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 known as "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.[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 IEO's second country programme evaluation conducted in El Salvador[2]. The evaluation will focus on UNDP's work during the ongoing programme cycle 2016-2020. The ICPE will be conducted in collaboration with the Government of the Republic of El Salvador, with the UNDP El Salvador Country Office, and with the UNDP Regional Bureau for Latin America and the Caribbean. The results of the evaluation are expected to provide a set of forward-looking recommendations as input to the new country programme document.

2. National context

El Salvador is the smallest and most densely populated country in Central America, with a density of 308 people per sq. km[3]. Its population was 6.4 million in 2017, of which 71 percent reside in urban areas[4] and 25 percent is concentrated in the capital. There are seven indigenous groups[5], representing 0.2 percent of the population[6].

The 1992 peace agreements ended a 12-year civil war and opened a period of democratic consolidation. Since then, five[7] consecutive electoral processes have taken place peacefully, consolidating bipartidism and a centralized state. However, political polarization and low citizen participation remain important challenges (for instance, the Economist 2017's Democracy Index scored El Salvador 5.56 out of 10 in terms

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[1] See UNDP Evaluation Policy: www.undp.org/eo/documents/Evaluation-Policy.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] The first ADRs covered the programme periods 2002-2010 (UNDP, 2011)

[3] World Bank data, as of 26 November 2018

[4] Idem.

[5] Ulúas, lencas, cacaopera, chortís, nonualcos, nahua-pipil and pocomanes.

[6] https://www.cia.gov/library/publications/the-world-factbook/geos/print_es.html

[7] Six with the February 2019 presidential elections.

of political participation and 5.00 in political culture)[8] and have limited the country's capacity to build national agreements around public policies. More recently, spaces for political dialogue have multiplied with consultations, sectoral pacts and national agreements for medium and long-term solutions to the country's problems. Despite progress in the Transparency International Index (from 38 in 2012 to 33 in 2017, ranked 112 out of 180 in 2017),[9] the country still faces challenges in terms of fighting corruption.

El Salvador suffers from persistent low levels of growth. Between 2010 and 2016, real GDP growth averaged 2.6 percent, making the country one of those with the lowest growth in the Central America. In 2017, real GDP growth decreased to 2.3 percent, with agriculture, livestock, forestry and fisheries, manufacturing and mining, and commerce, restaurants and hotels accounting for about two-thirds of the growth.[10] In terms of human development, El Salvador has witnessed positive trends in life expectancy (from 68 in 2000 to 74 in 2016), schooling (from 10.5 expected years of schooling in 2000 to 12.6 in 2017)[11], health (from an infant mortality rate of 26.8 in 2000 to 14.4 in 2015)[12] and poverty reduction (from 34.6 percent in 2007 to 29.2 percent in 2017). However, the country's Human Development Index remains at 0.674, ranking it at 119th out of 188 countries in 2017.[13] When adjusted for inequality, the index falls to 0.524, a loss of 22.3 percent. Wide gaps persist in terms of sex, age and geography, with women, children and youth in rural areas facing the greatest disadvantages.[14] For instance, there is an important gender gap in terms of gross national income per capita with 5,226$ for females and 8,722$ for males in 2017.[15] Poverty trends also vary by geographical area and are more pronounced in rural areas. The incidence of poverty was 43.8 percent in rural areas in 2007 and 37.9 percent in 2014.[16] The lack and limited access of the population to basic goods and services has led to significant social exclusion, vulnerability and inequality. To move forward the SDG agenda, the government committed in 2015 to strengthen national capacities to effectively advance the national efforts for the implementation of the Agenda 2030 and presented a national voluntary review at the 2017 High-Level Political Forum on Sustainable Development.

