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 development results at the country level, as well as the effectiveness of UNDP's strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to:

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

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.[1] The IEO is independent of UNDP management and is headed by a director who reports to the UNDP Executive Board. The responsibility of 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 second ICPE for Ghana and will be conducted in 2021 towards the end of the current UNDP programme cycle of 2018-2022, with a view to contributing to the preparation of UNDP's new programme starting from 2023. The ICPE will be conducted in close collaboration with the Government of Ghana, UNDP Ghana country office, and UNDP Regional Bureau for Africa.

The Global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and country's need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. This ICPE will also consider the level to which UNDP has been able to adapt to the crisis and support Ghana's preparedness, response to the pandemic and its ability to recover and meet the new development challenges that the pandemic has highlighted, or which may have emerged.

NATIONAL CONTEXT

Ghana is a lower middle-income and medium human development country. With real GDP growth of 6.5% in 2019, Ghana is considered one of the fastest-growing economies in Africa driven by mining and oil sectors[2]. With a value of 0.611 for the Human Development Index, the country ranked 138 out of 189 countries in 2019. However, when the value is discounted for inequality, the HDI falls to 0.440, a loss of 28.0 percent[3]. The incidence of poverty was estimated at 23.4 percent in 2016/17 using the upper poverty line, which was 0.8 percentage points lower than in 2012/13. However, the number of poor people has

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[1] http://web.undp.org/evaluation/documents/evaluation-policy.pdf.
[2] http://documents1.worldbank.org/curated/en/395721560318628665/pdf/Fourth-Ghana-Economic-Update-Enhancing-Financial-Inclusion-Africa-Region.pdf
[3] http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/GHA.pdf

increased by approximately 400,000[4]. In terms of multidimensional poverty (MPI), Ghana Statistical Services (GSS) estimates, based on the Living Standards Survey data collected between 2016/2017, that the incidence of multidimensional poverty is at 45.6 percent, showing that two out of every five Ghanaians are identified as multidimensionally poor. Rural areas are more exposed to multidimensional poverty (64.6 percent) than urban areas (27.0 percent).[5]

The country faces various challenges related to gender inequality. Ghana's gender inequality index was estimated at 0.538 in 2019 and the country was ranked 135 of 189 countries evaluated. Women are underrepresented in parliament since only 13.1 percent of parliament seats are held by women. Women under 25 years old are less likely (55.7 percent) to attend secondary education compared to men (71.6 percent). Female participation in the labor market is 63.6 percent compared to 71.9 percent for men[6]. These challenges are well-acknowledged and various policies have been articulated to address them. The National Gender Policy was released in 2015, with the main objective of mainstreaming gender concerns into the national development process. The policy framework emphasizes the cross-cutting nature of gender equity issues and aims at integrating these in all development efforts on national, sectoral, district and local levels, particularly in the rural areas[7].

Ghana is a stable democracy and a top performer on various governance rankings for the continent. It has a good record in ratifying and domesticating global and regional commitments, including the Paris Climate Agreement[8]. The presidential and parliamentary elections held in December 2020 solidified Ghana's positive record of eight peaceful elections with three transfers of power since 1992. However, while there is continued confidence in Ghana's democratic institutions, the Mo Ibrahim Governance Index reveals that public perception of Ghana's overall performance fell by 4 points from 2017 to 2019, due to deteriorating public perception of security and safety, rule of law, accountability, and anti-corruption.[9] Although Ghana has made some efforts to maintain unchanged the level of corruption perceptions index at 41 and ranked 80 over 177 countries in 2019, 33 percent of the population thought that the level of corruption has increased in the country and the same proportion of users of public services has paid a bribe during the last 12 months[10].

Environmental degradation is a critical issue. Ghana is endowed with abundant natural resources, however, their unsustainable exploitation and detrimental practices in agriculture, mining and waste management have resulted in deforestation, land degradation, air and water pollution, soil erosion, overgrazing, and destruction of biodiversity among others,[11] causing environmental degradation, which costs an estimated 5 to 10 percent of GDP. In response to the biodiversity losses, the government of Ghana has updated and reformulated its National Biodiversity Strategy and Action Plan (NBSAP) with the view to mainstreaming biodiversity in national development planning programme and protecting and conserving the valuable biological resources in all the ecological zones[12].

