

Annex 1. TERMS OF REFERENCE

1. Introduction

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

UNDP Burkina Faso has been selected for an ICPE since its country programme will end in 2020 and the evaluation is conducted to feed into the development of the new country programme. This is the second independent country programme evaluation of UNDP in Burkina Faso conducted by IEO, with the last one dating 2009. The ICPE will be conducted in close collaboration with the Government of Burkina Faso based on the UNDP programmatic delivery, UNDP Burkina Faso country office, and UNDP Regional Bureau for Africa.

2. National context

Burkina Faso is a landlocked and least developed country located in Western Africa. It’s bordered in the south by Togo and Ghana, southeast by Benin, Ivory Coast to the southwest, Niger to the east and Mali to the north. Estimated at 20,239,400 in 2018, the population of Burkina Faso is young (45% under 15 years old). 2017 data shows that almost 44% of the population lives below the poverty line of 1.9 dollars a day² with a significant disparity between rural and urban areas (poverty rate in rural areas is three times the poverty rate in urban areas)³. Burkina Faso ranked 183rd out of 189 countries in the human development index in 2018, the limited access of the population to education and health services heavily affecting the country’s human development index⁴.

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

² World Development Indicators, World Bank, 2019

³ The rural poverty headcount ratio at national poverty lines was 47.5% in 2014 while it was 13.7% in urban areas (WDI, 2019)

⁴ The World Bank in Burkina Faso, Overview: <https://www.worldbank.org/en/country/burkinafaso/overview>

In the past five years, Burkina Faso has been hit by multiple terrorist attacks concentrated in the North and Sahel regions, areas bordering Mali and Niger as well as in the capital, Ouagadougou. In June 2019, an attack by armed men in a village bordering Mali caused the death of at least 19 people⁵. Burkina Faso is a member and since February 2019, Chair of the G5 Sahel countries alongside Chad, Mali, Mauritania, and Niger. The G5 intergovernmental framework was established in 2014 and intended to fight insecurity and support development in the Sahel region⁶. Burkina Faso's commitment to G5 Sahel has led to a 21 percent military and security spending increase in the 2017 budget over 2016, and a further increase of 50 percent was planned for 2018⁷, presenting new challenges in resource mobilization towards national priorities in the socioeconomic and environmental sectors.

The country experienced an important popular uprising started in 2014, protesting against a revision of the constitution introduced by the former president Blaise Compaore, leading to his resignation after 27 years in power and the establishment of a transitional regime, and later to peaceful and transparent presidential and legislative elections on 29 November 2015. In 2016, the new government developed the National Economic and Social Development Plan (NESDP) 2016-2020 with three strategic objectives revolving around institutional reforms, human capital development and economic growth⁸.

Burkina Faso has recorded a relatively high GDP growth since 2010, with growth rates above 5% in most years. Since 2000, the structure of the country's economy has shifted, with a significant increase of the services sector's contribution to GDP reaching over 55% in 2017, while the contribution of the agricultural and industrial sectors dropped. The services sector also became the largest employer over the same period, alongside a drastic drop of the employment rate in the agricultural sector, from 80% to 29%. Overall, employment stands at 62.6% of the active population in 2018, however, 86% of the total employment is vulnerable with women representing the most affected (90% of female employment is vulnerable)⁹.

Notwithstanding the decline in the agricultural labor force, Burkina Faso remains the most important cotton producer in Africa¹⁰ with cotton exports representing about 60% of total agricultural exports¹¹. But the country's mostly agriculture-based economy is dominated by subsistence production and characterized by low crop and livestock productivity¹². With an export base highly dominated by gold (62% of total exports in 2016) and cotton (17% in 2016), the Burkinabe economy remains vulnerable to both the price volatility of commodities and to environmental shocks.