Violence and citizen insecurity represent important threats to human development and economic growth in El Salvador. The country experiences one of the highest homicide rates in the world outside war zones (82.8 per 100,000 people in 2016)[17], which has caused displacement and migration. Homicide rates among youth, violence against women and extortion are some of the main concerns (with 90 percent of the population reporting to feel insecure in public places in 2014)[18]. In 2017, the economic cost of violence was calculated as 49 percent of the country GDP.[19] To respond to it, in the last decades, the governments have put in place diverse security policies of different nature, mostly repressive such as the "Plan Mano Dura", which have been unable to structurally solve the problem and have eroded citizens' confidence in the government. More recently, the "Plan El Salvador Seguro" (2014) has tried to provide a more holistic response to citizen security. Insecurity, and limited economic opportunities (up to 30 percent of the youth

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[8] Democracy Index 2017 Free speech under attack. The Economist Intelligence Unit. https://www.eiu.com/topic/democracy-index

[9] https://www.transparency.org/news/feature/corruption_perceptions_index_2017#table, accessed 6 November 2018.

[10] World Bank. El Salvador Overview. http://www.worldbank.org/en/country/elsalvador/overview.

[11] http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/SLV.pdf

[12] PAHO-WHO http://www.paho.org/data/index.php/en/analysis/health-profiles/415-country-profiles-mortality-en.html

[13] http://hdr.undp.org/sites/default/files/2018_human_development_statistical_update.pdf

[14] UNDP CPD 2016-2020.

[15] Human Development Report. http://hdr.undp.org/en/countries/profiles/SLV

[16] https://data.worldbank.org/indicator/SI.POV.RUHC?end=2017&locations=SV&start=2007&view=chart

[17] Human Development Report. http://hdr.undp.org/en/indicators/61006

[18] El Salvador. Plan-Quinquenal-de-Desarrollo 2014-2019. Pag. 69.

[19] Institute for Economics & Peace. The Economic Value of Peace 2018: Measuring the Global Economic Impact of Violence and Conflict, Sydney, October 2018. Available at http://economicsandpeace.org/reports/

was not in school or employed in 2015)[20] are some of the drivers of migration[21]. Currently, there are 2.5 million Salvadorians living in the United States alone. This has created strong inflows of remittances which have contributed to the reduction of the poverty rates[22] and have built an informal social protection system.

Gender equality, and in particular women's participation in economic and political activities, remains an important challenge. In 2017, 32 percent of the seats in the national parliament were held by women. In terms of economic participation, women participation in the labour market is 47 percent compared to 78.8 for men[23] and the gender gap between men and women in senior and middle management positions is still significant with only 34.1 percent of female holding such positions in 2016.[24]

The country is also vulnerable to natural disasters, particularly volcanic eruptions, earthquakes, floods and droughts. The impacts associated with climate variability and climate change represent an important threat as 88.7 percent of the territory and 95 percent of the population are considered at risk.[25] Increasing deforestation (with a decrease of 29.7 percent in the national forest area cover between 1990 and 2015)[26] and water pollution are also important environmental challenges and are threatening biodiversity. The weight of renewable energy in terms of total energy consumption has increased from 53 percent in 2010 to 60.2 percent in 2017 The Third National Communication on Climate Change identified agriculture (particularly staple foods and coffee), water, coasts and forests as priority areas for adaptation in the country.

3. UNDP programme strategy in El Salvador

Relations between the Government of El Salvador and the United Nations system were formalized on 1975. The IEO conducted an Assessment of Development Results (ADR) in 2011, covering the period 2002-2010. UNDP then implemented a new country programme, planned for the 2012-2015 period.

The work of UNDP in the country for the period 2016-2020 is guided by the United Nations Development Assistance Framework (UNDAF), which is aligned with the priorities identified by the Government in its 2014-2019 five-year Development Plan. The UNDAF was developed by the UN country team in line with the "Delivering as One" approach and focused on five priorities: i) good and basic services; ii) decent employment and livelihoods; iii) consensus, democratic governance and public policies; iv) resilience; and v) Citizen Security and Coexistence.

