuba in 2011 and more recently updated for the 2016-2021 period and approved by Congress in April of 2016.<sup>5</sup>

In 2014, as another measure to boost investment, the Cuban government announced a new foreign investment law. Challenges remain, such as the monetary and exchange rate unification to boost the country's international economic integration and boosting the competitiveness of its economy while preserving social inclusion and equity.<sup>6</sup>

Processes of institutional change and decentralization of governance are advancing, giving new and greater powers to the Territorial governments so that they have a degree of autonomy and a solid base of economic productivity.<sup>7</sup> The organs of the People's Power (government structure) have been strengthened, and the political and administrative division modified, creating two new provinces, to improve government effectiveness.

In 2016, Cuba's Human Development Index was 0.775, ranking it 68 out of 188 countries in the 2016 index. Cuba's HDI is above the average for countries in Latin America and the Caribbean, and it is included in the high human development category.<sup>8</sup> Cuba has been very successful in achieving the Millennium Development Goals, with the Cuban government managing to nearly eradicate poverty and hunger. To ensure the sustainability of the social safety nets the government announced plans in 2011 to make social protection more streamlined putting more emphasis on the most vulnerable groups in society. However, ensuring continued food security still implies significant challenges, such as modernizing obsolete farming technology and increasing access to inputs and credit. Aside from sustaining the social safety net, other challenges include gender inequalities. Despite achieving Millennium Development Goal 3 to "Promote Gender Equality and Empower Women", the country continues to work towards strengthening women's participation and decision-making abilities. Efforts made in this area reflect gender equality priorities identified in the national action plan that resulted from the Fourth World Conference on Women, in 1995.<sup>9</sup>

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<sup>4</sup> Marco de Asistencia de Naciones Unidas Para el Desarrollo, Cuba, 2014-2018:

[https://info.undp.org/sites/ieo/adr/Cuba/UNDP%20programme/UNDP%20Strategic%20Docs/Cuba\\_UNDAF%202014-2018\\_Sp.pdf.pdf](https://info.undp.org/sites/ieo/adr/Cuba/UNDP%20programme/UNDP%20Strategic%20Docs/Cuba_UNDAF%202014-2018_Sp.pdf.pdf)

<sup>5</sup> Granma, Órgano Oficial del Comité Central del Partido Comunista de Cuba, Folleto de Lineamientos:

<http://www.granma.cu/file/pdf/gaceta/01Folleto.Lineamientos-4.pdf>

<sup>6</sup> <https://www.brookings.edu/wp-content/uploads/2016/06/Cubas-Economic-Change-English-web-1.pdf>

<sup>7</sup> Granma, Órgano Oficial del Comité Central del Partido Comunista de Cuba, Lineamientos de la Política Económica y Social del Partido y la Revolución para el Periodo 2016-2021:

<http://www.granma.cu/file/pdf/gaceta/Lineamientos%202016-2021%20Versi%C3%B3n%20Final.pdf>

<sup>8</sup> United Nations Development Programme, Human Development Report 2016, Cuba:

[http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/CUB.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/CUB.pdf)

<sup>9</sup> Marco de Asistencia de Naciones Unidas Para el Desarrollo, Cuba, 2014-2018:

Cuba is a small island developing state that faces environmental challenges such as increasing soil degradation, deterioration of forest coverage, pollution, loss of biological diversity, depletion of water resources and difficulties with the availability and quality of water, as well as susceptibility to natural disasters and environmental shocks. Between 2014 and 2015, a severe drought caused water shortages for 1.2 million people. This situation is aggravated by the damages caused by extreme weather events, such as hurricanes, droughts and floods, among others. Between 2008-2016, climate hazards caused USD 20 billion in losses, damaging the economy and food security. To exacerbate the situation, in September of 2017, Hurricane Irma severely affected 9,485,235 people in 13 of Cuba's 14 provinces, with the consequences reaching 75,000 hectares of crops. The devastation comes one year after Hurricane Matthew and in the context of an intense drought in the country.<sup>10</sup> A National Environmental Strategy has been put in place to strengthen the food security and ensure the rational use of natural resources. The strategy aims to increase citizen environmental awareness and enhance the quality of people's lives, and address climate change through early adaptation.<sup>11</sup>

### 3. UNDP PROGRAMME STRATEGY IN CUBA

Cuba was admitted into the United Nations in 1945. The Government of Cuba signed a Standard Basic Agreement with the UNDP in 1965 and the cooperation with UNDP started in 1973.

