

ANNEX 1. TERMS OF REFERENCE

INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs), previously called “Assessment of Development Results” (ADRs) to capture and demonstrate evaluative evidence of UNDP’s contributions to national development priorities, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of IEO is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) enhance the independence, credibility and utility of the evaluation function and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

This is the third ICPE for Viet Nam and will be conducted in 2020 towards the end of the current UNDP programme cycle of 2017-2021, with a view to contributing to the preparation of UNDP’s new programme starting from 2021. The ICPE will be conducted in close collaboration with the Government of Viet Nam, and UNDP Regional Bureau for Asia and the Pacific.

NATIONAL CONTEXT

Viet Nam’s HDI value for 2018, is 0.693² which put the country in the medium human development category, positioning it at 118 out of 189 countries. It is a lower-middle-income country (MIC)³ with a GDP per capita reaching to US\$2,563⁴, from around \$100 in 1980.

Viet Nam has achieved significant achievements in economic growth. Following the reunification in 1975 and with the dramatic growth achieved through intensive political and free-market economic reforms launched in 1986 (Doi Moi), Viet Nam has transformed itself from one of the world’s poorest nations to one of the most dynamic emerging countries in the region, with more three decades of interrupted growth, making it one of the great economic success stories of the 21st century. The economy reached a peak of 7.1 percent in 2018 and expected to remain robust at around 6.5% in 2020 and 2021⁵. The steady and strong growth has been attributed to factor accumulation and underpinned by a rapidly expanding labor force and high investment rates.⁶

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

² Human Development Indicators: <http://hdr.undp.org/en/countries/profiles/VNM>

³ MIC status achieved in 2010

⁴ World Bank data 2018

⁵ World Bank data

⁶ World Bank data

Poverty reduction and social development: It is noted, many important improvements such as the health insurance coverage is reaching more than 90%, adoption of multidimensional poverty (MDP) measurements, making Viet Nam one of the first pioneering countries in Asia and Pacific Region that adopted the MDP approach to achieve SDG1 “eliminate poverty in all its dimensions and everywhere”. The UNDP 2018 Report on Measurement and Uses of Multi-dimensional Poverty in Asia-Pacific Countries emphasized that “Unlike many other countries of the region, Viet Nam is most successful to use MDP as a tool for targeting, policy development and development monitoring. The Government of Viet Nam has extended the approach to identify poor at commune level”. There is however concerns that poverty gains are fragile, with a significant portion of the population vulnerable to falling back into poverty. Thus, the recently approved by the National Assembly Master Plan for socio-economic development of ethnic minority areas is an important change in realizing the commitment to leave no one behind. In addition, it is noted that Viet Nam has also approved the Master-plan on social assistance reform and Master Plan for Social Insurance Reform which laid out the key foundation for Viet Nam in developing an inclusive social protection system. *Viet Nam is experiencing rapid demographic change.* Viet Nam as a population of 95.5 million, on which 36 percent, live in urban areas⁷ and 33 percent between the age of 0-14. The population is expected to expand to 120 million around 2050⁸. Viet Nam is a diverse country with 54 ethnic groups. The Kinh majority group accounts for about 87 percent of the total population and mainly live in the Red River delta, the central coastal delta, the Mekong delta and major cities. The other 53 ethnic minority groups are scattered over mountain areas (covering two-thirds of the country’s territory) from the north to the south. Administratively, the country has 63 provinces, each governed by a People’s Council and a People’s Committee.

