

Annex 1. TERMS OF REFERENCE

1. Introduction

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs), previously called “Assessment 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 efforts 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 IEO is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) 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 third ICPE for China and will be conducted in 2019 towards the end of the current UNDP programme cycle of 2016-2020, with a view to contributing to the preparation of UNDP’s new programme starting from 2021. The ICPE will be conducted in close collaboration with the Government of China, UNDP China country office, and UNDP Regional Bureau for Asia and the Pacific.

2. National context

China is the most populous country in the world and has great physical diversity. In the past 30 years, the country has achieved significant economic development (China’s gross domestic product (GDP) growth has averaged close to 10 percent over this period, with a slowdown since 2012²) and become the second largest economy in the world. China has become an upper middle-income country in the last decade and its gross national income (GNI) per capita was \$9470 in 2018.³ Internationally, China’s global profile is rising, as well as the expectations for its engagement in the global development debate.

During the rapid economic development, China achieved most of the Millennium Development Goals (MDGs) by 2015 and lifted 471 million people out of extreme poverty between 1990 and 2005 (poverty line was USD 1.25/day, constant 2005 PPP)⁴ The country has also achieved significant human and social development. China’s

¹ <http://web.undp.org/evaluation/documents/evaluation-policy.pdf>.

² Report on China’s Implementation of the Millennium Development Goals (2000-2015); UNDP Country Programme Document for China 2016-2020; <https://www.worldbank.org/en/country/china/overview>;

³ [https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=CN&most_recent_value_desc=false](https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=CN&most_recent_value_desc=false;);
<http://blogs.worldbank.org/opendata/new-country-classifications-2016>

⁴ Country Programme Document (CPD) for China 2016-2020; China’s Progress Towards the Millennium Development

Human Development Index (HDI) value was 0.752 in 2017, making it a high human development country.⁵ According to the Transparency International's Corruption Perception Index, China ranked 77th out of 180 countries scoring 41/100.⁶

Accompanying its economic success, China faces many challenges, including increased inequalities and disparities, rapid urbanization, aging population and challenges to environmental sustainability. Although China has made significant efforts to close its wide urban-rural gap and extend social protection,⁷ development gaps between urban and rural areas, different regions and social communities have increased gradually.⁸ Income disparities have widened rapidly with the Gini Coefficient reaching 0.467 in 2017⁹, which is high by global standards.¹⁰ The provinces of the Western region still record lower income levels and higher poverty rates.¹¹ For instance, in 2015, Shanghai was about five times wealthier than Gansu (a province in the Western region), which has a similar-sized population. Meanwhile, China's economy slowdown in recent years has been much sharper in poorer areas than richer ones. In 2007, all of China's provinces were narrowing their income gap with Shanghai. In 2015, barely a third of them were.¹²

China's gender development index (GDI) value in 2017 is 0.955, placing it in the group of medium to high equality in HDI achievements between women and men. China's gender inequality index (GII) value is 0.152 in 2017, ranking it 36 out of 160 countries. 24.2 percent of parliamentary seats are held by women, and 74.0 percent of adult women have reached at least a secondary level of education compared to 82.0 percent of their male counterparts. Female participation in the labour market is 61.5 percent compared to 76.1 for men.¹³ However, the gender disparity in income in the labour market has been expanding from 1990 to 2010. The increase in income disparity in rural areas has been even greater than that in urban areas. The average income of rural working women was 56% of that of men in 2010, declined from 79% in 1990.¹⁴

Over the past three decades, China has experienced a speed urbanization which has supported high growth and rapid economy transformation. Its urban population has been increased from 26.4% of the country's population in 1990 to 59.2% in 2018.¹⁵ Meanwhile, strains following the rapid urbanization include inefficient land development which leads to urban sprawl and ghost towns, scarcity of farmland and water resources, and provision of, and access to, public services.¹⁶

Goals 2013 https://www.undp.org/content/dam/china/docs/Publications/UNDP-CH-MDGs2013_english.pdf

⁵ http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/CHN.pdf;

<http://www.hdr.undp.org/en/composite/HDI>.