Cuba's most recent UNDAF for the period of 2014-2018 was developed by the UNCT in coordination with the Ministry of Foreign Trade and Foreign Investment (MINCEX). The 15 participating agencies of the United Nations System include: PAHO / WHO, WFP, UNDP, UNESCO, UNFPA and UNICEF, with Contributions from non-resident agencies', IAEA, ILO, UNIDO, ONU MUJERES, UNAIDS, UNEP and UNHABITAT.

In accordance with UNDAF, a Country Programme Document (CPD) was developed for 2014-2018. The CPD addresses the same four UNDAF results areas, i.e. Sustainable economic development, Food and nutritional security, Population dynamics and Quality, development and sustainability of social and cultural services, and Environmental Sustainability and Disaster Risk Management, through the seven outcomes indicated in table 1.

<b>Table 1: Country Programme outcomes and indicative resources (2014-2018)</b>			
<b>National priority</b>	<b>UNDAF/UNDP Country Programme Outcome</b>	<b>UNDP's contribution</b>	<b>Indicative Resources (US\$)</b>
<b>Sustainable economic development and Food and</b>	CUB_OUT26: Key productive sectors increase productivity, efficiency and competitiveness, and activate value chains, in support of	Capacity building and development of new management models that stimulate an entrepreneurial culture, generate economical entrepreneurships and foster	\$11.33M

[https://info.undp.org/sites/ieo/adr/Cuba/UNDP%20programme/UNDP%20Strategic%20Docs/Cuba\\_UNDAF%202014-2018\\_Sp.pdf.pdf](https://info.undp.org/sites/ieo/adr/Cuba/UNDP%20programme/UNDP%20Strategic%20Docs/Cuba_UNDAF%202014-2018_Sp.pdf.pdf)

<sup>10</sup> PNUD Cuba, Respuesta del PNUD al Huracán Irma, Infografía:

[http://www.cu.undp.org/content/cuba/es/home/library/crisis\\_prevention\\_and\\_recovery/respuesta-del-pnud-1.html](http://www.cu.undp.org/content/cuba/es/home/library/crisis_prevention_and_recovery/respuesta-del-pnud-1.html)

<sup>11</sup> <http://www1.wfp.org/countries/cuba>

<b>nutritional security</b>	increased exports and import substitution.	productive, competitive and sustainable management in the sectoral and territorial areas, in conditions of greater gender and generational equality, including risk management and environmentally sustainable practices	
	CUB_OUT27: Governments and other local actors improve their management of socio-economic and cultural development, with emphasis on youth and women	Capacity building at the national and local level in the framework of the implementation of the new powers vested in the territorial governments as part of the model update, and in support of women and youth empowerment in the government management capacities	\$7.33M
	CUB_OUT28: Communities and key sectors develop and increase energy efficiency and renewable energy use	Strengthen the capacities of national government institutions and productive institutions to promote the use and management of renewable energy in response to “ Lineamiento” 113, and contribute to greater energy efficiency	\$4.69M
	CUB_OUT29: The food chain increases in efficiency and sustainability, with a satisfactory level of hygiene, and an intergenerational and gender-based approach is taken in order to boost the consumption of nutritionally adequate food and replace imports	Strengthen institutional and productive capacities with a gender focus, prioritizing productions that substitute imports, in response to the strategic priority under the “ Lineamientos”	\$16.9M
<b>Population dynamics and Quality, development &amp; sustainability of social and cultural services</b>	CUB_OUT30: Development programmes enhance the integration of gender-based and generational population dynamics with specific local features	Strengthen capacities of actors and selected programmes, with an inclusive and rights focused approach supporting public policies focused on social development and prioritizing the attention to specific groups, particularly in partnership with local governments and institutions	\$11.2M
<b>Environmental Sustainability and Disaster</b>	CUB_OUT31: Productive and services sectors strengthen the integration of	Boost the harmonization of environmental and risk reduction considerations with economic	\$39.1M

