

ANNEX 1. TERMS OF REFERENCE

I. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs),¹ previously known as “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/Subregional 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.² The responsibility of the 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. While maintaining its independence, the IEO will conduct the evaluation in close collaboration with the UNDP office in Barbados, the UNDP Regional Bureau for Latin America and the Caribbean (RBLAC), the United Nations sub-regional office in Barbados, the Commission of the Organization of Eastern Caribbean States (OECS) and its member states.³

This is the second evaluation conducted by IEO in Barbados and the Eastern Caribbean.⁴ The evaluation will focus on UNDP’s work during the current UNDP programme cycle of 2017-2021, with a view to contributing to the preparation of UNDP’s new programme starting from 2022. As the IEO will also conduct a thematic evaluation on Disaster Risk Reduction and Climate Change Adaptation (DRR/CCA) in 2020, the two evaluation teams will jointly evaluate the DRR/CCA portfolio in Barbados and Eastern Caribbean to enhance efficiency and coherence.

II. SUB-REGIONAL CONTEXT

Over the last three decades, the part of the Eastern Caribbean region covered by the UNDP’s sub-regional

¹ For the purpose of this exercise, the sub-regional programme in Barbados and the Organization of Eastern Caribbean States will be considered as “one country”.

² <http://web.undp.org/evaluation/policy.shtml>.

³ Antigua and Barbuda, Commonwealth of Dominica, Grenada, Montserrat, The Federation of St Kitts and Nevis, Saint Lucia, St Vincent and the Grenadines, British Virgin Islands, Anguilla, Martinique and Guadeloupe. UNDP’s sub-regional office is responsible for covering all OECS’ countries except Martinique and Guadeloupe.

⁴ IEO conducted an ADR in 2009. <http://web.undp.org/evaluation/evaluations/adr/barbados-oecs.shtml>

office of Barbados has moved from focusing on mono-crop agriculture to service economies primarily based on tourism. Despite some success, this transition has been accompanied by weak economic growth. Gross domestic product (GDP) of the Caribbean Small States at large⁵ averaged 1 percent for the period 2010 to 2015, contracted during 2016 (-1.6 percent) and 2017 (-0.2 percent) and returned to positive figures in 2018 (+1.3 percent).⁶ Debt-to-GDP levels in the Caribbean continue to be elevated, and considerable fiscal initiatives are underway to reduce them. Efforts are especially strong in Barbados to tackle unsustainable debt levels, which had reached 148.4 percent in 2017 and reduced to an estimated 126.9 percent of GDP at the end of 2018.⁷

Economic challenges are exacerbated by climate change. It is considered that between 1966 and 2015, 60% of all climate-related disasters in Small Island Developing States (SIDS) occurred in the Caribbean; the region accounted for about 90% of all deaths, 79% of all affected persons, and almost 90% of all damage costs within that period.⁸ The 2017 Hurricanes Irma and Maria heavily hit the sub-region. Thousands of people were made homeless, and key infrastructures for transportation, water, health, education got destroyed. The hurricanes damaged or destroyed 95 percent of houses in Barbuda, 90 percent of all roofs in Dominica, and more than 70 percent of houses in Anguilla and the British Virgin Islands (BVI).⁹ The damage and loss assessment conducted by United Nations Economic Commission for Latin America and the Caribbean (ECLAC) and UNDP estimated total cost of US\$ 2.3 billion for the BVI, 1.37 billion for Dominica, US\$ 327 million for Anguilla, and US\$ 222 million for Barbuda.¹⁰ The sixth Regional Platform for DRR in the Americas, held in June 2018, approved the Regional Action Plan for the Implementation of the Sendai Framework¹¹ which is a nonbinding plan that marks a step towards wider regional efforts to support countries build community resilience and reduce disaster risk and its impacts. Aligned to this is the current 2014-2024 Caribbean comprehensive disaster management (CDM) strategy whose priorities are institutional strengthening; knowledge management to support evidence-based decision making; mainstreaming of CDM in key sectors; and building disaster resilience.¹²

All countries and territories in the sub-region rank high in the Human Development Index, with Barbados ranking highest in the very high human development category (56th) followed by St. Kitts and Nevis (73th), Antigua and Barbuda (74th), Grenada (78th), St. Lucia (89th), St. Vincent and the Grenadines (94th) and Dominica (98th).¹³ The sub-region, however, present persistent challenges linked to poverty and inequality, as documented by ECLAC. Unemployment, particularly among youth, has been rising in the past decade. Youth's chance to be unemployed is three times higher than adults (25 percent vs. 8 percent).¹⁴ Non-communicable diseases are increasingly spread, with the number of people suffering from diabetes being double than expected in Barbados, Saint Vincent and the Grenadines, and the Virgin

⁵ The World Bank sub-region group covering Antigua and Barbuda, The Bahamas, Barbados, Belize, Commonwealth of Dominica, Grenada, Guyana, Jamaica, Federation of Saint Christopher (Kitts) and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago.