⁶ 0 is highly corrupt and 100 is very clean.

https://www.transparency.org/news/feature/corruption_perceptions_index_2017;

<https://knowledgehub.transparency.org/helpdesk/china-overview-of-corruption-and-anti-corruption-1>.

⁷ Promoting Inclusion Through Social Protection: Report on the World Social Situation 2018,

<https://www.un.org/development/desa/publications/publication/2018-world-social-situation>

⁸ Human Development Report China 2016.

⁹ <https://www.ceicdata.com/en/china/resident-income-distribution/gini-coefficient>

¹⁰ Human Development Report China 2016.

¹¹ Country Programme Document (CPD) for China 2016-2020.

¹² <https://www.economist.com/china/2016/10/01/rich-province-poor-province>

¹³ http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/CHN.pdf

¹⁴ Gender Equality in China's Economic Transformation (2014).

<http://www.un.org.cn/uploads/20180326/2063f2493b160cd25bb79ce54fe8dcc1.pdf>

¹⁵ World Urbanization Prospects 2018.

¹⁶ World Bank; Development Research Center of the State Council, the People's Republic of China. 2014. Urban China: Toward Efficient, Inclusive, and Sustainable Urbanization. Washington, DC: World Bank.

<https://openknowledge.worldbank.org/handle/10986/18865>; Country Programme Document (CPD) for China 2016-2020.

Climate change and natural disasters annually affect over 300 million people in China. China's economic rise has also resulted in poor environmental shape and increased risks to public health. China is the world's largest energy consumer and the biggest emitter of greenhouse gasses. The air quality of many of its major cities fails to meet international health standards. The national cost of pollution damage is estimated to be around 6%–9% of GDP, according to the Asian Development Bank (ADB).¹⁷ Meanwhile, China is taking concrete steps to reduce CO2 emission and enhance environmental sustainability, in line with its commitment to the Paris Agreement adopted under the United Nations Framework Convention on Climate Change.¹⁸ China is the world leader in clean energy, with \$54 billion invested in 2013.¹⁹

China's 13th Five-Year Plan (2016-2020) highlights the development of services and measures to address environmental and social imbalances, setting targets to reduce pollution, to increase energy efficiency, to improve access to education and healthcare, and to expand social protection. The annual growth target in the 13th Five-Year Plan is 6.5 percent, reflecting the rebalancing of the economy and the focus on the quality of growth while still maintaining the objective of achieving a "moderately prosperous society" by 2020 (doubling GDP for 2010-2020).²⁰

China has been a long-time supporter of south-south cooperation and has been providing assistance to developing countries, including African countries, for about 60 years.²¹ In recent years, while being actively engaged in global issues, China is expanding its international partnerships, in particular through South-South and triangular cooperation.²² In 2013 China launched its Belt and Road initiative focusing on promoting policy coordination, connectivity of infrastructure and facilities, unimpeded trade, financial integration and closer people-to-people ties. With now more than 100 countries have expressed interest in partnership, the initiative will provide opportunities for international collaboration, including South-South cooperation.²³

3. UNDP Programme in China

The UNDP country programme in China for the period 2016-2020 is aligned with the United Nations Development Assistance Framework (UNDAF) for the same period and involves three UNDAF outcomes, with a total of 10 outputs. UNDAF outcomes, UNDP programme outputs and indicative resources are summarized in the following table:

¹⁷ China's Environmental Crisis (2016) <https://www.cfr.org/backgrounder/chinas-environmental-crisis>;
<http://www.cn.undp.org/content/china/en/home/climate-and-disaster-resilience.html>;
<https://www.adb.org/sites/default/files/linked-documents/cps-prc-2016-2020-ena.pdf>.

¹⁸ World Economic and Social Survey 2018: Frontier Technologies for Sustainable Development.