Development in the country is guided by the SEDP 2016-2020 which aspires to build an inclusive and sustainable development model, balancing economic, social and environmental imperatives so that all citizens benefit from development gains. The recent VNR reported that Viet Nam has achieved a number of SDG-related results.⁹

Disparities by ethnicity, gender and locality and unequal access to services. The poor nowadays is also specifically associated with ethnic minorities in mountainous area rather than urban migrants. About 6.6 million of the 9 million poor people are from ethnic minority heritage, although they only account for around 15 percent of the total population. Some ethnic minority groups even have poverty rate as high as 70-80 percent such as Hmong, Kho Mu, Xo Dang.¹⁰ Secondary enrolment rates are over 65 percent among the Kinh and Hoa, but fall to as little as 13.7 percent for ethnic minorities.¹¹ Research also shows that ethnic minority girls are substantially less likely than boys to continue to secondary school, college and university. The government has made a constitutional commitment to guarantee equality and non-discrimination for all citizens, yet evidence shows that discrimination remains a

⁷ Human Development Report 2019

⁸ World Bank data

⁹(1) A substantial reduction in the national multi-dimensional poverty rate from 9.9 per cent in 2015 to less than 7 per cent in 2017; (2) Health insurance coverage reaching 86.4 per cent in 2017; (3) A primary net enrolment rate of 99.0 per cent; (4) Women’s representation in the National Assembly in the 2016-2021 term reaching 26.7 per cent; (5) The proportion of households having access to safe water reaching 93.4 per cent in 2016; (6) Access to electricity by more than 99 per cent of Vietnamese households in 2016; (7) Internet use reaching 54.2 per cent; (8) Annual GDP growth rates at 6.7, 6.2, and 6.8 per cent for 2015, 2016, and 2017 respectively; (9) Improvements in the protection and management of the environment and natural resources and an increase in forest cover to 41.5 per cent in 2017; and (10) A reduction in inequality and an improvement in the promotion of access to justice and information.

¹⁰ UNDP Reducing rural poverty in Viet Na issues and policy challenges, 2019

¹¹ UNDP Viet Nam (2015). National Human Development Report.

challenge. Policies designed to reduce poverty among ethnic minorities in the poorest districts have been found to be limited in their effectiveness and efficiency¹², non-participatory, and not meeting the needs of these groups. By region, Mekong River Delta is still the region having the highest MPI, followed by the Northern Mountains and Uplands. Red River Delta has the lowest MPI.

Gender inequality. Viet Nam gender development index (GDI) value in 2018 was 1.003, placing it in the group of medium to high equality in HDI achievements between women and men. Viet Nam's gender inequality index (GII) value is 0.314 in 2018, ranking it 118 out of 189 countries. Women hold 27 percent of parliamentary seats, still low compared to the 33 percent target established by the National Gender Equality Strategy. 66 percent of adult women have reached at least a secondary level of education compared to 77 percent of their male counterparts. Female participation in the labour market is 72 percent compared to 82 for men. Gender disparity in income in the labour market has not been changing. Women participation in politics remains low and still lags far behind the set targets.

Institution accountability and access to justice. According to the Transparency International's 2018 Corruption Perception Index, Viet Nam ranked 117th out of 180 countries scoring 33/100.¹³ The 2018 PAPI report revealed that corruption was one of the top three issues of greatest concern for Vietnamese citizens. However, according to their perception and experience, the situation seems to have improved compared to previous years. In the same report, nearly 60% of citizens said that corruption at the commune level had decreased in the past three years, the proportion dropped to less than 50% when asked about corruption at the national level. The 2018 PAPI Report results show that citizens are more satisfied with the most basic public services and have more interaction with local officials. The report concluded that there is room for further reforms and better implementation of policy by local governments as they strive to be more open, transparent, accountable, and responsive, and to act with integrity. Mechanisms for citizens, especially disadvantaged groups such as ethnic minorities, persons with disabilities, and so on, to participate in policymaking, continue to remain weak. Access to justice also remains limited for these groups.

Income disparities have increased modestly, with 2016 GINI coefficient rising to 0.35 in 2016, compared to 0.34 in 2014¹⁴. Income shared by the richest 10% is at 27.1. Concerns over inequality have arisen despite Vietnam's record of inclusive growth. The concerns in part reflect the substantial differences in economic conditions by geography and ethnic group. They also reflect the gap between the very wealthy and most Vietnamese and the significant inequality of opportunity.¹⁵ Members of ethnic minority groups make up less than 15 percent of the country's population but account for 70 percent of the extreme poor.

