

# ANNEX 1. TERMS OF REFERENCE

## INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs) 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.<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 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.

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 was able to adapt to the crisis and support country's preparedness, response to the pandemic and its ability to recovery meeting the new development challenges that the pandemic has highlighted, or which may have emerged.

This is the third ICPE for UNDP Egypt, the previous ones being conducted in 2004 and 2012 respectively. The evaluation will be conducted in 2021 towards the end of the current UNDP programme cycle (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 Egypt and UNDP Regional Bureau for Arab States.

## NATIONAL CONTEXT

With over 101 million residents at end-2020, Egypt is the most populous country in the Arab World and the third-most populous in Africa. Over one-third of Egypt's population is under age 15. The UNDP Human Development Index ranks Egypt at 116 out of 189 countries (0.707), in the high human development category.<sup>2</sup> An estimated 22.3% of Egyptians live below the poverty line of \$3.10 per day.<sup>3</sup> The majority of Egyptians (51.2%) work in informal employment, and unemployment is high (12.8%).<sup>4</sup>

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

<sup>2</sup> UNDP, Human Development Report 2020: Egypt Briefing Note. [http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/EGY.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/EGY.pdf)

<sup>3</sup> UNDP (November 2018): SDG Report Egypt 2030, 34

<sup>4</sup> SDGs report, 36.

Egypt embarked on a series of economic reforms in 2016 to address macroeconomic imbalances and large government deficit. Reforms have included reducing direct price subsidies for fuel, electricity, and utilities; reform of the food subsidy; and shifting from a sales tax to a comprehensive value-added tax system. The government also passed a civil service law to restructure public sector compensation levels and link pay to performance. These reforms have shown results in terms of the deficit and lowered inflation. In 2019 the GDP growth was at 5.6%, however long-term issues of limited non-oil private sector activity and job creation, and below-potential foreign direct investment and exports remain.<sup>5</sup>

The Government of Egypt is making several large-scale investments to upgrade infrastructure, expand housing, and create a more sustainable and diverse economy, particularly in underserved regions such as Upper Egypt. Egypt has also reformed its social programs and revised targeting strategies. The program has shifted its structure from mostly fuel subsidy<sup>6</sup> to greater investment in pension funds and cash transfer programs<sup>7</sup> – serving to better meet needs and reduce fossil fuel consumption.<sup>8</sup> Egypt has identified technical innovation and ICT as an enabler for sustainable development.

Egypt's 2014 Constitution introduced several reforms for women's empowerment, including strengthened provisions against gender discrimination, amendments to personal status laws, stricter legal penalties for female genital mutilation and sexual harassment. The National Council for Women, the national entity responsible for women's advancement, released a National Strategy for the Empowerment of Egyptian Women 2030 in 2017, addressing the integral role of women's empowerment for achieving the 2030 Agenda and Egypt 2030 goals. The strategy is based on four pillars of women's political empowerment and leadership, economic empowerment, social empowerment, and protection. Egypt also developed a national female genital mutilation abandonment strategy (2016-2020).

Egypt has a Gender Inequality Index value of 0.449, ranking it 108 out of 162 countries. In Egypt, 14.9 percent of parliamentary seats are held by women and one-quarter of Local Council seats are reserved for women as per the 2014 Constitution. An estimated 73.5 percent of adult women have reached at least a secondary level of education compared to 72.5 percent of their male counterparts. Female labour force participation is currently at 22.8%, with a target of 35% in Egypt by 2030.<sup>9</sup>

Climate change and environmental degradation pose substantial threats to Egyptians' access to resources, livelihoods and security. As a downstream country which relies heavily on the waters of the Nile, the construction and filling of the Grand Ethiopian Renaissance Dam and its potential negative impacts on Egypt's water availability have been a source of regional controversy.<sup>10</sup> More than 90% of Egypt's energy comes from fossil fuels. However, Egypt has prioritized development of renewable energy sources, with a target of 20% by 2022, and 37% by 2035. This initiative has been supported by policy shifts including enactment of the Renewable Energy Law in December 2014 which incentivizes investment in renewable energy. Egypt plans to phase out electricity subsidies and the Government has also committed to improving energy efficiency.

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<sup>5</sup> World Bank Group, Egypt Economic Monitor, From Crisis to Transformation: Unlocking Egypt's Productivity and Job-Creation Potential, November 2020, 8.