[4] https://www2.statsghana.gov.gh/docfiles/publications/GLSS7/Poverty%20Profile%20Report_2005%20-%202017.pdf

[5] GSS (2019). Multi-Dimensional Poverty-Ghana

[6] http://hdr.undp.org/en/composite/GII

[7] https://www.mogcsp.gov.gh/mdocs-posts/national-gender-policy/

[8] Country Programme Document for Ghana (2018-2021)

[9] Ibrahim Index of African Governance – Ghana

[10] https://www.transparency.org/en/countries/ghana

[11] National Environmental Policy

[12] National Biodiversity Strategy and Action plan

Ghana@100 provides a long-term vision for Ghana to become a democratic, inclusive and self-reliant nation by 2057, and will be implemented through a series of 4-year medium-term national development frameworks. It has four programmatic pillars through which the vision will be achieved: (i) governance, peace and security - aimed at building an efficient and accountable institutions in a society imbued with high integrity and resolved to make concerted efforts to maintain peace and security; (ii) economic - aimed at building an industrialized, inclusive and resilient economy; (iii) social – aimed at equitably creating a well-developed human capital; and (iv) environment – aimed at building well-planned and safe communities while protecting the natural environment. The Ghana's medium-term national development policy framework for 2018-2021 is the most recent framework towards Ghana@100 and sets out a vision for agricultural modernization, industrial diversification and youth employment, and embeds national strategies to localize and achieve the SDGs.

UNDP PROGRAMME IN GHANA

UNDP strategy and programming in Ghana has evolved significantly over time. During the late 1990s, UNDP positioned itself as a key player in coordinating aid to Ghana. UNDP's strategy at that time was to pilot initiatives for decentralized development, focusing most of its efforts at the district level, with limited linkage to upstream policy. Recognizing the limitations of this approach, UNDP modified it in the 2002-2005 programming cycle. Though it continued to pursue development of alternative models and catalytic projects at the district level, it aimed to link these types of activities with upstream work such as strengthening the capacity of the government for policy analysis and policy formulation. In the following programme cycle 2006-2011, UNDP continued with the strategy of the previous cycle but aimed to place more emphasis on upstream activities and envisaged itself as a knowledge-based organization providing a wide range of advisory services to its partners. Pilot projects continued to be part of the strategy to serve as vehicles for evidence-based policy development. [13] The programme focused on consolidation of democracy, wealth creation and empowerment of the poor, and vulnerability reduction and environmental sustainability.

During the programming period 2012-2017, UNDP continued to actively engage in providing technical expertise and supporting key institutions in alignment with the country policy and sectoral strategies. In addition, UNDP has also introduced new priorities which have been identified at global level – such as environment, climate change, gender issues – and has contributed to the acknowledgement at country level of the need for addressing those issues at in national policy and strategy documents. Against the backdrop of Ghana's rise to lower middle income country status, UNDP work focused on making the most effective use of an expanded resource base to advance equitable development and consolidation of political transformation. Main areas of work included sustainable human development, inclusive growth and democratic governance and consolidation of peace.[14]

For the current programming period 2018-2022, UNDP's work focuses primarily on governance and environment, with two interlinked programme priority areas: (i) inclusive, equitable and accountable governance; and (ii) green, equitable and resilient development.

In the area of inclusive, equitable and accountable governance, UNDP planned to focus its work on cost-effectiveness, and efficiency in institutions related to access to justice, conflict prevention and resolution, electoral processes and national development planning and accountability. Planned strategic interventions

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[13] Assessment of Development Results, Ghana, 2011
[14] CPD Ghana 2012-2016, Country Programme Evaluation of UNDP supported programme 2012-2017 Final Report.

include support for democratic governance reforms and parliamentary oversight; legal assistance and protection of rights; effective planning and implementation of the SDGs and the African Union's Agenda 2063; inclusive participation in decision making; citizen demand for responsive service delivery; civil society, women and youth platforms for more coordinated and innovative action on the SDGs, prevention of small arms and light weapons proliferation; prevention and mediation of existing and emerging conflicts; and inclusion of women and youth in peacebuilding.