*Viet Nam is one of the most affected countries by climate change*¹⁶. More notably, Mekong Delta is among the most vulnerable in the world to rising sea levels and drought, which devastate crop production. At the same time, saltwater intrusion in other parts of the country contaminated potable water, which continues to threaten widespread water insecurity. The recent Intergovernmental Panel on Climate Change (IPCC)¹⁷ noted that in Viet Nam, at least 50 million people would be exposed to impacts of rising sea levels and more powerful storms, among other dangers. Women's inequality

¹² Nguyen Tran Lam (2016). Social Change and Inequality in Vietnam. Paper presented at The Asian Development Bank Institute (ADBI) Workshop on Structural transformation and inclusive growth, Tokyo, Japan, 20–21 September 2016.

¹³ 0 is highly corrupt and 100 is very clean. <https://www.transparency.org/cpi2018>

¹⁴ World Bank data <https://data.worldbank.org/indicator/SI.POV.GINI?locations=VN>

¹⁵ World Bank: Inequality in Vietnam: A Special Focus of the Taking Stock Report July 2014

¹⁶ World Bank report

¹⁷ World Bank report

makes them particularly vulnerable to the hazards of climate change. Women’s resilience is hampered by social, cultural, and political disadvantages. Other key environment challenges are related to the high environmental footprint of the country’s growth, and effective mitigation and adaptation to climate change. Carbon emission has risen from 0.26 metric tons in 1990 to 2.0 metric tons in 2016¹⁸ with the future projection of increase up to 4 times¹⁹ in absolute total and making up 86 percent of total net-emissions in 2030. Increased GHG emissions will have negative impacts on the quality of life and achievements of SDGs.

UNDP PROGRAMME IN VIET NAM

The country programme is aligned with the Government's SEDP²⁰ 2016-2020 and contributes to the One United Nations Strategic Plan, 2017-2021. One United Nations Plan outcomes, UNDP programme outputs and indicative resources are summarized in the following table:

Table 1: One United Nations Plan outcomes, UNDP programme outputs and indicative resources (2017-2021)				
One United Nations Plan outcomes and UNDP country programme outputs		Planned resources (US\$ millions) (2017-2021)	Budget (US\$ million) 2017-2020	Expenditure (US\$ million) 2017-2020
Outcome 1: By 2021, all people benefit from inclusive and equitable social protection systems and poverty reduction services, which will reduce multidimensional poverty and vulnerabilities	1.1: National Targeted Programmes (NTPs) reduce entrenched and extreme poverty in ethnic minority and remote communities, especially among women 1.2: National and subnational systems, institutions and policies reduce multidimensional poverty, exclusion and inequality, particularly for urban settings 1.3: Social protection is progressively expanded based on a life-cycle approach and universal floor coverage.	Regular resources \$9,400,000 Other resources \$30,000,000	5,586,670	3,010,125
Total outcome 1		39,400,000	5,586,670	3,010,125

¹⁸ UNDP Human Development Indicators <http://hdr.undp.org/en/indicators/186606>

¹⁹ THE SECOND BIENNIAL UPDATED REPORT OF VIET NAM TO THE UNITED NATIONS FRAMEWORK CONVENTION ON CLIMATE CHANGE 2017 https://unfccc.int/sites/default/files/resource/97620135_Viet%20Nam-BUR2-1-Viet%20Nam%20-%20BUR2.pdf