⁶ The World Bank Data. <https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=S3>

⁷ Inter-American Development Bank, Caribbean Region Quarterly Bulletin: Volume 8 Issue 1: March 2019

⁸ PAHO. *Caribbean Action Plan on Health and Climate Change*. 2019. Page V.

<http://iris.paho.org/xmlui/handle/123456789/38566>

⁹ Hurricane Irma and Maria: one year on, UNDP, 2019

¹⁰ Economic Commission for Latin America and the Caribbean, *The Caribbean Outlook 2018*.

¹¹ Sendai Framework for Disaster Risk Reduction. <https://www.unisdr.org/we/coordinate/sendai-framework>

¹² <https://www.cdema.org/cdm#cdm-strategy>

¹³ UNDP Human Development Report 2019. <http://hdr.undp.org/en>

¹⁴ ECLAC, *The Caribbean Outlook 2018*

Islands. Gender inequality is perceived mostly in terms of per capita income (with a gap of 33 percent)¹⁵ and participation in decision-making, with the share of women in Ministerial cabinet positions being less than 15 percent in several countries.¹⁶ The sub-region presents the highest rate of gender-based violence in Ibero-american countries: Barbados has the second highest rate of number of women's deaths at the hands of their intimate partner/formal partner (3.4 per 100,000 women), followed by St. Lucia (3.3).¹⁷

Poverty and inequality are, however, difficult to quantify in the absence of adequate national information systems. Poverty data included in the 2018 ECLAC publication date back to 2009 at best; only St. Lucia reported that 25 percent of population lived below the national poverty line in 2016.¹⁸ Full inequality data are only available for Barbados and St Lucia, and only in relation to life expectancy for Antigua and Barbuda and Grenada. When adjusted by inequality, the HDI of Barbados falls to 0.675 (a loss of 17 percent, higher than the 10,7 percent average of high human development countries) and that of St Lucia falls to 0.617 (a loss of 17.2 percent, in line with the average of other high human development countries).¹⁹ The challenges faced by the OECS Regional Statistical System are well acknowledged and include: outdated statistical legislation; inadequate resources allocated to statistical activities; weak institutional capacity; low profile of statistics; inadequate coordination of statistical activities; and feeble demand and use of official statistics.²⁰

III. UNDP PROGRAMME IN BARBADOS AND EASTERN CARIBBEAN

The UNDP sub-regional programme document (SPD) for Barbados and OECS for the period 2017-2021 builds on the results of the Multi-country Programme Action Plan (M-CPAP) for 2012-2016 and responds to the four priorities agreed in the United Nations Multi-Country Sustainable Development Framework (MSDF) for the period of 2016-2020.²¹ These priorities were validated by the 17 Caribbean governments and are aligned with the Caribbean Community strategic plan for 2015-2019, as well as the SIDS accelerated modalities of action pathway and the 2030 Agenda for Sustainable Development.

UNDP's SPD was planned to contribute to four of eight outcomes defined in the MSDF: two in the area of sustainability and resilience, one in support of access to equitable social protection systems, services and economic opportunities (with a focus on data), and one related to enhanced citizen security. Estimated resources amounted to US\$ 57.3 million, with more than half (55 per cent) allocated to DRR/CCA and sustainable energy.

¹⁵ UNDP Human Development Report 2019

¹⁶ The British Virgin Islands, St. Vincent and the Grenadines, St. Kitts and Nevis, Antigua y Barbuda and Dominica. Data from 2018. Gender Equality Observatory, ECLAC

¹⁷ Ibid.

¹⁸ The world Bank Data. <https://data.worldbank.org/indicator/SI.POV.NAHC?locations=S3>

¹⁹ UNDP Human Development Report 2019. Inequality-adjusted HDI (IHDI) data.

²⁰ OECS Statistical Services Unit. *Revolutionizing Our Statistics | Developing Our Societies. 2017 to 2030*. Saint Lucia, 2017.