In the area of green, equitable and resilient development, UNDP planned to work at two levels: strengthen public institutional capacities to reduce environmental degradation and implement climate action; and facilitate access to information, knowledge and tools to promote green jobs, citizen participation in environmental conservation and community resilience. Planned strategic interventions include support for the implementation of the nationally determined contributions and environmental conventions, coordination and policy coherence, knowledge management, climate finance and inclusive natural resource management, support for the communities to adapt to climate change and promote environmental conservation in key sectors (energy, agriculture, forestry, waste and chemicals, mining), support economic policy coherence, responsible investment in value chain development, support the private sector for greener production, participation in inclusive markets and delivery of green products and services.

These two priority areas translate into three outcomes of the country programme: (i) Environmental governance at national and local levels is effective, efficient and coherent; (ii) Urban and rural communities have access to affordable services, knowledge and tools to increase their resilience; and (iii) Transparent, accountable institutions at all levels protect the rights of all people.

The United Nations Sustainable Development Partnership (UNSDP) outcomes which UNDP is involved in, UNDP programme outputs and indicative resources are summarized in the following table:

Table 1: Country Programme Outcomes and Indicative Resources (2018-2022)				
UNSDP outcomes which UNDP is involved in and UNDP country programme outputs		**Planned Resources (US$)**		**Expenditures, USD (as of 26 February 2021)**
		Regular resources	**Other resources**	
Outcome 1: Environmental governance at national and local levels is effective, efficient and coherent	Output 1.1: Evidence-based and gender-responsive climate action scaled up across sectors with increased funding at both national and local levels	450,000	7,000,000	2,236,615
	Output 1.2: National institutions enabled to implement coherent policy and regulatory frameworks for conservation, sustainable use, access to and benefit sharing of environmental resources in line with international conventions	340,000	4,000,000	
	Output 1.3: Measures in place and implemented across sectors to improve policy coherence and a sustainable, equitable and gender-sensitive business environment	500,000	-	
	Output 1.4: Technical and operational capacities of the Government enhanced to develop inclusive value chains in extractives, especially for neglected minerals.	500,000	-	
Total outcome 1		**12,790,000**		**2,236,615**
Outcome 2: Urban and rural communities have access to affordable services, knowledge and tools to increase their resilience	Output 2.1: Communities enabled to adopt systems for integrating climate change and environmental considerations into management of natural resources (e.g. forest and water) and livelihood activities	310,000	34,450,000	8,691,421
	Output 2.2: Key state and non-state actors (private sector, academia and CSOs) have improved capacities to form innovative and effective partnerships on climate action and environmental management	350,000	3,000,000	
Total outcome 2		**38,110,000**		**8,691,421**

Outcome 3: Transparent, accountable institutions at all levels protect the rights of all people	Output 3.1: Governance institutions and processes enabled to be effective, accountable, gender sensitive, equitable and guarantee the rights of all	**2,000,000**	**5,000,000**	
	Output 3.2: Peace actors and institutions have strengthened capacities for peace building including to reduce small arms violence	**3,500,000**	**5,000,000**	
	Output 3.3: Civil Society, including youth and women's groups, empowered to demand transparency, accountability, and responsiveness from public institutions	**2,500,000**	**5,500,000**	
	Output 3.4: Justice and human rights institutions have strengthened technical and operational capacity to provide equitable access to quality services	**2,500,000**	**4,000,000**	
	Output 3.5: Policies and strategies for equitable health services (esp for HIV/AIDS, non communicable Diseases and infectious diseases) for the marginalized/vulnerable developed and implemented	**324,000**	**150,000**	**5,538,828**
	Output 3.6: National planning institutions, development authorities and statistical agencies effectively produce SDG-informed policies, plans and reports	**2,000,000**	**-**	
Total outcome 3			**32,474,000**	**5,538,828**
Grand total			**83,374,000**	**16,466,864**