²⁰ The Government of Viet Nam's 2016–2020 Socio-Economic Development Plan

<p>Outcome 2: By 2021, Viet Nam has accelerated its transition to low-carbon and green development, and enhanced its adaptation and resilience to climate change and natural disasters, with a focus on empowering the poor and vulnerable groups.</p>	<p>2.1: Reduced greenhouse gas emissions in key sectors and cities through low-emission and green development 2.2 Adaptation and resilience of vulnerable communities to climate change and disasters increased through UNDP-assisted scale up of community actions 2.3 Policies, systems and technologies in place to enable people to benefit from sustainable management of natural resources (forests, ecosystems), and reduced environmental and health risks</p>	<p>Regular resources \$5,560,000 Other resources \$65,000,000</p>	<p>61,965,010</p>	<p>44,091,086</p>
<p>Total outcome 2</p>		<p>70,560,000</p>	<p>61,965,010</p>	<p>44,091,086</p>
<p>Outcome 3: By 2021, participatory and transparent decision-making processes and accountable institutions are strengthened, with policies and implementation mechanisms that are responsive to all people, particularly vulnerable groups, women, youth and children.</p>	<p>3.1: Functions and capacity of the rule of law institutions supported, including to strengthen the protection of human rights and improve access to justice and redress 3.2: Increase in women’s participation in decision-making and representation in leadership positions 3.3: Frameworks and dialogues processes strengthened for effective and transparent engagement of civil society in national development 3.4: Legal framework improved and accountability of institutions enhanced to address awareness,</p>	<p>Regular resources \$8,341,000 Other resources \$15,000,000</p>	<p>28,508,312</p>	<p>22,487,471</p>

	prevention and enforcement of anticorruption measures across sectors and stakeholders 3.5: National data collection, measurement and analytical systems in place to monitor progress on the SDGs and to inform plans, policies and budgets at national and subnational levels			
Total outcome 3		\$23,341,000	28,508,312	22,487,471
Grand total		\$132,000,000	96,059,993	69,588,682

Source: UNDP Viet Nam Country Programme Document 2017-2021 and Atlas extraction as of November 2020.

Main donors contributing to UNDP in the country are Green Climate Fund, Korean International Cooperation Agency, the EU, the UK, GEF, Australian DFAT, UK Space Agency, USAID, Government of Germany, etc.

UNDP Viet Nam operated under the One UN Initiative. Launched in early 2006, the One UN Initiative aimed to reduce duplication, improve coordination and make UN agencies work together more effectively and efficiently. The UN Country Team in Viet Nam works "as one" to support Viet Nam in its development efforts. The UN's support is outlined in the One Plan, the combined planning framework for all the UN organizations in Viet Nam, including UNDP. UNDP is also managing the building of a Green One UN House which houses all resident UN agencies in Viet Nam.

SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The ICPE will focus on the present programme cycle (2017 - 2020) while taking into account interventions which may have started in the previous programme cycle (2012-2016) but continued or concluded in the current programme cycle.

As a country-level evaluation of UNDP, the ICPE will focus on the formal UNDP country programme approved by the Executive Board but will also consider any changes from the initial CPD during the period under review. The scope of the ICPE will include the entirety of UNDPs activities in the country and will therefore cover interventions funded by all sources, including core UNDP resources, donor funds, government funds, etc. Efforts will also be made to capture the role and contribution of UNV, UNCDF through undertaking joint work with UNDP.

KEY EVALUATION QUESTIONS AND GUIDING PRINCIPLES

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.²¹ The ICPE will address the following three main evaluation questions.²² These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

ICPEs are conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate, to better understand how and under what conditions UNDP's interventions are expected to lead to good governance, poverty reduction and sustainable human development in the country. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes.

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

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

To better understand UNDP's performance, the specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined in response to evaluation question 3. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan²³, as well as the utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals. Special attention will be given to the integration of gender equality and women's empowerment in the design and implementation of the CPD.

Among the three key CPD Outcomes which will be reviewed as planned, to the extent possible, the evaluation team will assess UNDP efforts towards strengthening the environment for civic engagement and poverty reduction in Viet Nam.

APPROACH AND METHODOLOGY

Assessment of existing data and data collection constraints: The assessment indicates that there were 13 decentralized project evaluations and one UNDAF evaluation undertaken during the period from 2016 to the present. Eight of the decentralized evaluations were quality-assessed by IEO: one

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

²² The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.

²³ These principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

report was rated as satisfactory (rating of 5), six reports were rated as moderately satisfactory (rating of 4) and one report rated as moderately unsatisfactory (rating of 3). These evaluations will serve as important inputs into the ICPE. The majority of projects have project documents, and some annual progress reports are available. Overall, the programme has sufficient information to conduct the ICPE.