¹⁹ Country Programme Document (CPD) for China 2016-2020.

²⁰ World Bank. 2018. China - Systematic Country Diagnostic: towards a more inclusive and sustainable development (English). Washington, D.C.: World Bank Group; <https://www.worldbank.org/en/country/china/overview>;
<http://en.ndrc.gov.cn/newsrelease/201612/P020161207645765233498.pdf>

²¹ http://www.un.org/en/ecosoc/docs/pdfs/south-south_cooperation.pdf

²² Country Programme Document (CPD) for China 2016-2020.

²³ <https://www.worldbank.org/en/topic/regional-integration/brief/belt-and-road-initiative>;
<https://www.cbd.int/financial/un/un-ssc2017.pdf>

Table 1: UNDAF outcomes, UNDP programme outputs and indicative resources (2016-2020)

UNDAF outcomes and UNDP country programme outputs		Indicative resources (US\$ millions)	
		Regular resources	Other resources
Outcome 1: A greater proportion of the population enjoy improved living conditions and increased opportunities for economic, social and cultural development	Output 1.1: Targeted poor and most vulnerable have an increased income and better access to financial services Output 1.2: The targeted most marginalized people have an increased access to justice and social services Output 1.3: Targeted governance and rule of law reforms, supported by UNDP, promoted more inclusive decision-making processes and the development of civil society	3,320	36,480
Total outcome 1		39,800	
Outcome 2: More people enjoy a cleaner, healthier environment as a result of improved environmental protection and sustainable green growth	Output 2.1: China's actions on climate change mitigation, biodiversity and chemicals across sectors are scaled up, funded and implemented Output 2.2: Regulatory and capacity barriers for the sustained and widespread adoption of environmentally sustainable strategy implementation identified and taken up/committed to remove by the Government Output 2.3: Effective institutional, legislative and policy frameworks in place to assess natural and man-made risks, and enhance the implementation of disaster and climate risk management measures at national and subnational levels Output 2.4: Preparedness systems in place to effectively reduce risks, prevent crisis and enhance resilience at all levels of government and community	2,500	194,800
Total outcome 2		197,300	
Outcome 3: The effectiveness of China's engagement in international cooperation is enhanced for the mutual benefits of China and the world	Output 3.1: China's substantive engagement in global and regional development dialogues is recognized as positive for other developing countries Output 3.2: China expands and improves the effectiveness of its development cooperation with other developing countries Output 3.3: China's businesses adopt a more responsible social, environmental and economic footprint in other developing countries	0,800	12,100
Total outcome 3		12,900	
Grand total		250,000	

Source: UNDP China Country Programme Document 2016-2020

A repositioning exercise took place in 2016 aiming at reshaping UNDP's partnership with China. The consultations which took place during this exercise clearly highlighted that while the Government of China wants UNDP to continue to support China tackling its internal development challenges, particularly with regard to poverty alleviation and environment, it also wants UNDP to help connect China with the rest of the world as part of the Belt and Road Initiative and the South-South cooperation agenda. Following this exercise, UNDP China has aligned programmatically and operationally to increase the scale and impact of its portfolio.

In addition, as China graduated to status of middle-income country with GNI per capita above the \$6660 threshold, according to UNDP's Executive Board decision, the two-year grace period has commenced starting 2018 with respect to the use of regular resources to finance UNDP's physical presence in the country²⁴. In this regard, the differentiated funding presence provisions will start in January 2020 when the institutional budget funding allocation to the country office will change and the government is expected to fund the local office costs. This is therefore a key transitional moment for UNDP's presence in China.

4. Scope of the evaluation

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The ICPE will focus on the present programme cycle (2016 - 2020) while taking into account interventions which may have started in the previous programme cycle (2011-2015) but continued for a few more years into the current programme cycle.