<b>Risk Management</b>	environmental considerations, including energy and adaptation to climate change, into their development plans	development and support the integrated ecosystem management to increase resilience to climate change effects, in support of the national environment strategy.	
	CUB_OUT32: Governments and key sectors improve their capacity for disaster risk management at territorial level	Support to management in governments, sectoral institutions and communities, with an emphasis in prevention and gender mainstreaming capacities	\$1.9M
<b>Total</b>			<b>\$92.45M</b>

Source: UNDP Cuba Country Programme Document 2014-2018

**4. SCOPE OF THE EVALUATION**

The ICPE will focus on the current programme cycle, i.e. 2014 – 2018, and will assess UNDP’s contributions to the country, as defined at the outcome level in the 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 covers the entirety of UNDP’s activities in the country, and therefore, includes interventions funded by all sources of finance, including core UNDP resources, donor funds and government funds. Particular attention will be paid to projects running from the past programme cycles to assess the degrees of programme achievement. The ICPE will draw lessons from the past and present programmes and will provide a set of forward-looking recommendations as input to UNDP Cuba’s formulation of its next country programme.

Special efforts will be made to capture the role and contribution of UNV through undertaking joint work with UNDP.

**5. METHODOLOGY**

Shifting from the standard application of the “four OECD/DAC criteria” used for all countries in the past ADRs, the current ICPEs will pay closer attention to understanding Cuba’s unique development context that has shaped UNDP’s engagement strategy in the country, and address the following three evaluation questions:

1. *How well was the country programme designed to address objectives, national priorities, and UNDP’s mandate?*
2. *To what extent has UNDP achieved its intended objectives as defined I the CPD in the current cycle?*
3. *How are the results likely to be sustained in the future (after completion of the programme)?*

In addition, the specific factors that explain UNDP’s performance will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan<sup>12</sup>, as well

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<sup>12</sup> The Strategic Plan 2014-2017 engagement principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women’s empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

as the utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals.<sup>13</sup> In assessing the above, the evaluation will take into account country-specific factors that may have impacted and contributed to UNDP's performance.

The ICPE will focus at the outcome level. A Theory of Change (ToC)<sup>14</sup> approach will be applied in consultation with the stakeholders, where appropriate. Discussions of the ToC will focus on mapping the assumptions made about a programme's desired change and causal linkages expected and these will form a basis for the data collection approach that will verify the theories behind the changes found. Where data gaps are apparent, a qualitative approach will be taken to fill those gaps to aid in the evaluation process.

In line with UNDP's gender equality strategy 2014-17, the ICPE will examine the level of gender mainstreaming across all of UNDP Paraguay's programmes and operations. The Gender Results Effectiveness Scale (GRES) will be used for this purpose. 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. Moreover, special attention will be given to integrate a gender responsive approach to the evaluation methods and reporting.

**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 Evaluation Resource Center information indicates that 7 decentralized evaluations were carried out for the 2010-2013 cycle and for the 2014-2018 cycle to date 8 evaluations were completed. With respect to indicators, the CPD, UNDP Results Oriented Annual Report (ROAR) and the corporate planning system associated with it also provide baselines, indicators, targets, as well as annual data on the status of the indicators. There is good availability of UNDP project documents and monitoring reports. Based on documentary research, discussions with the CO and RBLAC and given the existence of at least 15 evaluations, the systematization and availability of documentation, there is sufficient evaluative data to conduct the evaluation.

**Data collection methods and analysis.** The evaluation will use data from primary and secondary sources, including desk review of documentation and interviews with key stakeholders, including beneficiaries, partners and managers. A pre-mission questionnaire with key questions will be administered to the CO to validate corporately available self-reported data. (e.g. ROARs, Project QA).

A list of projects for in-depth reviews will be developed based on a purposive sampling. The criteria for selection include programme coverage (a balanced selection of key focus areas/issues under each outcome), maturity, budgetary and geographical considerations, and the gender marker.<sup>15</sup> Attention will

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<sup>13</sup> This information is extracted from analysis of the goals inputted in the Enhanced RBM platform, the financial results in the Executive Snapshot, the results in the Global Staff Survey, and interviews at the management/ operations in the country office.