With respect to indicators, the CPD and CPAP list 5 indicators for the 3 outcome results, and 12 indicators to measure the 11 outputs, with baselines and targets. To the extent possible, the ICPE will seek to use these indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. The data sources of the indicators are not always clearly identified and, in many cases, the evaluation's ability to measure progress against these indicators will depend on national statistics.

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

Data collection methods: The evaluation will use data from primary and secondary sources, including desk review of documentation and information and interviews with key informants, including beneficiaries, partners and managers. An advance questionnaire will be administered to the country office before the data collection mission in the country. A multi-stakeholder approach will be followed and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus group discussions will be used to consult some groups of beneficiaries as appropriate.

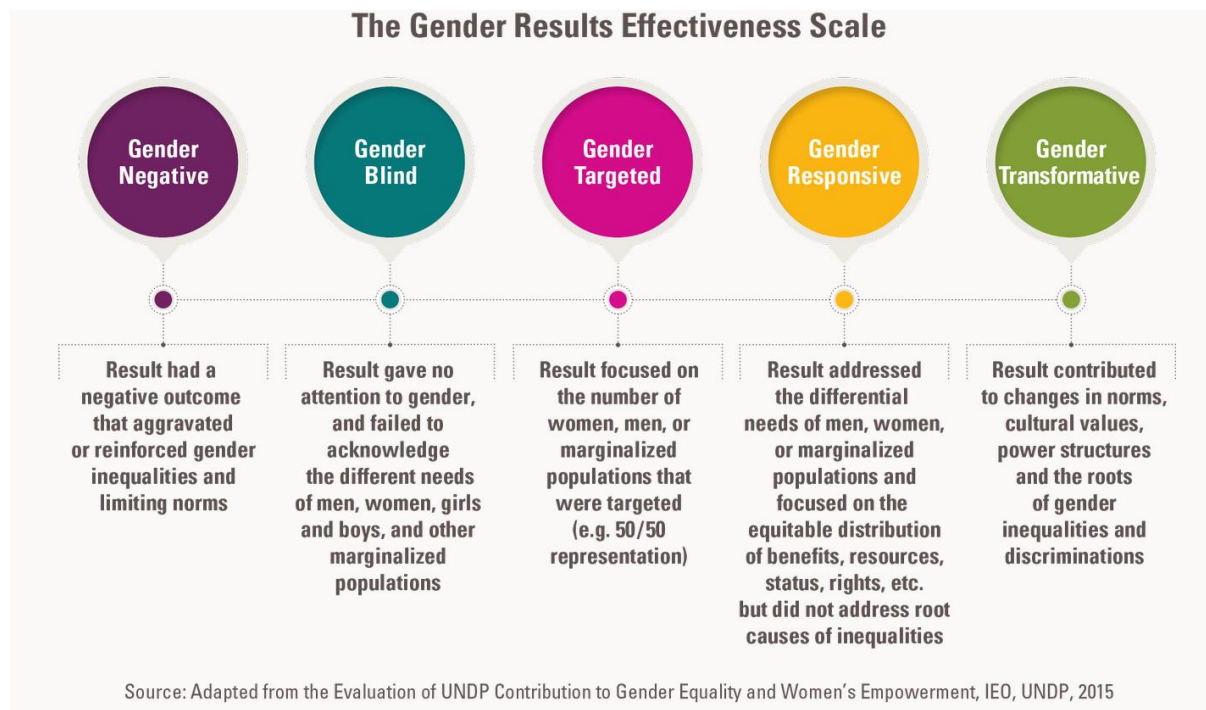
The evaluation team will also undertake field visits to selected project sites to observe the projects first-hand. It is expected that regions where UNDP has a concentration of field projects (in more than one outcome area), as well as those where critical projects are being implemented will be considered.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

The evaluation team will undertake an extensive review of documents. IEO and the country office will identify an initial list of background and programme-related documents which will be posted on an ICPE SharePoint website. The document review will include, among others: background documents on the national context, documents prepared by international partners during the period under review and documents prepared by UN system agencies; programme plans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports; and evaluations conducted by the country office and partners.