UNDP committed in its Country Programme Document 2016-2020 to support the following programme priorities: (a) universal and equitable access to and coverage of basic goods and services; (b) decent work and sustainable livelihoods; (c) basic consensus that guarantee people´s full exercise of their rights; and (d) human resilience to natural events. In addition, it intended to acknowledge and enforce social, economic, civil, political, cultural and environmental rights. The country programme is also aligned with UNDP's Strategic Plan, the post-2015 agenda, the sustainable development goals and UNDP's 2014-2017 Gender Equality Strategy.

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[20] http://hdr.undp.org/en/indicators/147906
[21] Revisión Nacional Voluntaria de la Implementación de la Agenda 2030 para el Desarrollo Sostenible en El Salvador, Foro Político de Alto Nivel sobre Desarrollo Sostenible, July 2017.
[22] https://www.worldbank.org/en/country/elsalvador/overview
[23] http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/SLV.pdf
[24] http://hdr.undp.org/en/indicators/175006
[25] Política Nacional de Medio Ambiente. El Salvador
[26] http://hdr.undp.org/en/indicators/164206

Table 1: Country Programme outcomes and indicative resources (CPD 2016-2020) [27]			
Country Programme Outcome	**Country Programme Output**	**Planned resources**	**Expenditures to date**
Outcome 26: The population enjoys a better coverage and **universal and equitable access to goods and basic services** of quality.	1.1. Selected public institutions improve their public investment planning and implementation capacities at the national and local levels 1.2. Targeted public institutions with effective, efficient and transparent management tools. 1.3. Institutions of security and criminal justice sector with improved capacities to articulate an effective evidence-based response to violence. 1.4. Population in priority municipalities with institutional violence prevention mechanisms and a system to care and protect victims. 1.5. Victims of violence with institutional tools to secure access to justice	CPD: 188,704,000 Received to date: 63,339,552	38,831,528
Outcome 27: The population enjoys greater opportunities for access to a **decent employment and sustainable livelihoods**, contributing to the productive and inclusive growth	2.1. Targeted territories reactivated with the implementation of public policies and economic initiatives *[deleted at CPD midterm]* 2.2. Productive units and businesses in targeted sectors improve their market access, favouring the inclusion of women and youth *[deleted at CPD midterm]* 2.3. Targeted rural productive units improving their productive capacities, applying sustainable technologies and generating livelihoods for women and youth 2.4. Conditions for the economic empowerment of women have been promoted 2.5. Systems of national accounts revealing unpaid productive work *[deleted at CPD midterm]* 2.6. Measures have been taken for reliable, sustainable and efficient energy use. 2.7. Developed solutions for the conservation and sustainable use of biodiversity and ecosystem services maintenance 2.8. Key areas in the country have increased their capacities to access climate funding *[deleted at CPD midterm]*	CPD: 50,960,000 Received to date: 15,676,473	11,627,876
Outcome 28: El Salvador enjoys new essential country agreements that enabled the population and the people in vulnerable situations and excluded, to **enjoy the full exercise of their rights**.	3.1. Participatory, effective and transparent dialogue mechanisms and processes established for national and local priorities 3.2. Mechanisms established to generate and share knowledge regarding development solutions. *[deleted at CPD midterm]* 3.3. The lead electoral management entity has improved capacities to guarantee fair and free elections 3.4. Women have increased participation spaces in politics and in the public sphere 3.5. Platform enabled for the development of integrated solutions for the implementation of the SDGs *[included at CPD midterm]*	CPD: 10,300,000 Received to date: 3,792,278	2,567,917
Outcome 29: The population and those who are most vulnerable and excluded have increased their **resilient capacities** to face disasters, environmental degradation and the negative effects of climate change.	4.1. Targeted municipalities and local actors improve their post-disaster recovery capacities *[deleted at CPD midterm]* 4.2. Institutional capacities have been developed to advance resilience in cities and communities *[deleted at CPD midterm]* 4.3. Created cross- sector partnerships at the national and local levels to strengthen climate change adaptation and DRR. 4.4. Targeted institutions have quality information for decision-making concerning climate change, DRR and local development). 4.5. Targeted institutions have increased their capacities to access climate financing *[included at CPD midterm]*	CPD: 6,080,000 Received to date: 3,398,333	2,579,595
Total (to date)		**86,206,635**	**55,610,669**

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[27] Resources received to date and indicative expenditure to date include data on regional and global projects in El Salvador. Source: UNDP El Salvador Country Programme Document 2016-2020 and UNDP data extracted from Atlas / PowerBi as of December 2018.