National efforts for access to health care and investments in health infrastructure and personnel have resulted in important decreases in infant and child mortality and stunting, but significant regional disparities persist.¹³ Maternal and infant mortality rates in Burkina Faso are among the highest in the world. Gender inequality is

⁵https://www.lemonde.fr/afrique/article/2019/06/10/au-burkina-au-moins-19-morts-dans-une-attaque-dans-le-nord_5474259_3212.html (Consulted on June 11, 2019)

⁶ <https://www.diplomatie.gouv.fr/en/french-foreign-policy/defence-security/crisis-and-conflicts/g5-sahel-joint-force-and-the-sahel-alliance/> (Consulted on May 16, 2019)

⁷ IMF <https://www.imf.org/en/Publications/CR/Issues/2018/03/15/Burkina-Faso-Request-for-a-Three-Year-Arrangement-Under-the-Extended-Credit-Facility-Press-45730>

⁸ NESDP 2016-2020 http://cns.bf/IMG/pdf/pndes_2016-2020-4.pdf

⁹ World Development Indicators, World Bank, 2019

¹⁰ FAOSTAT 2017 : http://www.vib.be/en/about-vib/Documents/vib_fact_CottonAfrican_EN_2017_0901_LR_FINAL.pdf (Table 1.1: Leading cotton producers in Africa in 2014)

¹¹ <https://www.worldbank.org/en/results/2017/06/29/burkina-faso-agriculture-as-a-powerful-instrument-for-poverty-reduction> (Consulted on May 17, 2019)

¹² <https://www.worldbank.org/en/results/2017/06/29/burkina-faso-agriculture-as-a-powerful-instrument-for-poverty-reduction> (Consulted on May 17, 2019)

¹³ https://www.unicef.org/infobycountry/burkinafaso_2074.html (Consulted on May 14, 2019)

pervasive as women lack significant access to education, health care, economic opportunities and political representation¹⁴, bringing Burkina Faso to the 145th rank out of 160 countries on the gender equality index¹⁵. In education, Burkina Faso experienced a decrease in access to technical and professional education in 2017, while access rates to primary education increased slightly¹⁶. But security issues remain a threat to educational attainment, particularly in the affected areas. On January 15, 2019, approximately 1,035 primary, post-primary, and secondary schools were closed in the regions affected by terrorist attacks, impacting 141,000 pupils¹⁷.

Social cohesion remains fragile given the extremist groups' attacks and unprecedented public sector strikes, having a negative impact on revenue collection and putting upward pressure on wages and transfers¹⁸. The current account deficit remained high (8.1% in 2017), and the total public debt was estimated at 41% of GDP in 2018 (compared to 30.4% in 2014)¹⁹. However, the country enjoys a moderate risk of external debt distress according to the IMF's assessment²⁰.

Regarding environmental issues, Burkina Faso faces significant challenges including deforestation, desertification, and rainfall shortage. The country is highly exposed to extreme weather events such as floods, droughts, strong winds and high volatility in the duration of the wet and dry seasons²¹ which is detrimental to the sustainable management of natural resources in the sectors of agriculture, fisheries, and forestry, also affecting agricultural yields²², and exposing the country to food insecurity.

3. UNDP programme strategy in Burkina Faso

Based on the CPD for the period under review (2018-2020), the country programme focused on the following three outcome areas:

1. Institutional efficiency, rule of law, social cohesion, and security
2. Inclusive and sustainable growth, decent work and food security
3. Resilience to the effects of climate change, natural disasters, and humanitarian emergencies

These are expected to contribute to the UNDAF outcomes, in line with the UN principle of "Delivering as one" which promotes joint programming and implementation as well as Global Partnership for development effectiveness.

Under the outcome on institutional efficiency, UNDP has developed a governance programme with the objectives to enhance rule of law, access to justice and political governance, improve the efficiency and accountability of public administration at central and local levels, and strengthen national capacities for the elaboration of pro-poor policies. Total expenditure in this area represents around \$ 4.3 million for the period under review. One of UNDP's major initiatives was the Cross Border project, aiming at promoting local security and social cohesion in the region of Liptako Gourma, bordering Mali and Niger, through mitigating conflict risk factors such as marginalization of youth and lack of trust among communities. Total expenditure for this project amounts \$1.48 million since 2018.

