

# ANNEX 1. EVALUATION TERMS OF REFERENCE

## INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “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 effort for achieving development results. The purpose of an ICPE is to:

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

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.<sup>1</sup> 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 Honduras has been selected for an ICPE since its country programme will end in 2021. The ICPE will be conducted in 2020 to feed into the development of the new country programme. The ICPE will be conducted in collaboration with the Government of the Republic of Honduras, with the UNDP Honduras Country Office, and with the UNDP Regional Bureau for Latin America and the Caribbean.

## NATIONAL CONTEXT

Honduras is a low middle-income country<sup>2</sup> and within the medium human development category.<sup>3</sup> It is considered a country with multiple strengths and the potential for economic growth and higher shared prosperity due to its strategic location, growing industrial base and young and growing population.<sup>4</sup> However the country is also facing important social, economic, political and environmental challenges related to high levels of violence and lack of citizen security, poverty and inequality, natural disasters, migration and the political participation and full enjoyment of human rights of excluded populations.<sup>5</sup>

Poverty rates in Honduras seem to have stagnated in recent years and continue to be among the highest in the region. According to official poverty indicators, 61.9 percent of Honduran households (or 67.1 percent of the population) lived below the national poverty line in 2018, representing 5.9 million of persons. The people living

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<sup>1</sup> See UNDP Evaluation Policy: [www.undp.org/eo/documents/Evaluation-Policy.pdf](http://www.undp.org/eo/documents/Evaluation-Policy.pdf). The ICPE will also be conducted in adherence to the Norms and the standards and the ethical Code of Conduct established by the United Nations Evaluation Group ([www.uneval.org](http://www.uneval.org)).

<sup>2</sup> The countries defined as lower middle-income economies are those with a GNI per capita between \$1,006 and \$3,955. Source: The World Bank. <https://www.worldbank.org/en/country/mic>

<sup>3</sup> HDI classifications are based on HDI fixed cut-off points and the medium human development countries are those with HDI value in between 0.550 and 0.699. Source: UNDP HDR 2019. <http://hdr.undp.org/en/home>

<sup>4</sup> The World Bank. Honduras country context. <https://www.worldbank.org/en/country/honduras/overview>

<sup>5</sup> Extracted from UNDP’s Country Programme Document for Honduras 2017-2021

below the International poverty line of USD 1.90 a day, has increased in recent years and its currently at 17.2% one of the highest in Latin America, and almost 4 times larger than average in that region.<sup>6</sup>

The state of democracy in the country has been assessed and characterized as fragile and weak.<sup>7</sup> Honduras regressed on the Transparency International Corruption Perception Index, moving down from 112th in 2015 to 146<sup>th</sup> in 2019<sup>8</sup> out of 180 countries.

The lack of citizen security has been identified<sup>9</sup> as an obstacle to human development and in Honduras the economic cost of violence has been estimated in US 7,447.9 Million in 2018, a 16 percent in terms of GDP, ranking 15<sup>th</sup> out of 163 countries.<sup>10</sup> The national homicide rate was 41.4 (per 100,000 inhabitants). Geographically, the departments of Cortés, Francisco Morazán, Yoro, Olancho, Comayagua and Atlántida accumulated 69.2% of total homicides. Almost 90 percent of the victims were men, while 10% were women in 2018. However, in terms of sexual violence, the figures got reversed, with women representing 87.4 percent of the cases, and among them, young women between 5- and 19-years old accounts for 69.1 percent of the cases.<sup>11</sup> The lack of opportunities is hindering youth prospects and acts as a compounding factor for poverty and citizen security. Honduras has one of the higher rates of the region of youth not in school or in employment, with 27.7 percent in 2017.<sup>12</sup> Around one third of total employment is in agriculture, however, 73 percent of the rural population is living below the income poverty line of USD 5.50 per day.<sup>13</sup> Illiteracy rate in the country is at 12.9 %.<sup>14</sup>