4. Scope of the evaluation

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme to contribute to the process of developing the new country programme. Thus, the ICPE will focus on the current programme cycle (2016-2020), covering the period of 2016-mid 2019, to provide forward-looking recommendations as input to UNDP El Salvador's formulation of its next country programme. It will also examine the degree of adoption and follow-up of the recommendations of the last evaluation conducted by the IEO in 2011, which were expected to feed into the formulation of the 2012-2015 CPD.

The scope of the ICPE includes the entirety of UNDP's development programmes in the country, including those projects running from the 2012-2015 cycle into the current one. The interventions under review are funded by all sources, including those from UNDP's regular resources, donors, and the Government. The efforts supported by UNDP's regional and global programmes will also be included. Special efforts will be made to capture the role and contribution of the United Nations Volunteers (UNV). At the same time, special attention will be paid to assess UNDP's support to electoral cycles and its linkages with peacebuilding and democratic governance as well as UNDP's support to citizen security and the promotion of peace.

5. Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.[28] The ICPE will address the following key evaluation questions.[29] 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, the sustainability of results?

The ICPE is conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's evolution, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at.

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

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 3. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (i.e. through south-south or triangular cooperation), the 2016 change management process which entailed changes in

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[28] http://www.uneval.org/document/detail/1914
[29] The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

the office structure and staffing, 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.

Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. The evaluation will analyse the extent to which UNDP (country) support was designed to and did contribute to gender equality and will consider the gender marker[30] and the gender results effectiveness scale (GRES). The GRES, developed by IEO, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.

Figure 1. Gender Results Effectiveness Scale
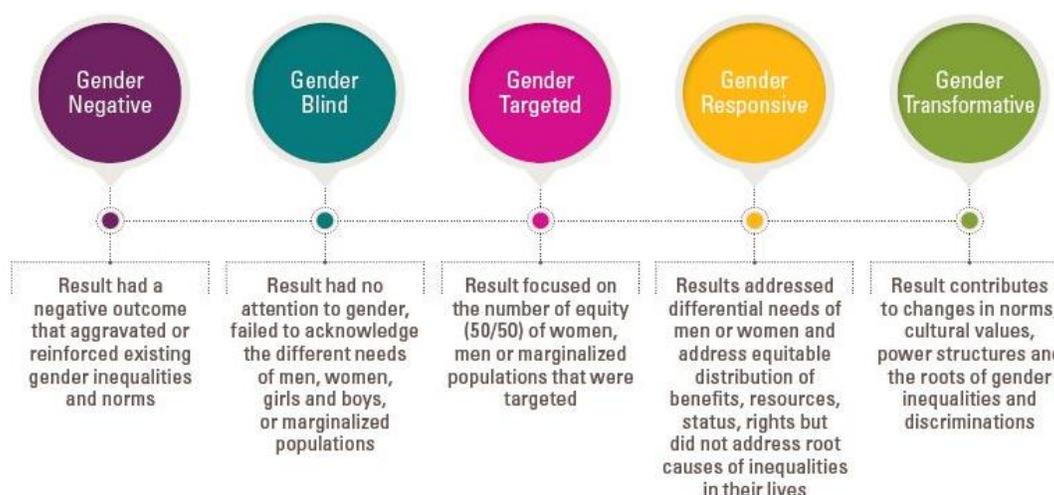
6. Data collection

Assessment of data collection constraints and existing data. A preliminary assessment was carried out to identify the evaluable data available as well as potential data collection constraints and opportunities. The Evaluation Resource Center (ERC) information indicates that eight evaluations were planned as part of the current programme cycle, but at the time of this TOR preparation, only one outcome evaluation had been completed. Five further evaluations are planned before the end of 2019. Eleven evaluations were conducted during the previous programme cycle.