<sup>14</sup> Theory of Change is an outcome-based approach which applies critical thinking to the design, implementation and evaluation of initiatives and programmes intended to support change in their contexts. At a critical minimum, theory of change is considered to encompass discussion of the following elements: (1) context for the initiative, including social, political and environmental conditions; long-term change that the initiative seeks to support and for whose ultimate benefit; process/sequence of change anticipated to lead to the desired long-term outcome; and (2) assumptions about how these changes might happen, as a check on whether the activities and outputs are appropriate for influencing change in the desired direction in this context; diagram and narrative summary that captures the outcome of the discussion. Source: Vogel, Isabel, "Review of the use of 'Theory of Change' in International Development" (April 2012), DFID.

<sup>15</sup> The gender marker, a corporate tool at UNDP, is assigned for all projects, using scores from 3 to 0. A score of 3 means the

be paid to include both flagship projects of significant significance, outreach, and visibility, as well as those that experienced challenges.

The IEO and the country office will identify an initial list of background and programme-related documents which will be posted on an ICPE SharePoint website. The desk review will cover background documents on the national context, documents prepared by international partners during the period under review and documents prepared by UN system agencies; programme plans 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. The ICPE will also support, where possible and appropriate, the ongoing data collection endeavours being undertaken by UNDP projects for outcome monitoring.

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 question. This will also facilitate the analysis process, and will support the evaluation team in drawing well substantiated conclusions and recommendations.

**Stakeholder engagement.** A multi-stakeholder approach will be followed to engage with stakeholders at all stages of the evaluation process. During the inception phase, a stakeholder analysis will identify 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: i) identify key informants for interviews during the main data collection phase of the evaluation, ii) assess UNDP's position vis-à-vis other actors, and iii) identify any potential partnerships that could further improve UNDP's contribution to the country.

Consultations - or interviews - will be conducted with relevant stakeholders including government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus group discussions will be used with some beneficiary groups as appropriate.

## 6. MANAGEMENT ARRANGEMENTS

**Independent Evaluation Office of UNDP:** The IEO will conduct the ICPE in consultation with the UNDP Cuba country office, the Regional Bureau for Latin America and the Caribbean (RBLAC) and the Government of Cuba. The IEO lead evaluator will manage the evaluation and coordinate the evaluation team. The IEO will bear all costs directly related to the conduct of the ICPE.

**UNDP Country Office in Cuba:** 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 with in kind organizational support (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, country office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. At the report writing and debriefing phase, the CO will provide factual verifications of the draft report on a timely basis and will

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project has gender equality as the main objective; a 2 indicates that the intended outputs that have gender equality as a significant objective. A 1 signifies outputs that will contribute in some way to gender equality, but not significantly, and a 0 refers to outputs that are not expected to contribute noticeably to gender equality.

jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a video-conference with the IEO, where findings and results of the evaluation will be presented. Additionally, the CO will support the use and dissemination of the final outputs of the ICPE process. The CO senior management will eventually be responsible for leading and coordinating the preparation of the Management Response to the evaluation, in consultation with the Regional Bureau.

**UNDP Regional Bureau for Latin America and the Caribbean:** The UNDP Regional Bureau for Latin America and the Caribbean will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations. Moreover, it will support the preparation of the management response by the CO.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the ICPE with expertise in integrating a gender and human rights based approach to evaluations. The IEO will ensure a gender balanced 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; leading the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder debriefing, as appropriate, with the country office. LE will also cover the area of population dynamics and quality, development and sustainability of social and cultural services as well as gender, HIV, UN coordination, management and operations.
- **Associate Lead Evaluator (ALE):** 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/she will help backstop the work of other team members, especially for nutritional security and sustainable economic development outcome.
- **Consultants:** 2 External, independent consultants (preferably national, but regional/international will be considered, as needed) will be recruited to assess the other two areas of sustainable economic development and food nutritional security and Environmental sustainability and Disaster Risk Management. Under the guidance of the LE, they will conduct preliminary research, data collection in the field, prepare outcome analysis papers, and contribute to the preparation of the final ICPE report.
- **Research Assistant:** A research assistant based in the IEO will provide background research and preliminary analysis support.