Honduras has been among the most affected countries by natural disasters in the recent past, mainly due to climate change.<sup>15</sup> In 2016, it was chosen as a country pilot to align its National Comprehensive Risk Management Plan for Disasters to the objectives of the Sendai Framework, in order to create more resilient communities and cope with the devastating effects of disasters, mainly hurricanes, floods, droughts, landslides and earthquakes, that has frequently impacted its society, economy and natural resources.<sup>16</sup> Five years of recurring droughts and its consequences in terms of hunger, are driving migration, 8% of families interviewed in the Dry Corridor, mostly small-scale farmers, said they plan to migrate because they lack food.<sup>17</sup> Honduras has been progressively losing forest area, currently accounting for 40 percent while in 1995 was 65 percent of the total land area.<sup>18</sup> Currently the renewable<sup>19</sup> energy consumption in the country stands at 51.5 percent of the total final energy consumption.

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<sup>6</sup> The World Bank. Poverty & equity data portal. <http://povertydata.worldbank.org/poverty/country/HND>

<sup>7</sup> By International IDEA, "Global State of Democracy Indices" <https://www.idea.int/>

<sup>8</sup> Transparency International. <https://www.transparency.org/cpi2019?/news/feature/cpi-2019>

<sup>9</sup> UNDP (2014) Regional Report on Human Development 2013-2014 "Citizen Security with a human face: assessment and proposals for Latin America," p.4.

<sup>10</sup> Institute for Economics and Peace. Global Peace Index. <http://visionofhumanity.org/indexes/global-peace-index/>

<sup>11</sup> University Institute in Democracy, Peace and Security (IUDPAS), Violence Observatory Ed. #52, March 2019. <https://iudpas.unah.edu.hn/>

<sup>12</sup> Percentage of people ages 15–24 who are not in employment or in education or training. <http://www.hdr.undp.org/en/indicators/147906>

<sup>13</sup> World Bank Data. Poverty & equity brief: Honduras. October 2019. <http://povertydata.worldbank.org/poverty/country/HND>

<sup>14</sup> INE. Indicadores Cifras de País 2018. <https://www.ine.gob.hn/V3/cifras-de-pais/>

<sup>15</sup> Germanwatch. Global Climate Risk Index 2020. <https://germanwatch.org/en/cr>

<sup>16</sup> Honduras: Statement made at the Global Platform for Disaster Risk Reduction (2019).

<https://www.preventionweb.net/english/policies/v.php?id=68438&cid=76>

<sup>17</sup> 2018 survey by the U.N. World Food Programme

<sup>18</sup> HDR 2019. <http://www.hdr.undp.org/en/indicators/100806>

<sup>19</sup> Renewable sources include hydroelectric, geothermal, solar, tides, wind, biomass and biofuels. Source: HDR 2019.

## UNDP PROGRAMME STRATEGY IN HONDURAS

The work of UNDP in the country for the period 2017-2021 is guided by the United Nations Development Assistance Framework (UNDAF), which is aligned with the priorities identified by the Government<sup>20</sup>, the 2030 Agenda. The UNDP country programme document (CPD) for Honduras was designed to contribute to three of the five outcomes of the 2017-2021 UNDAF.

- Outcome 1, supporting institutional reforms for effective and transparent participation in democratic spaces, including for vulnerable populations;
- Outcome 2, improving conditions of living, citizen security and access to protection mechanisms, with broad citizen participation;
- Outcome 3, in which population in conditions of poverty and vulnerability to food insecurity in the prioritized regions and municipalities increase their production and productivity, access to decent work, income and responsible consumption, taking into account climate change and eco-system conservation and sustainable management.

The principal focus of the new CPD is reducing vulnerabilities and inequalities, so that no one is left behind. Sustainable Development Goals (SDGs) 1, 5, 10, 12, 13, 16 and 17, in particular, are foundations of the CPD. Indicative resources in the CPD amounted to US\$ 91.97 million, with more than half (62 per cent) allocated to reduce extreme poverty, food insecurity while improving capacities in terms of Climate Change Adaptation (CCA), Disaster Risk Reduction (DRR) and development of productive livelihoods and decent work for women and youth.