<sup>6</sup> 64% in 2011/2012, 30% in 2017/2018

<sup>7</sup> Unconditional contributions to pension funds, and conditional cash transfers based on school enrolment, antenatal care or childcare for children ages 0-6

<sup>8</sup> Egypt VNR, 10-11.

<sup>9</sup> SDGs report, 35.

<sup>10</sup> <https://www.nytimes.com/interactive/2020/02/09/world/africa/nile-river-dam.html>

As in other countries around the world, Egypt too has been severely impacted by the COVID pandemic<sup>11</sup>. The pandemic has brought hardship to many Egyptian households, with 73.5% experiencing loss in income, over half of employees working reduced hours, and 50 percent relying on borrowing and 17 percent on charity, according to a June 2020 government study.<sup>12</sup> The government developed a National COVID-19 Preparedness and Responsiveness Plan (February 2020), and allocated an emergency response package worth LE100 billion<sup>13</sup> as well as scaling up social protection programs and other financial measures. UNDP and partners have supported the Government in Egypt, as guided by the COVID-19 Socioeconomic Response Plan (SERP).

## UNDP PROGRAMME IN EGYPT

The United Nations began providing development assistance to Egypt in 1953. The United Nations Special Fund established a Cairo office to expand this work in 1958, which became the UNDP country office in 1966. For over 50 years, UNDP has been supporting the Egyptian government and people in their efforts to reduce poverty and to promote sustainable human development policies.

The UNDP country programme is aligned with the Government's Sustainable Development Strategy: Egypt 2030 and contributes to the United Nations Partnership Development Framework (UNPDF) 2018-2022. The UNDP Strategic Plan, 2014-2017, emerging priorities in the new UNDP Strategic Plan, 2018-2021, Egypt Vision 2030, and the sustainable development goals. UNDP Egypt's three main areas of work outlined in the 2018-2022 Country Programme Document (CPD) are: Inclusive Growth and Innovation; Climate and Disaster Resilience; and Gender Equality.

Inclusive growth and innovation (SDGs 1, 3, 8, 9, 10, 12, 16 and 17): The inclusive growth programme encompasses support to core government functions affecting the achievement of the SDGs and national development agenda, and support to government economic reform, focusing on financial inclusion and integrated local development for the poor, youth and women. This programme area provides a framework that reinforces the core government functions affecting the effectiveness and implementation of the sustainable development goals and the sustainable development strategy, while focusing on partnering with in-country United Nations organizations to lead on the goals. Second, it supports the government economic reform by focusing on financial inclusion and integrated local development for the poor, youth and women through innovative programmes that can have maximum impact across goals and targets ('accelerators').

Climate and Disaster Resilience (SDGs 6, 7, 11, 13, 14 and 15): UNDP supports Egypt to fulfil its international climate commitments and reporting, as well as support to protect biodiversity, energy efficiency, renewable energy, and sustainable cities. In line with the Paris Agreement of Climate Change UNDP supports the Ministry of Environment and partners with climate change adaptation initiatives focused, inter alia, on scaling up climate finance to the country for priorities. UNDP also helps Egypt tackle climate change mitigation, in tandem with pollution abatement, by promoting energy efficiency in cities and key economic sectors, and small-scale renewable energy technologies with poverty reduction dividends, encouraging a shift to low-emission technologies in industry. Finally, UNDP supports the development and

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<sup>11</sup> At end-2020, WHO reported a cumulative total of 135,233 COVID-19 cases and 7,520 deaths in Egypt.<sup>11</sup> The caseload steadily increased from March to mid-June 2020, reaching a peak of 1,774 cases confirmed new daily cases on June 20. However, new infections have accelerated from November to December 2020, reaching 1,333 new cases reported on December 30. Source <https://covid19.who.int/region/emro/country/eg>

<sup>12</sup> CAPMAS COVID-19 Study cited in United Nations Egypt, Response and Recovery Interventions of the United Nations in Egypt, July 2020.

<sup>13</sup> 1.7% of GDP

implementation of protected areas management plans with the Ministry of Environment and donors, to create effective linkages to the private sector, innovation, job creation and livelihood improvement, with a focus on women’s economic empowerment, community-based development and increased access to renewable energy sources.

Gender Equality (SDGs 1, 2, 3, 4, 5, 8 and 16): UNDP supports capacities in Government and the women’s machinery in general for analysis and solutions that promote women’s entrepreneurship, participation in the workforce, and access to decent work. Also UNDP supports the National Population Council in implementing the national strategy on combating female genital mutilation and expanding its endeavours in rural Upper Egypt, with United Nations partners and the National Council of Women in the ‘Combating Violence Against Women in Egypt: A coordinated prevention and protection approach’ joint programme.