The roles of the different members of the evaluation team can be summarised in Table 2.

<b>Table 2: Data collection responsibilities by area</b>	
<b>Team</b>	<b>Outcome/Area</b>
LE + Social and Economic Sustainability Specialist	Outcome 30 - population dynamics and quality, development and sustainability of social and cultural services; gender, HIV, management and operations and UN coordination
ALE + Social and Economic Sustainability Specialist	Outcome 26, 27, 28,29– social and sustainable economic development and food nutritional security
Environmental Sustainability and Disaster Risk Reduction Specialist	Outcome 31 and 32 - Environmental sustainability and Disaster Risk Reduction Specialist



## 7. EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process, divided in five main phases, as follows:

**Phase 1: Preparatory work.** The IEO prepares the TOR, evaluation design and recruits the evaluation team members, comprising international and/or national development evaluation professionals, once the TOR is approved. The IEO collects data first internally and then fill data gaps with help from the country office, and external resources in various ways.

**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. Evaluation team members conduct desk reviews of reference material, prepare a summary of context and background information, and identify the outcome theory of change, gaps and issues that will require validation during the field-based phase of data collection.

**Phase 3: Field data collection:** This phase will take place in August 2018. During this period, the evaluation team undertakes a mission to the country to engage in data collection. The estimated duration of the mission is a total of 3 calendar weeks. Data will be collected according to the approach outlined in Section 5 with responsibilities outlined in Section 7. 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 debriefing to present 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 evidence, 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 a peer review by the IEO and the International Evaluation Advisory Panel. Once the first draft is quality cleared it will be circulated with the country office and the Regional Bureau for review including factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. An “audit trail” will be prepared to document and respond to comments received from the CO, Regional Bureau, and national stakeholders. Further additional corrections will be made as required, after which the 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 where the IEO presents the results of the evaluation 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 final report and brief summary will be widely distributed in hard and electronic versions. The initial and final versions of the ICPE report will be produced in English, following the standard IEO publication guidelines. A Spanish version of the report will be produced, as needed and requested by the country office. The evaluation report will be made available to UNDP Executive Board at the time of its new CPD approval. It will be distributed by the IEO within UNDP and to the evaluation units of other international organizations, evaluation societies/networks and research institutions in the region. The country office and the Government of Cuba will disseminate the report to stakeholders in the country. The report and the management response will be published on the

UNDP website<sup>16</sup> as well as in the Evaluation Resource Centre. The Regional Bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.<sup>17</sup>

## 8. TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively<sup>18</sup> as follows:

<b>Table 3: Timeframe for the ICPE process</b>		
<b>Activity</b>	<b>Responsible party</b>	<b>Proposed timeframe</b>
<b>Phase 1: Preparation</b>		
TOR – approval by the Independent Evaluation Office	LE	February 2018
Selection of other evaluation team members	LE	March – April 2018
<b>Phase 2: Data collection</b>		
Preliminary analysis of available data and context analysis	Evaluation team	May – June 2018
Data collection and preliminary findings	Evaluation team	September 2018
<b>Phase 3: Analysis, Synthesis and report writing</b>		
Analysis and Synthesis	Evaluation team	October 2018
Zero draft ICPE for clearance by IEO	LE + ALE	October 2018
First draft ICPE for CO/RB review	CO/RBLAC	November 2018
Second draft shared with GOV	CO/GOV	November 2018
Draft management response	CO/RBLAC	December 2018
Stakeholder workshop	CO/LE	January - February 2019
<b>Phase 4: Production and Follow-up</b>		
Editing and formatting	IEO	January 2019
Final report and Evaluation Brief	IEO	January 2019
Dissemination of the final report	IEO/CO	January 2019
Presentation to the Executive Board	IEO	September 2019

<sup>16</sup> [web.undp.org/evaluation](http://web.undp.org/evaluation)

<sup>17</sup> [erc.undp.org](http://erc.undp.org)

<sup>18</sup> The timeframe is indicative of the process and deadlines and does not imply full-time engagement of the evaluation team during the period.