UNDAF outcome	CPD outputs	Indicative resources (\$) <sup>21</sup>		Expenditure to date <sup>22</sup>
		Regular	Other	
<b>Outcome 1.</b> Vulnerable Hondurans in target communities have improved the exercise of their rights, with more effective, inclusive and transparent institutions, through broad and effective citizen participation.	Output 1.1. Institutions of the political-electoral system supported to implement regulatory and institutional reforms to strengthen participation, representation and exercise of human rights. Output: 1.2. Implementation of the Universal Periodic Review (UPR) recommendations supported. Output 1.3. Institutions supported for more transparent and efficient management of basic services delivery.	550,000	22,214,220	23,585,992
<b>Outcome 2.</b> The Honduran population, particularly those in	Output 2.1. Strengthened capacity to prevent violence in 10 of the country's 30 most violent municipalities.	200,000	10,624,116	4,059,643

<sup>20</sup> National priorities are identified in key national planning documents, namely, Visión País (2010-2038), Plan de Nación (2010-2022), Government Strategic Plan (2014- 2018) and sectoral cabinets' plans.

<sup>21</sup> Country Programme Document 2017-2021.

<sup>22</sup> Expenditure extracted from Atlas / PowerBi as of December 2019 include data on regional and global projects in Honduras.

vulnerable situations in municipalities experiencing high levels of violence and crime, improve their conditions of living, citizen security and access to protection mechanisms, with broad citizen participation.	Output 2.2. Improved municipal capacity for citizen security management (incl. assessment, planning, monitoring and evaluation)			
<b>Outcome 3.</b> Populations in conditions of poverty and vulnerability to food insecurity in prioritized regions e increase production and productivity, gain access to decent work, increase income and responsible consumption, while taking into account climate change, conservation and sustainable management of eco-systems.	Output 3.1. Sustainable and resilient practices incorporated into the livelihoods of groups in extreme poverty. Output 3.2. Vulnerable communities, including women and youth, access environmentally friendly value chains and markets incorporating sustainable management practices for productive landscapes. Output 3.3. Improved national and local capacities for disaster risk and climate change management with special attention to the contribution of women. Output 3.4. Improved opportunities for economic development of women and youth.	1,000,000	57,382,284	13,851,411
<b>Grand Total</b>		<b>91,970,620</b>		<b>41,497,046<sup>23</sup></b>

## SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme to contribute to the process of developing the new country programme. Thus, the ICPE will focus on the current programme cycle (2017-2021), covering the period of 2017-2020, to provide forward-looking recommendations as input to UNDP Honduras's formulation of its next country programme.

ICPEs focus on the formal UNDP country programmes approved by the Executive Board. The country programmes are defined – depending on the programme cycle and the country – in the Country Programme Document (CPD) and the Country Programme Action Plan (CPAP). The scope of the ICPE includes the entirety of UNDP's development programmes in the country, including those projects running from the previous cycle into the

<sup>23</sup> 5 projects accounting for 764,000 were not yet classified due to lack of information on their outcomes.

current one. The interventions under review are funded by all sources, including those from UNDP's regular resources, donors, and the Government. The efforts supported by UNDP's regional and global programmes will also be included. It is important to note that a UNDP country office may be involved in several activities that may not be included in a specific project. Some of these 'non-project' activities may be crucial for the political and social agenda of a country.

## METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.<sup>24</sup> The ICPE will address the following key evaluation questions.<sup>25</sup> These questions will also guide the presentation of the evaluation findings in the report.