²¹ The MSDF covers 18 English and Dutch speaking countries and overseas territories. <https://www.unicef.org/about/execboard/files/UNDAF-MSDF-Caribbean.pdf>

Table 1: MSDF outcomes to which the SPD planned to contribute to (2017-21)²²

MSDF outcome	Programme outputs	Indicative resources (\$)	
		Regular	Other
MSDF PRIORITY: AN INCLUSIVE EQUITABLE AND PROSPEROUS CARIBBEAN. OUTCOME 1.2.: ACCESS TO EQUITABLE SOCIAL PROTECTION SYSTEMS, QUALITY SERVICES AND SUSTAINABLE ECONOMIC OPPORTUNITIES IMPROVED			
Outcome 1.2.4 Extent to which national and sub-regional statistical systems are strengthened for evidence-based planning and for monitoring lagging MDGs and SDGs	<p>Output 1.1. Strengthened institutions (central and sub-regional statistical systems) for evidence-based planning for social protection programming and the achievement of the lagging MDGs and the SDGs</p> <p>Output: 1.2. Capacity built for estimation of multi-dimensional poverty and levels of deprivation for improved evidence-based policy making</p> <p>Output 1.3. Implementation of the OECS Regional Strategy for the Development of Statistics (RSDS) supported as part of the wider evidence-based policy and planning agenda for the sub-region</p>	500,000	1,000,000
MSDF PRIORITY: A SUSTAINABLE AND RESILIENT CARIBBEAN. OUTCOME 4.1.: POLICIES AND PROGRAMMES FOR CLIMATE CHANGE ADAPTATION, DISASTER RISK REDUCTION AND UNIVERSAL ACCESS TO CLEAN AND SUSTAINABLE ENERGY IN PLACE			
<p>Outcome 4.1.2. No. of countries where sustainable, resilient and resource-efficient construction and retrofitting has been carried out in at least one government building.</p> <p>Outcome 4.1.4. No. of countries with National Adaptation Plans or Disaster Risk Reduction and Climate Resilient strategies under implementation</p>	<p>Output 2.1. Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access</p> <p>Output 2.2. Action on climate change adaptation and mitigation in line with countries' intended nationally determined contributions pledges across sectors scaled up/improved and implemented</p> <p>Output 2.3. Preparedness systems in place to effectively address the consequences of and response to natural hazards e.g. geo-physical and climate resilient and man-made crisis at all levels of government and communities</p>	350,000	31,559,000

²² Source: UNDP SPD for Barbados and the Organization of Eastern Caribbean States (2017-2021)

MSDF PRIORITY: A SUSTAINABLE AND RESILIENT CARIBBEAN. OUTCOME 4.2.: INCLUSIVE AND SUSTAINABLE SOLUTIONS ADOPTED FOR THE CONSERVATION, RESTORATION AND USE OF ECOSYSTEMS AND NATURAL RESOURCES			
<p>Outcome 4.2.1. No. of countries in which competent national and sub-national authorities are implementing integrated natural resources management guidelines;</p> <p>Outcome 4.2.2. No. of countries implementing international conventions and protocols that seek to adequately value and protect marine and coastal ecosystems</p>	<p>Output 3.1. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste</p> <p>Output 3.2. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation</p>	350,000	12,849,000
MSDF PRIORITY: A SAFE COHESIVE AND JUST CARIBBEAN. OUTCOME 3.2.: EQUITABLE ACCESS TO JUSTICE, PROTECTION, CITIZEN SECURITY AND SAFETY REINFORCED			
<p>Outcome 3.2.1. No. of countries where the number of victims of intentional homicide per 100,000 population has decreased</p> <p>Outcome 3.2.2. No. of countries that have a decrease in the number of women and men reporting experiences of physical and sexual violence</p>	<p>Output 4.1. Quality, comparability and reliability of gender disaggregated citizen security data improved to facilitate national and regional evidence-based planning and policy making</p> <p>Output 4.2. National and regional legislative frameworks and policies on citizen security strengthened, including made more gender sensitive.</p> <p>Output 4.3. Capacities in gender-sensitive crime prevention at the community level strengthened</p>	765,000	10,000,000
Grand Total		57,373,000	

IV. GOAL AND SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to inform the discussion ahead of the development of the SPD for the next programme cycle.