Source: UNDP Ghana Country Programme Document 2018-2022, Expenditure data from Atlas Power BI

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 (2018-2022) while taking into account interventions which may have started in the previous programme cycle (2012 – 2016, extended to 2017) but continued for a few more years into 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, including UNDP's COVID response. The ICPE covers interventions funded by all sources of finance, core UNDP resources, donor funds, government funds, etc. It is important to note that a UNDP country office may be involved in a number of activities that may not be included in a specific project. Some of these "non-project" activities may be crucial for advancing the political and social agenda of a country. Special attention will be paid to the role and responsibilities of other UN agencies contributing to the areas where UNDP has been supporting under the UNSDP 2018-2022.

METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group Norms & Standards.[15] The ICPE will address the following four main evaluation questions.[16] 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. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?
4. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

Evaluation question 1 will be addressed by using a theory of change (ToC) approach. The ToC, either available at the country office or reconstructed in consultation with programme units for the purpose of the evaluation, will be used to understand the underlying programme intent and logic, by outcome, including the assumptions being made for desired changes and expected causal linkages. UNDP's specific areas of contribution under each of the UNSDP outcomes will be defined, and any changes to the programme design and implementation strategy from the initial CPD will be identified.

Evaluation question 2 will address the overall effectiveness of UNDP's country programme. It includes the assessment on the degree to which UNDP-specific interventions - CPD outputs - have progressed or have been achieved, as well as the level of UNDP's contribution to the CPD outcomes as envisaged by the initial ToC. In this process, results that are both positive and negative, direct and indirect, as well as unintended results will be identified.

Evaluation question 3 will examine UNDPs support to COVID-19 preparedness, response and recovery in Ghana. Several sub-questions will be included: i) degree to which UNDP's COVID support has been relevant
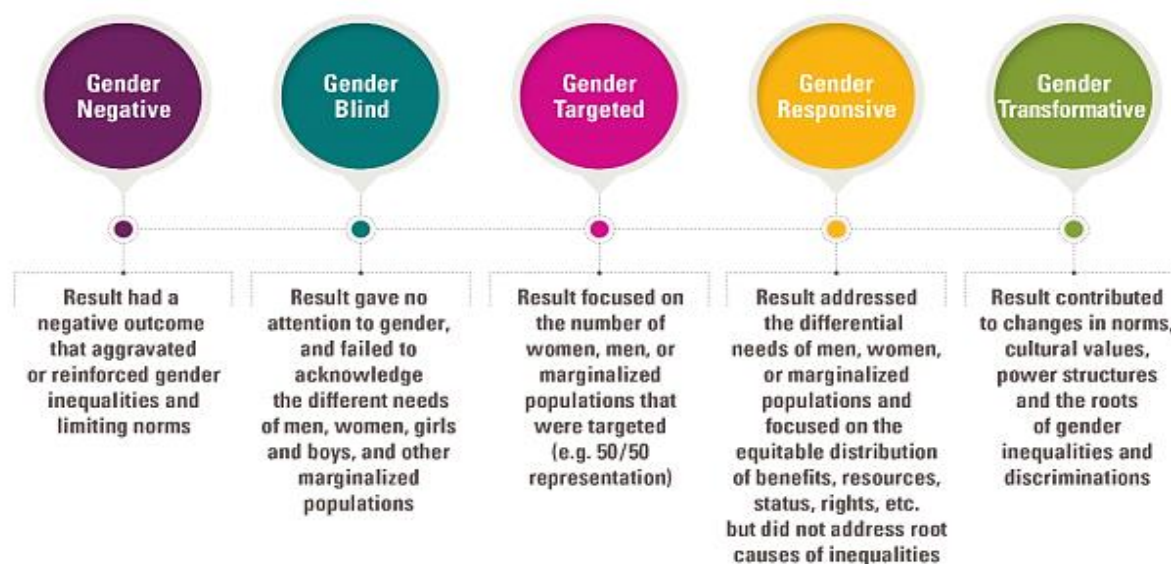
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[15] http://www.uneval.org/document/detail/1914
[16] The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.