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

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

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

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

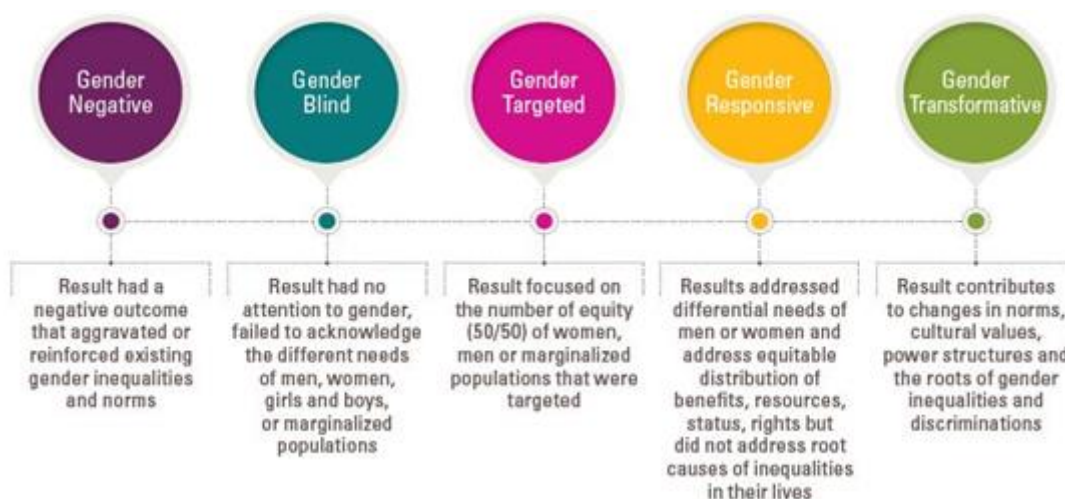
Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. The evaluation will analyse the extent to which UNDP (country) support was designed to and did contribute to gender equality and will consider the gender marker<sup>26</sup> and the gender 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 (see schematic below). In addition, gender-related questions will be incorporated in the data collection methods and tools, such as the interview questionnaire, and reporting.

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<sup>24</sup> <http://www.uneval.org/document/detail/1914>

<sup>25</sup> The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

<sup>26</sup> 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).



## DATA COLLECTION

**Assessment of data collection constraints and existing data.** A preliminary assessment was carried out to identify the evaluable data available as well as potential data collection constraints and opportunities. The Evaluation Resource Center (ERC) information indicates that fourteen evaluations were planned as part of the current programme cycle, but at the time of this TOR preparation, only six project evaluations had been completed<sup>27</sup>. Four further evaluations are planned before the end of 2019. Four are overdue.

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

**Data collection methods.** The evaluation will use data from primary and secondary sources, including desk review of corporate and project documentation and surveys. A multi-stakeholder approach will be followed, and face-to-face and/or telephone/Skype interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, UNDP country office and RBLAC and beneficiaries of the programme. Focus groups will be used to consult some groups of beneficiaries as appropriate. Efforts will be made to collect views from a diverse range of stakeholders on UNDP's performance. At the start of the evaluation, a stakeholder analysis will be conducted with the support of the CO to identify relevant UNDP partners to be consulted, as well as those who may not work with UNDP, but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

<sup>27</sup> 3 had a quality assessment performed by IEO (2 were rated "moderately satisfactory" and 1 "satisfactory").



The criteria for selecting projects for field visits will include:

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

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

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

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

**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 Honduras country office, the Regional Bureau for Latin America and the Caribbean and the Government of Honduras. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

**UNDP Country Office in Honduras:** The Country Office (CO) will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP’s programmes, projects and activities in the country, complete the pre-mission questionnaire and provide factual verifications of the draft report on a timely basis. The CO will provide support in kind (e.g. scheduling of interviews with project staff, stakeholders and beneficiaries; assistance for the project site visits). To ensure the anonymity

of interviewees, the Country Office staff will not participate in the stakeholder interviews. The CO and IEO will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a videoconference, where findings, conclusions and recommendations of the evaluation will be presented. Once a final draft report has been prepared, the CO will prepare a management response to the evaluation recommendations, in consultation with the RB. It will support the use and dissemination of the final ICPE report at the country level.