ICPEs are conceived as both accountability and learning tools, in that they aim to provide an account of results achieved and look at factors – both positive and negative - that have driven performance. The ICPE will focus on the formal UNDP sub-regional programme approved by the Executive Board for the period 2017-21. Yet, the ICPE will take into account interventions that may have started in the previous programme cycle but continued in the current one, as well as any adaptation to the SPD driven by contextual factors. In particular, the ICPE will pay close attention to UNDP's response to the 2017 hurricanes, and how this has affected the overall implementation of the programme.

The scope of the ICPE includes the entirety of UNDP's development programmes in the country, whether funded by UNDP's regular resources, donors, and the governments. The support provided by RBLAC and Headquarters will also be considered.

V. EVALUATION QUESTIONS AND APPROACH

The ICPE will address three main evaluation questions, which will also guide the presentation of the evaluation findings in the report: ²³

- i. What did the UNDP sub-regional programme intend to achieve during the period under review?
- ii. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
- iii. 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 to better understand how, and under what conditions, UNDP's interventions are expected to lead to inclusive and prosperous, sustainable and resilient, safe and cohesive Caribbean. 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. To the extent possible, the ICPE will seek to use available indicators to measure or assess progress towards the outcomes. In assessing the SPD's progression, UNDP's capacity to adapt to the changing context and respond to national/sub-regional development needs and priorities will also be looked at. 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.

The effectiveness of UNDP's sub-regional 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.

²³ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the standard criteria by the Development Assistance Committee of the Organization for Economic Cooperation and Development. More detailed sub-questions will be developed during the desk review phase of the evaluation and included in an evaluation matrix.

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 sub-regional and 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 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 IEO will 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 region.

VI. METHODOLOGY AND DATA COLLECTION

The ICPE will rely on a triangulation of data collected through various sources, including:

- a. Desk review of programmatic and project-level documentation, including background context documents; strategies and theories of change developed by UNDP sub-regional office; Results Oriented Annual Reports; project documents and progress reports; and decentralized evaluations²⁴ conducted by the country office and partners.
- b. Interviews/focus group discussions with key informants, including UNDP staff at Headquarters, regional, and country level; members of the United Nations Regional Team, government representatives and members of sub-regional and regional organizations, donors, civil society organizations, and beneficiaries of project interventions.
- c. Field visits to project sites, selected based on a number of criteria including project's size, duration of intervention, proximity to other project sites. All outcome areas will be covered, as appropriate. 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.²⁵
- d. An advance questionnaire will be administered to the sub-regional office before the data collection mission.

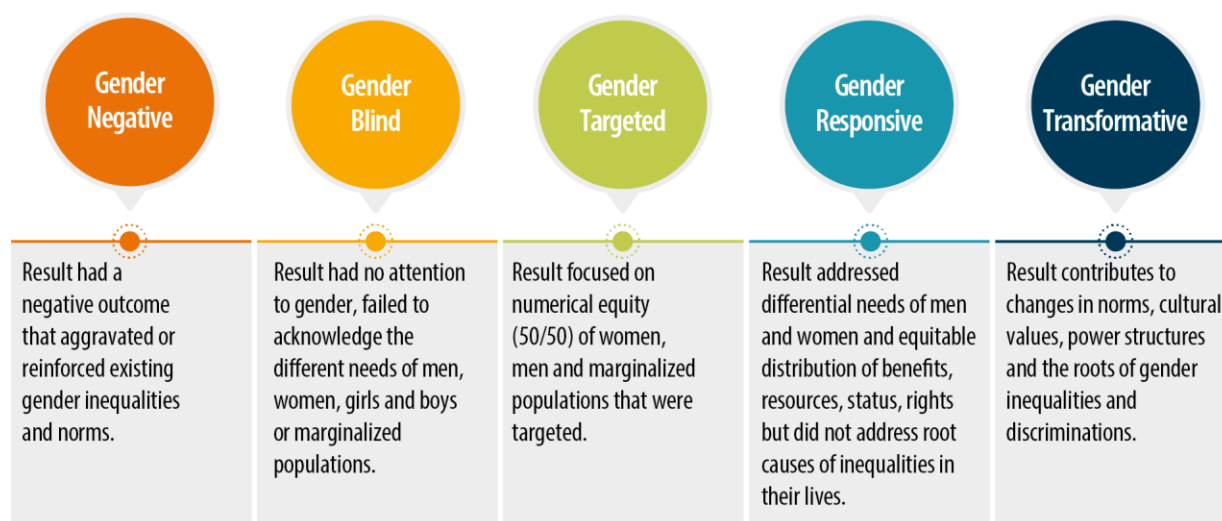
IEO will conduct the evaluation in compliance with United Nations Evaluation Group norms and standards.²⁶ In line with UNDP's gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes. The evaluation will analyze the extent to which UNDP's support was designed to, and did, contribute to gender equality through an analysis of gender marker-related data 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.