Following a mid-term review of the CPD in 2019, the CO expanded its inclusive growth and social inclusion pillar to address issues of local governance, basic service delivery, social protection and urban development to ensure inclusivity; and strengthen the national capacity to improve quality of treatment, coverage, care and support for people living with HIV and TB (outputs 1.6 and 1.7). Table 1 below summarizes the UNPDF, CPD outcomes and outputs and indicative resources.

**Table 1: UNPDF and UNDP CPD Outcomes, Outputs and Indicative Resources (2018-2022)**

| United Nations Partnership for Development Framework and UNDP Country Programme Document<br>Outcomes and Indicative Resources (2018-2022)   |                                    |                    |                         |
|---|------------------------------------|--------------------|-------------------------|
| UNPDF/UNDP country programme outcomes and outputs   | Programme Finances (\$USD million) |                    |                         |
|   | Planned resources (2018-2022)      | Budget (2018-2020) | Expenditure (2018-2020) |
| <b>UNPDF Outcome area 1:</b> Inclusive growth, economic empowerment and employment  | Regular \$4.0                      | \$1.1              | \$0.8                   |
|   | Other \$151.35                     | \$175.2            | \$151.7                 |
| <b>CPD Outcome 1: Inclusive growth and innovation</b><br><i>Outputs</i><br>1.1 National institutions supported for data collection measurement analytical systems and monitoring on the SDGs and SDS.<br>1.2 Evidence based integrated national development solutions developed using sustainable development frameworks<br>1.3 Strategies promoting entrepreneurship and job creation in selected governorates |                                    |                    |                         |

|  |                    |                |                |
|--|--------------------|----------------|----------------|
| 1.4 New forms of partnership with private sector government and bilateral agencies to provide inclusive sustainable and innovative financing<br>1.5 Egypt's global and regional contributions to best practices in conflict resolution, peacekeeping and preventing violent extremism.<br>1.6 Support institutional frameworks and capacities addressing local governance and basic service delivery, social protection floors and urban development to ensure leaving no one behind<br>1.7 National capacities are strengthened for quality inclusive health, and enhance capacities to improve treatment coverage, care and support services for people living with HIV and TB patients to live a dignified life and access stigma-free services |                    |                |                |
| <b>Total</b>   | <b>\$155.35</b>    | <b>\$176.3</b> | <b>\$152.5</b> |
| <b>UNPDF Outcome area 3:</b> Resource efficiency, environmental protection and green growth CPD  | Regular \$0.05     | \$0.3          | \$0.3          |
| <b>Outcome 2: Climate and disaster resilience</b><br><i>Outputs</i><br>2.1 Expanded use of energy efficiency and renewable energy solutions in key sectors<br>2.2 Climate adaptation measures in place to protect vulnerable communities from rising sea-levels and other forms of climate risk<br>2.3 Compliance and reporting to international conventions<br>2.4 Community livelihoods enhanced around protected areas  | Other \$78.4       | \$29.5         | \$22.6         |
| <b>Total</b>   | <b>\$78.45</b>     | <b>\$29.8</b>  | <b>\$22.9</b>  |
| <b>UNPDF Outcome area 4:</b> Gender and Women's Equality   | Regular \$0.0      | \$0.04         | \$0.04         |
| <b>CPD Outcome 3: Women's protection and empowerment</b><br><i>Outputs</i><br>3.1 Support implementation of the national women's strategy, 2030, and enhance the capacity of NCW (removed)<br>3.2 Support the implementation of women economic pillar under the National Women Strategy<br>3.3 System to combat violence against women strengthened  | Other \$26.6       | \$3.66         | \$2.21         |
| <b>Total</b>   | <b>\$26.6</b>      | <b>\$3.7</b>   | <b>\$2.3</b>   |
| <b>Others (management, regional and global projects)</b>   | Regular \$0.0      | \$0.1          | \$0.05         |
|  | Other \$0.0        | \$1.8          | \$1.66         |
|  | <b>Total \$0.0</b> | <b>\$1.9</b>   | <b>\$1.7</b>   |
| <b>Grand total</b>   | Regular \$4.05     | \$1.5          | \$1.2          |
|  | Other \$256.35     | \$210.2        | \$178.3        |
|  | <b>\$260.4</b>     | <b>\$211.8</b> | <b>\$179.4</b> |