¹⁴ UNDP 1990-2017 Data, Share of seats in parliament (% held by women)

¹⁵ UNDP 2018 Statistics, Table 5. Gender Inequality Index

¹⁶ 2017 Performance Report of NESDP

¹⁷ <https://www.worldbank.org/en/country/burkinafaso/overview> (Consulted on May 14, 2019)

¹⁸ IMF <https://www.imf.org/en/Publications/CR/Issues/2018/03/15/Burkina-Faso-Request-for-a-Three-Year-Arrangement-Under-the-Extended-Credit-Facility-Press-45730>

¹⁹ IMF <https://www.imf.org/en/Publications/CR/Issues/2018/03/15/Burkina-Faso-Request-for-a-Three-Year-Arrangement-Under-the-Extended-Credit-Facility-Press-45730>

²⁰ IMF <https://www.imf.org/en/Publications/CR/Issues/2018/03/15/Burkina-Faso-Request-for-a-Three-Year-Arrangement-Under-the-Extended-Credit-Facility-Press-45730>

²¹ <https://www.adaptation-undp.org/explore/western-africa/burkina-faso> (Consulted on May 16, 2019)

²² <https://climateknowledgeportal.worldbank.org/country/burkina-faso> (Consulted on May 17, 2019)

Regarding the inclusive and sustainable growth, decent work and food security outcome, UNDP has developed a programme covering sustainable management of land, adaptation of ecosystems to climate induced risks, and support to the development of local economies and promotion of women entrepreneurship. Projects on adaptation of ecosystems and development of local economies (PADEL) represent the main initiatives, and account for \$1.8 million and \$2.3 million of expenditure, respectively, out of \$5.9 million of the outcome expenditure over the review period. The PADEL has been positioned as a major programme in the implementation of the national development plan (NESDP) as it responds to the goal of structural transformation of the economy for sustainable growth, decent jobs and social welfare. This project covers all the thirteen regions in Burkina Faso and consists of building socioeconomic infrastructure, providing energy services, enhancing social protection for vulnerable households, as well as inclusive financial services at the local level.

As for the outcome on resilience to climate change, natural disaster and humanitarian emergencies, UNDP's programme has focused on the establishment of effective climate information (CI) and early warning systems (EWS), enhancing national and local capacities for resilience, adequate response to emergencies and natural disasters, and promoting weather insurance systems for small holder farmers. The CI/EWS initiative aims at building the population's climate risk awareness and national weather forecasting capacities for effective climate risk management. Total expenditure for the CI/EWS project reaches \$0.4 million out of \$0.62 million for the outcome over the review period.

Table 1. UNDAF and UNDP outcomes (2018-2020)

UNDAF Outcomes involving UNDP	UNDP Outputs (Areas of Contribution)	Planned Resources (US\$ million) 2018-2020	Expenditure* (US\$ million) 2018-2019
<p>Outcome 1.1: By 2020, the effectiveness of institutions is improved and the people of Burkina Faso, particularly those most exposed to the risks of conflict and insecurity, live in peace and security in a state governed by the rule of law.</p>	<p>1.1: Selected institutions at national and decentralized levels with functional capacities, including procedures, systems, and tools for efficient and transparent public procurement</p> <p>1.2: Secretariat for coordinating NESDP and decentralized entities with technical capacities and tools to formulate and monitor programmes based on SDG aligned indicators</p> <p>1.3: Institutions in charge of rule of law, legal aid and national reconciliation with operational capacity to deliver justice services to the population and facilitate the reconciliation process</p> <p>1.4: National security framework and security sector actors with knowledge and tools to carry out their mission in accordance with democratic principles</p> <p>1.5: Civil society organizations (CSO), Community leaders (including women) at central and local levels and border areas have inclusive dialogue forums and citizen oversight mechanisms</p>	<p>Regular: 7.383</p> <p>Other: 1.5</p>	<p>Regular: 0.96</p> <p>Other: 3.01</p>
<p>Outcome 3.2: By the end of 2020, populations, especially young people and women in intervention areas (urban/rural), increase their income, adopt sustainable production and consumption patterns, and improve their food security</p>	<p>2.1: Targeted households have modern energy services for their livelihood and domestic consumption</p> <p>2.2: Youth and women have leadership and business skills to create and benefit from green and information communication technology (ICT) related job opportunities in targeted areas</p> <p>2.3: Central and local institutions, communities and CSOs in target areas with technical knowledge to adapt new practices and capacities to integrate management of sustainable natural resources in their development plans</p> <p>2.4: Local communities in the Sahel, Mouhoun, Central North, Central-South and Central West enabled to apply sustainable and climate-adapted agricultural techniques</p>	<p>Regular: 7.279</p> <p>Other: 353.018</p>	<p>Regular: 1.83</p> <p>Other: 4.10</p>
<p>Outcome 4.2: By 2020, populations, especially vulnerable groups, in target areas are more resilient to climatic and environmental shocks</p>	<p>3.1: National and local institutions have a gender-sensitive risk management/governance system in place focusing on disaster prevention, preparedness interventions and recovery</p> <p>3.2: National and local institutions involved in disaster risk management have strengthened technical capacities to address disasters and other emergencies</p> <p>3.3: Central and local institutions in charge of emergency response have the capacity to ensure coordinated response in case of disasters</p>	<p>Regular: 5.5</p> <p>Other: 2.5</p>	<p>Regular: 0.18</p> <p>Other: 0.43</p>
		<p>Regular: 20.162</p> <p>Other: 357.018</p> <p>Total: 377.18</p>	<p>Regular: 4.79</p> <p>Other: 7.96</p> <p>Total: 12.74</p>