to the needs of Ghana; ii) how well UNDP's support and response has aligned with government plans and support from other UN agencies, donors, and NGOs/CSOs; iii) how well UNDP has supported the country to develop responses that reduced loss of life and protected longer-term social and economic development; iv) degree to which UNDP funding decisions were informed by evidence, needs analysis, risk analysis and dialogue with partners and supported efficient use of resources; and v) whether the support has contributed to the development of social, economic and health systems in Ghana that are equitable, resilient and sustainable.

Evaluation question 4 will examine various factors have influenced – positively or negatively – UNDP's programmatic performance, and eventually, sustainability of results. In addition to 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 and triangular cooperation), and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

Gender-responsive approach: The evaluation will employ a gender-responsive evaluation approach during its preparatory and implementation phases. During document desk reviews and the analysis of programme theory and delivery, the evaluation will examine the level of gender mainstreaming across all UNDP programmes and operations, in line with UNDP's gender strategy. Gender disaggregated data will be collected, where available, and assessed against UNDP's programme outcomes. The evaluation will assess the extent to which UNDP's programmatic efforts were designed to contribute to gender equality and women's empowerment (e.g., using Gender Marker and programme expenditures), and in fact have contributed to promoting gender equality and women's empowerment by using the gender results effectiveness scale (GRES). The GRES classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, and gender transformative.

Figure 1: IEO's Gender Results Effectiveness Scale

Gender Negative	Gender Blind	Gender Targeted	Gender Responsive	Gender Transformative
Result had a negative outcome that aggravated or reinforced gender inequalities and limiting norms	Result gave no attention to gender, and failed to acknowledge the different needs of men, women, girls and boys, and other marginalized populations	Result focused on the number of women, men, or marginalized populations that were targeted (e.g. 50/50 representation)	Result addressed the differential needs of men, women, or marginalized populations and focused on the equitable distribution of benefits, resources, status, rights, etc. but did not address root causes of inequalities	Result contributed to changes in norms, cultural values, power structures and the roots of gender inequalities and discriminations

Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, IEO, UNDP, 2015

ICPE rating system: Based on the Independent Country Programme Review piloted by the IEO in 2020 and lessons learned, IEO is currently developing a rating system to be applied for the ICPEs in 2021 on a pilot basis. Ratings are expected to be applied to assess UNDP's progress towards CPD Outputs and Outcomes goals. Details will be provided in due course prior to the implementation of the ICPE.

DATA COLLECTION AND ANALYSIS

Assessment of existing data and data collection constraints. An assessment was carried out for each outcome area to examine the available information, identify data constraints, to determine the data collection needs and methods.

- **Availability of past assessments:** Decentralized evaluation reports of quality can serve as important inputs to the ICPE. Based on the information at the UNDP Evaluation Resource Center (ERC), the volume of available evaluations conducted by the CO is limited –two mid-term project evaluations and one terminal project evaluation between 2018 and present. None of these evaluations were quality-assessed by IEO. The CO plans to finalize two additional terminal project evaluations by mid-April. Compared to the evaluation plan 2018-2022, one evaluation was cancelled.
- **Programme and project information**: Programme documentation (including annual reports) is available, and of adequate quality. The majority of projects have project documents, and some annual progress reports are available. The quality of project level documentation will be examined during desk review.
- **CPD outcome and output indicators:** The CPD list 7 indicators for the 3 outcome results, and 28 indicators to measure the 12 outputs, with baseline 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 indicators in several cases indicated national statistics, and reports of various ministries as data sources, and the evaluation's ability to measure progress against these indicators will therefore depend on national statistical capacities, including the periodicity of the national data system and the availability of disaggregated data by age, sex, geographic area, etc.
- **Intervention maturity:** UNDP projects that contributed 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 constraints:** General security threats in Ghana are assessed as "low" by the United Nations Department of Safety and Security. However, COVID-19 restrictions may affect internal mobility and therefore, access to national stakeholders for data collection – particularly those in remote areas and community level populations, including the marginalized – may encounter challenges. The evaluation will explore the use of expanded outreach measures such as surveys, identification of locally based data collectors and consultants, and use of GIS technology.