**UNDP Regional Bureau for Latin America and the Caribbean:** The UNDP Regional Bureau for Latin America and the Caribbean will support the evaluation through information sharing and will also participate in the final stakeholder debriefing. Once the evaluation has been completed, the Bureau is also responsible for monitoring the status and progress of the country office’s implementation of the evaluation recommendations, as defined in its management response.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the ICPE. The IEO team will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder debrief, as appropriate, with the Country Office.
- **Oversight Evaluator (OE):** IEO senior evaluator with an oversight and guidance role to the LE, including quality review of deliverables (TOR, all consultant’s report, final report, etc..) and participation to field data collection mission.
- **Associate Lead Evaluator (ALE):** IEO staff member with the general responsibility to support the LE, including in the preparation of terms of reference, background research, data collection and analysis and the final report. Together with the LE, the ALE will help backstop the work of other team members.
- **Consultants:** two external consultants will be recruited to collect data and help to assess the outcome areas, paying attention to gender equality and women’s empowerment. Under the guidance of the LE and the OE, they will conduct preliminary desk review, develop a data collection plan, prepare outcome analysis papers, conduct data collection in the field, prepare sections of the report, and contribute to reviewing the final ICPE report.

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

Area	Report	Data collection
Outcome 39	LE + Consultant 1	Consultant 1 + LE
Outcome 40	LE + Consultant 1	Consultant 1 + ALE
Outcome 41	LE + Consultant 2	Consultant 2 + OE
Gender equality	OE + ALE	All
Strategic positioning issues	OE + LE	OE+ LE
Operations and management issues	LE + OE	LE + OE

## EVALUATION PROCESS

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



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

**Phase 2: Desk analysis.** Evaluation team members will conduct desk review of reference material and identify specific issues. Further in-depth data collection will be conducted, by administering a pre-mission questionnaire to the Country Office (tentatively prepared in August 2020). Based on this, detailed questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

**Phase 3: Field data collection.** The evaluation team undertakes a mission to the country to engage in data collection activities. The estimated duration of the mission will be 2 weeks (tentatively scheduled for 16 – 30 November). Data will be collected according to the approach outlined in Section 5 with responsibilities outlined in Section 7. At the end of the mission, the evaluation team holds a debriefing presentation of the key preliminary findings at the Country Office. By the end of the mission, all additional data gaps and areas of further analysis should be identified for follow-up remotely.

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

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

## TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively<sup>28</sup> as follows:

<b>Table 3: Timeframe for the ICPE process going to the Board in September 2021 (tentative)</b>		
<b>Activity</b>	<b>Responsible party</b>	<b>Proposed timeframe</b>
<b>Phase 1: Preparatory work</b>		
TOR – approval by the Independent Evaluation Office	LE	February 2020
Selection of other evaluation team members	LE/OE/ALE	March 2020
<b>Phase 2: Desk analysis</b>		
Preliminary analysis of available data and context analysis	Evaluation team	June/August 2020
Pre mission questionnaire	Evaluation team	September 2020
<b>Phase 3: Data collection</b>		
Data collection and preliminary findings	Evaluation team	November 2020
<b>Phase 4: Analysis, report writing, quality review and debrief</b>		
Analysis and Synthesis	LE	December 2020
Zero draft ICPE for clearance by IEO	LE	January 2021
First draft ICPE for CO/RB review	CO/RB	February 2021
Second draft shared with the government	CO/GOV	February 2021
Draft management response	CO/RB	March 2021
Final debriefing with national stakeholders	CO/LE	March 2021
<b>Phase 5: Production and Follow-up</b>		
Editing and formatting	IEO	March 2021
Final report and Evaluation Brief	IEO	April 2021
Dissemination of the final report	IEO/CO	Mai 2021
Presentation to the Executive Board	IEO	September 2021 (to be confirmed)

<sup>28</sup> The timeframe is indicative of process and deadlines and does not imply full-time engagement of the team during the period.