Source: UNDP Burkina Faso Country Programme Document 2018-2020

*Financial figures extracted from UNDP Atlas/PowerBi tool as of May 2019

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 last independent country programme evaluation in Burkina Faso was conducted by the IEO in 2009, covering the CPD for the period 2002-2008. This ICPE will cover the current programme cycle 2018-2020 and will focus on the results UNDP intended to achieve in support of the implementation of the UNDAF 2018-2020, as approved by the Executive Board.

As the country-level evaluation of UNDP, this ICPE will focus on the formal UNDP country programme defined in the Country Programme Document (CPD). The scope of the ICPE includes the entirety of UNDP's activities in the country and therefore covers interventions funded by all sources, including core UNDP resources, donor funds, government funds. Initiatives stemming from regional and global programmes as relevant will also be included in the scope of the ICPE.

Special efforts will be made to capture the role and contribution of UNV and UNCDF through undertaking joint work with UNDP in line with the UN approach of "Delivering as One". This information will be used for synthesis in order to provide corporate level evaluative evidence of performance of the associated fund and programme.

5. Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.²³ The ICPE will address the following three key evaluation questions.²⁴ 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 analyzed 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 influenced - 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 (including through south-south and

²³ <http://www.uneval.org/document/detail/1914>

²⁴ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

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.

The evaluation of the Burkina Faso Country Programme will particularly look at the joint programming and implementation in line with the UN approach of "Delivery as One" promoted by the UNDAF for development effectiveness and coordination. The evaluation will also focus on innovative practices implemented by the Programme and assess their contribution to the delivery of results.

6. Data collection

Assessment of data collection constraints and existing data. An assessment was carried for each outcome to ascertain the available information, identify data constraints, and determine the data collection needs and method. The assessment outlined the level of valuable data that is available.

The assessment indicates that a total of six decentralized evaluations of projects were carried out by the country office during the period under review. Four of these evaluations were planned for the current country programme cycle, and evaluated projects representing about 25% of the programmatic expenditures across the three outcome areas of the CPD under review. The coverage by decentralized evaluations has been focused on the inclusive and sustainable growth, decent work, and food security outcome area. Only one project was evaluated under the resilience to the effects of climate change, natural disasters, and humanitarian emergencies outcome area. No decentralized evaluations are currently available for projects in the area of institutional efficiency, rule of law, social cohesion, and security. 3 out of the 6 decentralized evaluations were quality assessed by the IEO, two moderately satisfactory and one moderately unsatisfactory, indicating that they might provide limited evaluative information for this exercise. There is no Country Programme evaluation of the previous programme period available, and only a mid-term review of the 2011-2017 UNDAF (conducted in 2014).

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.

Although Burkina Faso has been experiencing terrorist attacks in the capital as well as inside the country, the security situation prevailing is quite stable, and the data collection mission is expected to be conducted smoothly. However, the evaluation team will maintain continuous consultations with the country office and UNDSS for the preparation of the in-country mission and monitor the evolving security situation to determine the feasibility of accessing project sites and meetings key stakeholders during the data collection phase in Burkina Faso.