Data collection methods: Given the travel restrictions due to COVID-19 pandemic, the evaluation is expected to take predominantly a remote, virtual approach. The evaluation will use data from primary and secondary sources:

- **Desk review**: The IEO will conduct extended reviews of documentation, including those available from the government, the UN, private institutions, donors, and academia, on national context and areas of UNDP programme interventions. Also included are country programme framework and office strategies (e.g., resource mobilization, gender communication), programme-/ project-related documents and progress reports, theories of change, annual work plans, Results Oriented Annual Reports (ROAR), COVID Mini-ROARs, past evaluation/ audit reports, and UNCT/ UNSDP related documents. The IEO and the country office have identified an initial list of background and programme-related documents which is posted on an ICPE SharePoint website.
- **Stakeholder interviews:** Interviews via face-to-face (if possible)/Zoom/telephone will be conducted with relevant stakeholders, including government partners, donors, UN agencies, other development partners such as IFIs, UNDP staff at country, regional and HQ levels, private sector, civil society organizations and beneficiary groups. Focus groups may be organized, where possible.
- **Questionnaire/surveys:** An advance questionnaire will be administered to the country office during the preparatory phase as an additional self-reporting input. Surveys may be planned, as required.
- **Site visits:** As the internal mobility will be limited, physical visits to field project sites are expected to be minimal, if any. The IEO will engage with UNDP's Office of Information Management and Technology at HQ to explore collecting GIS satellite imagery and pictures of remote project sites.

Projects for in-depth reviews: Projects will be selected for in-depth reviews based on a purposive sampling. The criteria for selection include programme coverage, ensuring a balanced representation of issues addressed under each outcome; project maturity; budget, and geographical spreads. Both 'flagship' projects of significant visibility and scope, as well as those that have experienced challenges will be included.

Validation. Data and information collected from different sources and through various means will be triangulated to strengthen the validity of findings and conclusions.

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.

Midterm briefing: At the end of the data collection phase, the IEO will have a quick brief to the country office on emerging issues and findings. The meeting will also serve as an opportunity to identify areas requiring further analysis and any missing information and evidence before the IEO will enter a full synthesis and drafting phase.

MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Ghana Country Office and the Regional Bureau for Africa. The IEO will meet all costs directly related to the conduct of the ICPE. It will establish an evaluation team, ensuring gender balance. The IEO Lead Evaluator will lead the evaluation and coordinate the work of the evaluation team, comprising the following members:

- Lead Evaluator (LE)*:* IEO staff member with the overall responsibility for leading the exercise and managing the work of all team members, including the development of evaluation terms of reference (TOR), selection of the evaluation team members, and provision of methodological guidance. The LE will be responsible for the analysis' synthesis process, preparation of the draft and final evaluation reports, and coordinating the final stakeholder debriefing with the country office, RBA, and national stakeholders.
- Associate Lead Evaluator (ALE): IEO staff who directly supports the LE in operationalizing the exercise, particularly during preparatory phase, data collection and analysis, and preparation of a draft report. Together with the LE, the ALE will backstop the work of other team members.
- Research Associate (RA): The IEO RA will provide background research, including portfolio and financial analysis. He/she contribute to the preparation of draft/final report, report annexes, and support any tasks as required by the evaluation team.
- National research institution/ consultants: The IEO will explore partnering with a locally- (or regionally-) based research institution, think tank or academia, to augment its data collection and analysis capacity in the country during COVID-related restrictions. Alternatively, 2 individual consultants (national and international) will be recruited to support the analysis of thematic areas.