²⁴ In the period 2017-20, UNDP Barbados commissioned five project evaluations, three in the area of DRR/CCA and energy, and two in the area of biodiversity and ecosystem management

²⁵ According to the United Nations Department of Safety and Security, the security level in effect in Barbados and OECS is low, implying minimal limitations to the evaluation team's ability to travel to project sites in different parts of the region.

²⁶ <http://www.uneval.org/document/detail/1914>

Figure 1: IEO's Gender Results Effectiveness Scale



VII. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The ICPE will be conducted under the overall guidance of the UNDP IEO's Director and the Chief of Section, Country Programme Evaluation. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team, which will be composed by:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for managing the ICPE, including preparing for and designing the evaluation 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.
- **Associate Lead Evaluator (ALE):** The ALE 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 ALE will support the drafting of the report and support the LE in other aspects of the ICPE process as may be required.
- **Research Associate (RA):** The RA will provide background research, support the portfolio analysis and support in other aspects of the ICPE process as may be required.
- **Consultants:** One consultant will be recruited to cover the DRR/CCA portfolio. Under the guidance of LE, s/he will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report.

Table 2: Data collection responsibility by outcome area

Outcome	Data collection and report
Outcome 1 – Access to equitable social protection systems, quality services and sustainable economic opportunities improved	LE + RA
Outcome 2 – Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place	Consultant
Outcome 3 – inclusive and sustainable solutions adopted for the conservation, restoration and use of ecosystems and national resources	ALE
Outcome 4 – Equitable access to justice, protection, citizen security and safety reinforced	LE
General strategic and management issues	LE

IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Sub-Regional Office in Barbados: The sub-regional office will support the evaluation team to liaise with key partners and other stakeholders, 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 sub-regional 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, sub-regional office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. The sub-regional 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 Latin America and the Caribbean: RBLAC will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations.

VIII. 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. The IEO starts collecting data and documentation internally first and then filling data gaps with help from the UNDP sub-regional 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 UNDP staff in Barbados and project countries. 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: Data collection.** Data collection will be conducted in two phases. In March, the evaluation consultant – accompanied by the Lead Evaluator of the Thematic Evaluation for DRR/CCA – will

undertake a field mission to collect project-level data, and conduct interviews with staff, partners, and project beneficiaries. In April, the ICPE team will undertake a second visit to collect data related to outcomes 1,3, and 4 and interview UNDP senior managers and partners. Both visits will have a duration of 5-8 working days. At the end of the mission, the evaluation team will hold a debrief presentation of the key preliminary findings at the sub-regional 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 sub-regional office and the UNDP RBLAC 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 sub-regional 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 /sub-regional 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/sub-regional 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 SPD. 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 sub-regional office and the OECS Commission and its member states 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. RBLAC will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.²⁸

²⁷ web.undp.org/evaluation/

²⁸ erc.undp.org

IX. 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 September 2021		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Director	LE	January 2020
Selection of consultant	LE/ALE	January – February 2020
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	January – March 2020
Advance questionnaires to the CO	Evaluation team and country office	March 2020
Phase 3: Data collection		
DRR/CCA mission	LE DRR/CCA evaluation and consultant	March 2020
Mission	Evaluation team	April 2020
Phase 5: Analysis, report writing, quality review and debrief		
Analysis of data and submission of background papers	Evaluation Team	April-May 2020
Zero draft for internal IEO clearance/IEAP comments	LE	June-July 2020
First draft to CO/RBLAC for comments	LE/Country office/RBLAC	August 2020
Second draft shared with the government and national stakeholders	LE/CO/Government	October 2020
Draft management response	Country office	November 2020
Stakeholder workshop via video-conference	IEO/CO/RBLAC	November-December 2020
Phase 6: Publication and dissemination		
Editing and formatting	IEO	December 2020 – January 2021
Final report and evaluation brief	IEO	December 2020 – January 2021
Dissemination of the final report	IEO	December 2020 – January 2021

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