*Source: UNDP Egypt Country Programme Document 2018-2022 and ATLAS extraction (19 Jan 2021); preliminary figures based on country project labels. Budget and expenditure figures are rounded to nearest \$100,000. These figures will be updated on 01 June 2021 to reflect the updated expenditures.*

The programme is primarily funded by government-cost sharing from the Government of Egypt (\$140.5 million programme expenditure to date, 80%). Vertical trust funds comprise 13% of the portfolio, including the Global Environment Fund (\$12.3 million), Green Climate Fund (\$3.5 million), Montreal Protocol (\$2.9 million), and Global Fund to Fight AIDS, Tuberculosis and Malaria (\$1.9 million). The country office has received between US\$350-450 thousand in core resources annually, representing around 1% of the portfolio. The remaining 7% of programme funding is from bilateral and multilateral donors (directly and through funding windows or trust funds) and foundations. Major bilateral donors include Japan (\$2.5 million), Italy (\$1.8 million), Canada (\$0.8 million), and European Union (\$0.6 million).

## 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 (2013-2017) 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.

## KEY EVALUATION QUESTIONS AND GUIDING PRINCIPLES

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.<sup>14</sup> The ICPE will address the following four main evaluation questions.<sup>15</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. To that 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?

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 programmes 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 Egypt and respond to

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<sup>14</sup> <http://www.uneval.org/document/detail/1914>

<sup>15</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. More detailed sub-questions will be developed during the desk review phase of the evaluation.

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.

Evaluation question 3 will examine UNDPs support to COVID-19 preparedness, response and recovery at the Country level. This will include an assessment of the relevance and effectiveness of the support to the needs of partner countries; it's alignment with national government plans as well as support from other UN Agencies, Donors and NGOs/ CSOs; and its effectiveness in preventing loss of lives and livelihoods and protecting longer-term social and economic development. The analysis will also explore the extent to which UNDP's funding decisions were informed by evidence, needs and risk analysis and dialogue with partners, the efficient use of resources and how the support has contributed to the development of social, economic and health systems that are equitable, resilient and sustainable.

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 4. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan,<sup>16</sup> 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.

## APPROACH AND METHODOLOGY

**Assessment of existing data and data collection constraints:** The assessment indicates that there were 10 decentralized project evaluations undertaken during the CPD since 2018. These evaluations will serve as important inputs into the ICPE. In addition, all project documentation, progress reports, annual reports and self-reported assessment will be taken into consideration.

With respect to indicators, the three CPD outcomes are supported by 9 outcome level indicators and 31 output level indicators most accompanied 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,

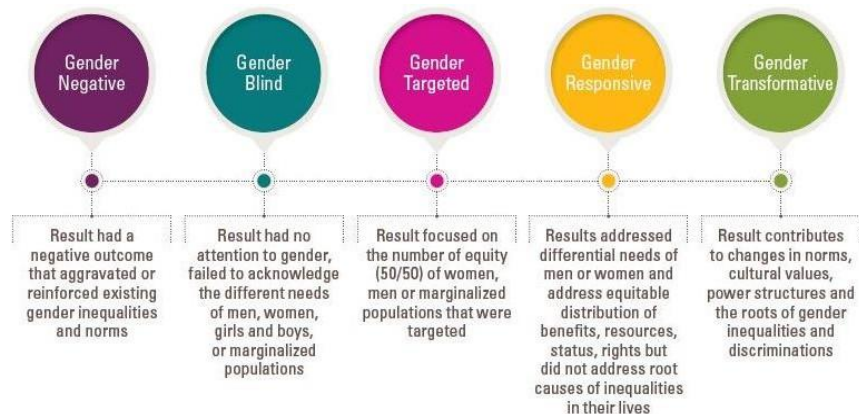
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<sup>16</sup> These principles include national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

partners and managers. An advance self-assessment questionnaire will be administered to the country office before the data collection mission in the country. The evaluation will follow a multi-stakeholder approach; interviews will include government representatives, civil society organizations, private sector representatives, UN agencies, multilateral organizations, bilateral donors, and programme beneficiaries. Focus group discussions may be used to consult some groups of beneficiaries as appropriate.

Due to travel restrictions imposed by COVID, the stakeholder interviews and field missions will be conducted virtually with the help of national level consultants and/or institutions. If the travel restriction are removed in advance, the evaluation team will 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 three 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 Egypt 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 marker<sup>17</sup> 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.