UNDP Country Office in Ghana: The country office will support the evaluation team through liaising with national stakeholders; ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the evaluation 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 and interviews with project staff and stakeholders). To ensure the confidentiality of the views expressed, country office staff will not participate in interviews and meetings with stakeholders. The country office will jointly organize via videoconference the final stakeholder meeting with the IEO, ensuring participation of key government counterparts, where findings and results of the evaluation will be presented. The country office will prepare a management response to evaluation recommendations and support the dissemination and use of the final evaluation report in the country.

UNDP Regional Bureau for Africa (RBA): RBA will support the evaluation through information sharing, facilitation of communication between the IEO and the country office, and participation the final stakeholder debriefing. The Bureau will support and oversee the preparation of the management response by the country office and its implementation of relevant actions.

EVALUATION PROCESS

The evaluation will be conducted in the following five key phases:

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. The evaluation team conducts desk reviews of reference material and preliminary analysis of the programme strategy and portfolio. The team will engage with country office staff through meetings and an advance questionnaire, administered to fill data gaps in documentation and seek clarification if any. Specific data collection instruments will be developed, e.g., interview protocols, based on the stakeholder and portfolio analyses.

Phase 3: Data collection. The evaluation team engages in virtual and remote data collection activities, such as interviews, taking advantage of Zoom and other online communication tools. At the end of the data collection phase, the evaluation team may hold a preliminary presentation on emerging findings to the country office, identifying areas requiring further analysis and any information and evidence gaps that may exist.

Phase 4: Analysis, report writing, quality review and final debrief. Following the individual outcome analyes, the LE undertakes a synthesis process to prepare the ICPE report. The initial draft is subject to both internal and external reviews. Once the draft is quality cleared, the first official draft is shared with the country office and the RBA for comments and factual corrections. The second draft, which takes into account their feedback, is then be shared with national stakeholders for further comments. The UNDP country office prepares a management response to the ICPE under the overall oversight of the Regional Bureau. The report is then be presented at a final debriefing where evaluation results are presented to key national stakeholders and UNDP's ways forward are discussed. Taking into account the final set of comments collected at the stakeholder debriefing, the evaluation report will be finalized by incorporating the management response.

Phase 5: Publication and dissemination. The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to the UNDP Executive Board in time for its approval of a new CPD. 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 country office will ensure the dissemination of the report to all relevant stakeholders in the country. The report and the management response will be published on the UNDP website[17] as well as in the Evaluation Resource Centre (ERC).[18] RBA will be responsible for monitoring and oversight of the implementation of follow-up actions in the ERC.

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[17] web.undp.org/evaluation/
[18] erc.undp.org

TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively[19] as follows in Table 3:

Table 2: Tentative timeframe for the ICPE process going to the Board in September 2022		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Deputy Director	LE	Mid- March 2021
Selection of consultant* team members	LE	March-April 2021
Compilation of stakeholder contacts (and initial notification by CO)	LE/CO	April 2021
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	March-April 2021
Advance questionnaires to the CO	LE/ALE/CO	April 2021
Phase 3: Data collection		
Interview with stakeholders	LE/ALE/Consultants*	Mid May-June 2021
Virtual preliminary debriefing following data collection	LE/ALE/CO	End June - July 2021
Phase 4: Analysis, report writing, quality review and debrief		
Analysis of data and submission of background papers/Portfolio analysis completed	Consultants*/LE/ALE	July 2021
Synthesis and report writing	LE/ALE	August 2021
Zero draft for internal IOE clearance	LE	September 2021
First draft to CO/RBA for comments	LE/CO/RBA	October 2021
Second draft shared with the government, key donors and national stakeholders	LE/CO/GOV	November 2021
Draft management response	CO	November 2021
Stakeholder workshop via videoconference	IEO/CO/RBA	December 2021
Phase 5: Publication and dissemination		
Editing and formatting	IEO	January-February 2022
Final report and evaluation brief	IEO	January-February 2022
Dissemination of the final report	IEO	March 2022

*Consultants and/or national institution.

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