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

Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. To assess gender, the evaluation will consider the gender marker²⁴ in the portfolio analyses by outcome area and the gender results effectiveness scale (GRES) when assessing results. The GRES classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative (see figure below). In addition, gender-related questions will be incorporated in the data collection methods and tools, such as the pre-mission questionnaire and interview questionnaire, and reporting.

Figure 1. Gender Results Effectiveness Scale



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

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

MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Viet Nam Country Office, the Regional Bureau for Asia and the Pacific and the Government of

²⁴ 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).

Viet Nam. IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Country Office in Viet Nam: The country office will support the evaluation team to liaise with key partners and other stakeholders and ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the team and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g. arranging meetings with project staff, stakeholders, beneficiaries; assistance for project site visits). To ensure the independence of the views expressed, country office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. The country office will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a video conference with the IEO, where findings and results of the evaluation will be presented. Additionally, the country office will support the use and dissemination of the final outputs of the ICPE process.

UNDP Regional Bureau for Asia and the Pacific (RBAP): RBAP will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations.

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

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for managing the ICPE, including preparing for and designing the evaluation as well as selecting the evaluation team and providing methodological guidance. The LE will be responsible for the synthesis process and the preparation of the draft and final evaluation reports. The LE will be backstopped by another evaluator also from the IEO.
- **Associate 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 review the draft report and support the LE in other aspects of the ICPE process as may be required.
- **Consultants:** 3 consultants (2 international and one national) will be recruited and will be responsible for the outcome areas. Under the guidance of LE, they will conduct preliminary research and data collection activities, prepare outcome analysis papers, and contribute to the preparation of the final ICPE report.
- **Research Analyst:** An IEO research analyst will provide background research and will support the portfolio analysis.

EVALUATION PROCESS

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

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

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

Phase 3: Field-based data collection. During this phase, the evaluation team undertakes a mission to the country to engage in data collection activities. The estimated duration of the mission is around 3 weeks. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team will hold a debrief presentation of the key preliminary findings at the country office.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The draft will first be subject to peer review by IEO and its Evaluation Advisory Panel. Once the draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Asia and the Pacific for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made and the UNDP Viet Nam country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau.

The report will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. The way forward will be discussed with a view to creating greater ownership by national stakeholders with respect to the recommendations as well as to strengthening accountability of UNDP to national stakeholders. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized and published.

Phase 5: Publication and dissemination. The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The ICPE report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Viet Nam country office and the Government of Viet Nam will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website²⁵ as well as in the Evaluation Resource Centre. The Regional Bureau for Asia and the Pacific will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.²⁶

TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively²⁷ as follows in Table 2:

Table 2: 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

²⁵ web.undp.org/evaluation

²⁶ erc.undp.org

²⁷ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

Selection of consultant team members	LE	February 2020
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	May-June 2020
Advance questionnaires to the CO	LE/ALE/CO	Feb-April 2020
Pre-mission country analysis paper	Consultants	June 2020
Phase 3: Field-based data collection		
Mission to Viet Nam	LE/ALE/Consultants	September 2020
Phase 4: Analysis, report writing, quality review and debrief		
Analysis of data and submission of final Outcome Analysis Papers	Consultants	Sep-Oct 2020
Synthesis and report writing	LE/ALE/Consultants	Oct-Nov 2020
Zero draft for internal IOE clearance/IEAP comments	LE/ALE	November 2020
First draft to CO/RBAP for comments	LE/CO/RBAP	December 2020
Second draft shared with the government and national stakeholders	LE/CO/GOV	Dec 2020- Jan 2021
Draft management response	CO	Jan 2021
Stakeholder workshop via videoconference	IEO/CO/RBAP	Jan-Feb 2021
Phase 5: Publication and dissemination		
Editing and formatting	IEO	Feb 2021
Final report and evaluation brief	IEO	Feb 2021
Dissemination of the final report	IEO	Mar 2021