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

<sup>17</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).



**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.

**ICPE rating system:** Based on the rating system piloted by IEO under its Independent Country Programme Review (ICPR) model and the lessons learned from its application, IEO is currently developing a rating system for ICPEs which will be applied on a pilot basis to the ICPEs in 2021. Ratings will be applied to CPD Outputs and Outcomes, where Outputs will be rated against UNDP country programme's progress/achievement towards each of the planned outputs and Outcomes will be rated against UNDPs contribution to CPD Outcome/ UNSDCF outcome goals.

## MANAGEMENT ARRANGEMENTS

**Independent Evaluation Office of UNDP:** The UNDP IEO will conduct the ICPE in consultation with the UNDP Egypt Country Office, the Regional Bureau for Arab States and the Government of Egypt. 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 Egypt:** 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). If travel is not possible due to COVID pandemic, the CO will support IEO to coordinate these virtually. 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. Towards the end of the ICPE, the country office will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a videoconference 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 Arab States (RBAS):** RBAS 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.
- **Evaluation Consultants and national research institutions/ think tanks:** 2-3 consultants will be

recruited and will be responsible for their respective outcome areas. Under the guidance of the LE, they will conduct preliminary research and data collection activities, prepare outcome analysis papers, and contribute to the preparation of the draft and final ICPE report. IEO will also explore the possibility of engaging a national research institution/ think tank to support the ICPE Team in data collection and analysis.

- **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. 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 in a detailed evaluation design matrix. 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: Data collection.** During this phase, the evaluation team will engage in data collection activities. Given the current travel limitations due to COVID most of the data collections and interviews will be undertaken virtually. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries during this stage. To supplement the virtual data collection, the ICPE team will include a national consultant and also explore the possibility of engaging with a national research institution/ think tank to support the support the ICPE. In the event, travel is possible, the stakeholder interviews and field visit will be undertaken by the team through an in-country mission.

**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 external reviewers. Once the draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Europe and the CIS 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 Egypt 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 Egypt country office and the Government of Egypt will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website<sup>18</sup> as well as in the Evaluation Resource Centre. The Regional Bureau for Arab States will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.<sup>19</sup>

## TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively<sup>20</sup> as follows in Table 3:

| <b>Table 3: Tentative timeframe for the ICPE process</b>   |                    |                    |
|--|--------------------|--------------------|
| Activity   | Responsible party  | Proposed timeframe |
| <b>Phase 1: Preparatory work</b>   |                    |                    |
| TOR completed and approved by IEO Deputy Director  | LE/ALE             | Feb 2021           |
| Selection of consultant team members   | LE/ALE             | Feb - March 2021   |
| <b>Phase 2: Desk analysis</b>  |                    |                    |
| Advance questionnaire to the CO  | LE/ALE/CO          | April 2021         |
| Preliminary desk review of reference material  | ICPE Team          | May 2021           |
| Pre-mission country analysis paper   | Consultants        | Jul 2021           |
| <b>Phase 3: Data collection</b>  |                    |                    |
| Evaluation data collection, stakeholder interviews, field visits, etc. If travel opens, this will include mission to Egypt | LE/ALE/Consultants | Aug/Sep 2021       |
| <b>Phase 4: Analysis, report writing, quality review and debrief</b>   |                    |                    |
| Analysis of data and submission of outcome analysis papers   | Consultants        | Sep/Oct 2021       |
| Synthesis and report writing   | LE/ALE/Consultants | Oct 2021           |
| Zero draft for internal and external peer-review and IEO clearance   | LE/ALE             | Oct/Nov 2021       |
| First draft to CO/RBAS for comments  | LE/CO/RBAS         | Nov 2021           |
| Second draft shared with the government and national stakeholders  | LE/CO/GOV          | Dec 2021           |
| Draft management response  | CO                 | Dec 2021           |
| Stakeholder workshop via videoconference   | IEO/CO/RBAS        | Jan/Feb 2022       |
| <b>Phase 5: Publication and dissemination</b>  |                    |                    |
| Editing and formatting   | IEO                | Feb 2022           |
| Final report and evaluation brief  | IEO                | Feb 2022           |
| Dissemination of the final report  | IEO                | Mar 2022           |

<sup>18</sup> [web.undp.org/evaluation](http://web.undp.org/evaluation)

<sup>19</sup> [erc.undp.org](http://erc.undp.org)

<sup>20</sup> The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.