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

The criteria for selecting projects for field visits include:

- Programme coverage (projects covering the various components and cross-cutting areas, new and long standing projects);
- 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 various regions);
- Maturity (covering both completed and active projects);
- Ability to access projects based on security situation in the country and regions of projects implementation

The IEO and the CO will identify an initial list of background and programme-related documents and post it 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 and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including the quality assurance reports.

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

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

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

7. Management arrangements

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Burkina Faso country office, the Regional Bureau for Africa and the Government of Burkina Faso, as appropriate, based on UNDP programmatic engagement in the country. 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 Burkina Faso: The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects, and activities in the country, and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team support in kind in the preparation and conduct of country level data collection missions (e.g. arranging meetings with project staff, stakeholders and beneficiaries; and assistance for the project site visits, including providing all necessary security related information in liaison with local UNDSS officers). To ensure the anonymity of the views expressed in interviews with stakeholders for data collection purposes, CO staff will not participate. The country office will jointly organize the final stakeholder debriefing, 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 prepare a management response in consultation with the regional bureau and will support the use and dissemination of the final outputs of the ICPE process.

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

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

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder workshop, 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, she/he will help backstop the work of other team members.
- **Consultants:** 1 or 2 external thematic consultants (preferably national/regional but international consultants will also be considered, as needed) will be recruited to collect data and help assess the programme and/or the specific outcome areas. Under the guidance of LE, they will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report. The consultants will support the data collection process in Ouagadougou and inside the Country.
- **Research Assistant (RA):** A research assistant based in the IEO will support the background research, data collection and analysis.

8. Evaluation process

The ICPE will be conducted according to the approved IEO process²⁵. The following represents a summary of the five key phases of the process, which constitute framework for conducting the evaluation.

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

Phase 2: Desk analysis. Further in-depth data collection is conducted, by administering an “advance questionnaire” and interviews (via phone, Skype etc.) with key stakeholders, including country office staff. Based on these the key evaluation questions will guide the evaluation matrix containing detailed questions and means of data collection and verification to guide data collection based on an overall evaluation matrix for the ICPEs. Evaluation team members conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection.

Phase 3: Field data collection. The data collection will consist in an in-country mission in Burkina Faso in September 2019. The estimated duration of the in-country mission is up to 2 calendar weeks. Data will be collected according to the approach outlined in Section 6 with responsibilities outlined in Section 8. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team holds a formal debrief presentation of the key preliminary findings at the country office.

²⁵ The evaluation will be conducted according to the [ICPE Process Manual](#) and the [ICPE Methodology Manual](#)

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft (“zero draft”) of the ICPE report will be subject to peer review by IEO and the Evaluation Advisory Panel (EAP). Once the first draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Africa 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 Burkina Faso 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. 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 evaluation report will be finalized.

Phase 5: Publication and dissemination. The ICPE report and brief summary will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Burkina Faso country office and the Government of Burkina Faso will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website²⁶ as well as in the Evaluation Resource Centre (ERC). The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.²⁷

²⁶ web.undp.org/evaluation

²⁷ erc.undp.org

9. Timeframe for the ICPE process

The timeframe and responsibilities for the evaluation process are tentatively²⁸ as follows in Table 3:

Table 3: Timeframe for the ICPE process going to the Board in June 2020		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE	June 2019
Selection of other evaluation team members	LE	June-July 2019
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	Evaluation team	July-August 2019
Phase 3: Data Collection		
Data collection and preliminary findings – Burkina Faso	Evaluation team	30 Sept-11 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 and EAP	LE	Mid-December 2019
First draft ICPE for CO/RB review	CO/RB	January 2020
Second draft ICPE shared with GOV	CO/GOV	February 2020
Draft management response	CO/RB	February 2020
Final debriefing with national stakeholders	CO/LE	March 2020
Phase 5: Production and Follow-up		
Editing and formatting	IEO	May 2020
Final report and Evaluation Brief	IEO	May 2020
Dissemination of the final report	IEO/CO	June 2020

²⁸ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.