As a country-level evaluation of UNDP, the ICPE will focus on the formal UNDP country programme approved by the Executive Board but will also consider any changes from the initial CPD during the period under review (for example the repositioning exercise that took place in 2016). The ICPE covers interventions funded by all sources of finance, core UNDP resources, donor funds, government funds, etc. It is important to note that a UNDP country office may be involved in a number of activities that may not be included in a specific project. Some of these "non-project" activities may be crucial for advancing the political and social agenda of a country. Efforts will also be made to capture the role and contribution of UNV through undertaking joint work with UNDP.

5. Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.²⁵ The ICPE will address the following three main evaluation questions.²⁶ These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP 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, to the sustainability of results?

To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate, to better understand how and under what conditions UNDP's interventions are expected to lead to good governance, poverty reduction and sustainable human development in the country. 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.

²⁴ Annex B to the UNDP integrated resources plan and integrated budget estimates for 2018-2021 (DP/2017/39)

²⁵ <http://www.uneval.org/document/detail/1914>

²⁶ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.

As part of this analysis, the progression of the programme over the review period will also be examined. In assessing the CPD's progression, UNDP's capacity to adapt to the changing context in China and respond to national development needs and priorities will also be looked at.

The effectiveness of UNDP's country programme will be analyzed in response to evaluation question 2. This will include an assessment of the achieved results and the extent to which these results have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect as well as unintended results will 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 in response to evaluation question 3. In addition to country-specific factors that may explain UNDP's performance, 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.

6. Data collection

Assessment of existing data and data collection constraints: An assessment was carried out for each outcome area to ascertain the available information, identify data constraints, to determine the data collection needs and methods. The assessment outlined the level of evaluable data that is available. The assessment indicated that there were 9 decentralized evaluations undertaken during the period from 2016 to present, which were all project evaluations. Five of the decentralized evaluations were quality-assessed by IEO: one report was rated as satisfactory (rating of 5), three reports were rated as moderately satisfactory (rating of 4) and one report rated as moderately unsatisfactory (rating of 3). These evaluations will serve as important inputs into the ICPE. The majority of projects have project documents, and some annual progress reports are available. Overall, the programme has sufficient information to conduct the ICPE.

With respect to indicators, the CPD and CPAP list 7 indicators for the 3 outcome results, and 23 indicators to measure the 10 outputs, with baseline and targets. To the extent possible, the ICPE will seek to use these indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. The data sources of the indicators are not always clearly identified and in many cases, the evaluation's ability to measure progress against these indicators will depend on national statistical capacities as the indicated sources are "government official data".

It is also important to note that UNDP projects that contributed to different outcomes are at different stages of implementation, and therefore it may not always be possible to determine the projects' contribution to results. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.

Regarding field work, according to UNDSS, the security level in effect in China is "minimal", implying no limitations to the evaluation team's ability to travel to project sites in different parts of the country.

Data collection methods: The evaluation will use data from primary and secondary sources, including desk review of documentation and information and interviews with key informants, including beneficiaries, partners and managers. An advance questionnaire will be administered to the country office before the data collection mission in the country. 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 group discussions will be used to consult some groups of beneficiaries as appropriate.

The evaluation team will also undertake field visits to selected project sites to observe the projects first-hand. It is expected that regions where UNDP has a concentration of field projects (in more than one outcome area), as well as those where critical projects are being implemented will be considered. There should be a coverage of all outcome areas. The coverage should include a sample, as relevant, of both successful projects and projects reporting difficulties where lessons can be learned, both larger and smaller pilot projects, as well as both completed and active projects.

The IEO and the country office have identified an initial list of background and programme-related documents which is posted on an ICPE SharePoint website. The following secondary data will be reviewed, among others: 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; and evaluations conducted by the country office and partners.

In line with UNDP's gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP China programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes.

Validation: The evaluation will use triangulation of information collected from different sources and/or by different methods to enhance the validity of findings.

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 China Country Office, the Regional Bureau for Asia and the Pacific and the Government of China. 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 China: The country office will support the evaluation team to liaise with key partners and other stakeholders and ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the team and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g. arranging meetings with project staff, stakeholders, beneficiaries; assistance for 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. The country office will 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 country office will support the use and dissemination of the final outputs of the ICPE process.