With respect to indicators, the CPD Outcomes, UNDP Results-Oriented Annual Reports (ROAR) and the corporate planning system (CPS) associated with it provide indicators, baselines and their status of progress. The indicators include reference data and targets, as well as their source of verification. To the extent possible, the ICPE will use these indicators and data, as well as other alternative indicators which may have been used by CO, to interpret the UNDP programme goals and to measure or assess progress toward the intended outcomes. However, the CPD indicators try to assess aspects of performance that are well-outside of UNDP's direct sphere of control, and for which the programme has limited influence. To mitigate these limitations, the evaluation will work with Theories of Change to try to estimate goals and map assumptions against the expected and achieved results. In addition, primary data collection could be constrained by the rainy season and the security level which is considered moderate (and substantial in

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

two regions). In response to these constraints, the evaluation team will identify different locations for field missions to remain flexible and be able to adapt as needed.

Data collection methods. The evaluation will use data from primary and secondary sources, including desk review of corporate and project documentation and surveys. A multi-stakeholder approach will be followed, and face-to-face and/or telephone/Skype interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, UNDP country office and RBLAC and beneficiaries of the programme. Efforts will be made to collect views from a diverse range of stakeholders on UNDP's performance. At the start of the evaluation, a stakeholder analysis will be conducted with the support of the CO to identify relevant UNDP partners to be consulted, as well as those who may not work 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.

The criteria for selecting projects for field visits will include:
- Programme coverage (projects covering various components, joint projects and cross-cutting areas);
- Financial expenditure (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the regions);
- Maturity (covering both completed and active projects);
- Programme cycle (coverage of projects/activities from the past and the current cycle);
- Degree of "success" (coverage of successful projects, projects where lessons can be learned, etc.).

The IEO and the Country Office will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint website. Document reviews will include: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including quality assurance reports available. Two pre-mission questionnaires will be administered and expected to be completed one prior to government interviews in March and the other at least two weeks prior to the arrival of the evaluation team in San Salvador for the data collection mission.

All information and data collected from multiple sources and through various means will be triangulated to ensure its validity before the evaluation reaches conclusions and recommendations. An evaluation matrix will be used to guide how each of the questions will be addressed to organize the available evidence by key evaluation question. This will also facilitate the analysis process and will support the evaluation team in drawing well-substantiated conclusions and recommendations.

In line with UNDP's gender equality strategy, the ICPE will examine the level of gender mainstreaming across all the CO programmes and operations. Gender-related data will be collected by using corporately-available sources (e.g. the Gender Marker) and programme/ project-based sources (e.g. through desk reviews of documents and interviews), where available, and assessed against its programme outcomes.

7. Management arrangements

Independent Evaluation Office of UNDP: 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 in El Salvador: The Country Office (CO) 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 CO will provide support in kind (e.g. scheduling of interviews with project staff, stakeholders and beneficiaries; assistance for the project site visits). To ensure the anonymity of interviewees, the Country Office staff will not participate in the stakeholder interviews. The CO and IEO will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a videoconference, where findings, conclusions and recommendations of the evaluation will be presented. Once a final draft report has been prepared, the CO will prepare a management response to the evaluation recommendations, in consultation with the RB. It will support the use and dissemination of the final ICPE report at the country level.

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 the final stakeholder debriefing. Once the evaluation has been completed, the Bureau is also responsible for monitoring the status and progress of the country office's implementation of the evaluation recommendations, as defined in its management response.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO team will include the following members:
- Lead Evaluator (LE)*:* IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder debrief, as appropriate, with the Country Office.
- 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, the ALE will help backstop the work of other team members.
- Consultants: external consultants will be recruited to collect data and help to assess the outcome areas, paying attention to gender equality and women's empowerment. Under the guidance of the LE and ALE, they will conduct preliminary desk review, develop a data collection plan, prepare outcome analysis papers, conduct data collection in the field, prepare sections of the report, and contribute to reviewing the final ICPE report.
- Research Assistant: a research assistant based in the IEO will provide background research and will support the portfolio analysis.