UNDP Regional Bureau for Asia and the Pacific (RBAP): RBAP will support the evaluation through information sharing and will also participate in discussions on 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 managing the ICPE, including preparing for and designing the evaluation (i.e. the present ToR) as well as selecting the evaluation team and providing methodological guidance. The LE will be responsible for the synthesis process and the preparation of the draft and final evaluation reports. The LE will be backstopped by another evaluator also from the IEO.
- **Associate Evaluator (AE):** The AE will support the LE in the preparation and design of the evaluation, including background research and documentation, the selection of the evaluation team, and the synthesis process. The AE will review the draft report and support the LE in other aspects of the ICPE process as may be required.
- **Consultants:** 2 consultants will be recruited and will be responsible for the outcome areas. Under the guidance of LE, they will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report.

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

Outcome	Report	Data collection
Outcome 1 – Equitable development and poverty reduction	Consultant	Consultant
Outcome 2 – Improved and sustainable environment	Consultant	Consultant
Outcome 3 – Enhanced global engagement	Consultant	Consultant
General strategic and management issues	LE	LE/AE/consultant

8. Evaluation Process

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

Phase 1: Preparatory work. The IEO prepares the ToR and the evaluation design, including an overall evaluation matrix. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals will be recruited. The IEO starts collecting data and documentation internally first and then filling data gaps with help from the UNDP country office.

Phase 2: Desk analysis. Evaluation team members will conduct desk review of reference material, and identify specific evaluation questions, and issues. Further in-depth data collection will be conducted, by administering an advance questionnaire and interviews (via phone, Skype, etc.) with key stakeholders, including country office staff. Based on this, detailed evaluation questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

Phase 3: Field-based data collection. During this phase, the evaluation team undertakes a mission to the country to engage in data collection activities. The estimated duration of the mission is around 3 weeks. 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 will hold a 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 draft will first be subject to peer review by IEO and its Evaluation Advisory Panel. Once the draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Asia and the Pacific 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 China 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 results of the evaluation are presented to key national stakeholders. The way forward will be discussed with a view to creating greater ownership by national stakeholders with respect to the recommendations as well as to strengthening accountability of UNDP to national stakeholders. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized and published.

Phase 5: Publication and dissemination. The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The ICPE report will be widely distributed in both 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 widely 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 China country office and the Government of China will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website²⁷ as well as in the Evaluation Resource Centre. The Regional Bureau for Asia and the Pacific will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.²⁸

9. Timeframe for the ICPE Process

The timeframe and responsibilities for the evaluation process are tentatively²⁹ as follows in Table 3:

Table 3: Tentative timeframe for the ICPE process going to the Board in June 2019		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Director	LE	November 2018
Selection of consultant team members	LE	December 2018 – January 2019
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	January – February 2019
Advance questionnaires to the CO	LE/AE/CO	January 2019
Phase 3: Field-based data collection		
Mission to China	LE/AE/Consultants	18 March – 5 April 2019

²⁷ web.undp.org/evaluation

²⁸ erc.undp.org

²⁹ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

Phase 4: Analysis, report writing, quality review and debrief		
Analysis of data and submission of background papers	Consultants	April 2019
Synthesis and report writing	LE/AE	May-June 2019
Zero draft for internal IOE clearance/IEAP comments	LE	July 2019
First draft to CO/RBAP for comments	LE/CO/RBAP	End July 2019
Second draft shared with the government and national stakeholders	LE/CO/GOV	September 2019
Draft management response	CO	September 2019
Stakeholder workshop via video-conference	IEO/CO/RBAP	September - October 2019
Phase 5: Publication and dissemination		
Editing and formatting	IEO	November 2019
Final report and evaluation brief	IEO	November 2019
Dissemination of the final report	IEO	November 2019