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

Table 2: Data collection responsibilities (tentative)		
Area	**Report**	**Data collection**
Universal and equitable access to basic goods and services (outcome 26)	Governance, rule of law, conflict prevention and peacebuilding expert + LE + RA	
Basic consensus that guarantee people´s full exercise of their rights (outcome 28)	ALE	
Decent work and sustainable livelihoods (outcome 27) + Human resilience to natural events (outcome 29)	Sustainable development expert + LE	
Gender equality	All	

8. Evaluation process

The ICPE will be conducted according to the approved IEO process in the Charter of the Independent Evaluation Office of UNDP. There are five key phases to the evaluation process, as summarized below, which constitute the framework for conducting the evaluation.

Phase 1: Preparatory work. Following the initial consultation with the country office, the IEO prepares the ToR and the evaluation design, including an overall evaluation matrix with specific evaluation questions. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals with relevant skills and expertise will be recruited if needed. The IEO, with the support of the country office, collects all relevant data and documentation for the evaluation.

Phase 2: Desk analysis. Evaluation team members will conduct desk review of reference material and identify specific issues. Further in-depth data collection will be conducted, by administering two pre-mission questionnaires to the Country Office (one in March to prepare the interviews with government counterparts, and a second one in August to prepare the field mission) and conducting preliminary interviews with government counterparts by telephone / Skype. Based on this, detailed questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

Phase 3: Field data collection. The evaluation team undertakes a mission to the country to engage in data collection activities. The estimated duration of the mission will be 2.5 weeks. The timing of the mission will be closely discussed and coordinated with the country office. Data will be collected according to the approach outlined in Section 5 with responsibilities outlined in Section 7. At the end of the mission, the evaluation team holds a debriefing presentation of the key preliminary findings at the Country Office. By the end of the mission, all additional data gaps and areas of further analysis should be identified for follow-ups.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft of the report will be subject to peer review by IEO and the Evaluation Advisory Panel (EAP). It will then be circulated to the Country Office and the UNDP Regional Bureau for Latin America and the Caribbean 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 El Salvador Country Office will prepare the management response to the ICPE, under the overall oversight of the Regional Bureau. The report will then be shared at a final debriefing (via videoconference) where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Considering the discussion at the stakeholder event, the final evaluation report will be produced.

Phase 5: Publication and dissemination. The ICPE report, including the management response, and evaluation brief will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board at the time of the approval of a new Country Programme Document. It will be distributed by the IEO within UNDP and to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The El Salvador Country Office will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website and the Evaluation Resource Centre (ERC). The Regional Bureau for Latin America and the Caribbean will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.

9. Timeframe for the ICPE process

The timeframe and responsibilities for the evaluation process are tentatively[31] as follows:

Table 3: Timeframe for the ICPE process going to the Board in September 2020 (tentative)		
Activity	**Responsible party**	**Proposed timeframe**
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE	December 2018
Selection of other evaluation team members	LE/ALE	January 2019
Phase 2: Desk analysis		
Preliminary interviews with government counterparts	LE/ALE	March-April 2019
Preliminary analysis of available data and context analysis	Evaluation team	August-September 2019
Phase 3: Data collection		
Data collection and preliminary findings	Evaluation team	30 September – 16 October 2019
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	LE	October-November 2019
Zero draft ICPE for clearance by IEO	LE	Nov-Dec 2019
First draft ICPE for CO/RB review	CO/RB	January 2020
Second draft shared with the government	CO/GOV	February 2020
Draft management response	CO/RB	March 2020
Final debriefing with national stakeholders	CO/LE	March 2020
Phase 5: Production and Follow-up		
Editing and formatting	IEO	April 2020
Final report and Evaluation Brief	IEO	April 2020
Dissemination of the final report	IEO/CO	April 2020
Presentation to the Executive Board	IEO	September 2020

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[31] The timeframe is indicative of process and deadlines and does not imply full-time engagement of the team during the period.