

# 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
- Contribute to organizational learning and decision-making

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 and key stakeholders where the country programme is implemented.

This is the first ICPE for the Central African Republic (CAR); no ICPE or "Assessment of Development Results" (ADRs) was previously conducted. The current ICPE will be conducted in 2021 towards the end of the current UNDP programme cycle of 2018-2021 (extended to 2022), with a view to contributing to the preparation of UNDP's new programme starting from 2023.

## NATIONAL CONTEXT

The Central African Republic (CAR), a landlocked country with 4.75 million inhabitants, is among the poorest countries in the world. Some 2.6 million people, or more than half the population, require humanitarian aid and protection. Over two in three Central Africans live in poverty.<sup>2</sup> Rooted in longstanding resentment, a civil war erupted in 2013 when the Séléka group seized power and the anti-balaka group formed in response. The ensuing years of ethno-political conflict ruptured the productive and social fabric of the nation and led to the displacement of more than 25% of CAR's population.<sup>3</sup> The country has since embarked on a political and economic recovery process which is however marred by continuous violence between rebel groups and the national army. Large parts of the country remain outside the control of the government and peace agreements are yet to be fully implemented. Most recently, following the presidential election of 27 December 2020 which led to the re-election of President Faustin-Archange Touadéra (participation rate: 35,25 %), post-electoral violence erupted and is ongoing at the time of writing. An additional 200,000 inhabitants have been displaced, and humanitarian access is limited.<sup>4</sup>

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

<sup>2</sup> [World Bank, Central African Republic overview, 2021](#): Projections suggest that roughly 71% of the population was living below the international poverty line (\$1.90 per day, in terms of PPP) in 2018.

<sup>3</sup> [World Bank, Central African Republic overview, 2021](#)

<sup>4</sup> UNICEF, Central African Republic, Flash Update, February 2021

CAR is one of the least developed countries globally, ranking 188<sup>th</sup> out of 189 countries on the Human Development Index (HDI).<sup>5</sup> GDP per capita stands at US\$ 467.90 and the average economic growth rate was 3.41% between 2014 and 2019<sup>6</sup>, as regained violence hampered economic activity in the agricultural, forest and mining sectors, and delayed investment projects.<sup>7</sup> The Coronavirus (COVID-19) pandemic exacerbated economic volatility<sup>8</sup> as well as food insecurity: Given CAR's high dependence on food imports, 51% of the population were in acute food insecurity and 35% in stressed food insecurity during the lean period between May and August 2020.<sup>9</sup> CAR also ranked second-highest in gender inequality globally.<sup>10</sup> Women are greatly affected by the COVID-induced economic downturn, while also at increased risk of gender-based violence.<sup>11</sup> Female-led households, persons living with disabilities and rural areas in general appear to be most affected by the COVID-19 pandemic.<sup>12</sup>

CAR has a hot and humid equatorial climate and is endowed with rich agricultural lands and vast natural resources such as wood, gold and diamonds, the exploitation of which remains rudimentary and artisanal.<sup>13</sup> <sup>14</sup> Climate change adds to the existing barriers to development, leading to variation in the seasons and increased frequency and magnitude of flood events.<sup>15</sup> Recent floods have destroyed shelters and road infrastructure and increased cholera and malaria incidence.<sup>16</sup> Internal and cross-border natural resources-based disputes between herders and farmers are frequent due to limited water resources and pastures induced by increased desertification.<sup>17</sup>

## UNDP PROGRAMME IN THE CENTRAL AFRICAN REPUBLIC

UNDP has been present in the Central African Republic (CAR) since 1976, with the mission to support the government's development efforts through (a) technical assistance for the formulation of policies, (b) implementation of development programmes and projects, (c) strengthening the capacities of national institutions. The 2018-2022 UNDP country programme document (CPD) is aligned with the Government's "*Plan National de Relèvement et de Consolidation de la Paix 2017-2021*" (RCPA)<sup>18</sup> and contributes to the United Nations Development Assistance Framework 2018-2021 (UNDAF+)<sup>19</sup> signed jointly by the United

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<sup>5</sup> [UNDP, The Next Frontier: Human Development and the Anthropocene, 2021](#). The score of 0.397 based on 2019 data.

<sup>6</sup> [World-Bank Data, 2021](#)

<sup>7</sup> [World Bank, Central African Republic overview, 2021](#)

<sup>8</sup> [UNDP, Socio-economic impact of COVID-19 in Central African Republic, 2020](#). The growth rate in 2020 is projected to lie between 0.8 and -1.2%, mostly due to slow performance in the service sector given travel restrictions.

<sup>9</sup> According to the Integrated Food Security Phase Classification (IPC).

<sup>10</sup> According to [UNDP's 2019 Gender Inequality Index \(GIN\)](#). The [UNDP Gender Development Index 2021](#) stood at 0.8 (using 2019 data), i.e. 80% of potential human development in CAR is lost due to gender inequality.

<sup>11</sup> Since April, GBV has increased by an estimated 10 percent, while reported injuries to women and children have increased 69 percent, rape by 27 percent, and other assaults by 45 percent, according to MINUSCA. Women represent 80% of the labour force in CAR's informal sector and are particularly vulnerable also in economic terms.

<sup>12</sup> UNICEF, Central African Republic, Flash Update, February 2021

<sup>13</sup> Central African Republic, intended national determined contribution (INDC), 2015

<sup>14</sup> [UNDP, Central African Republic, 2021](#)

<sup>15</sup> [ReliefWeb, Central African Republic Flood Susceptibility & Risk, 2020](#). Future scenarios indicate an increase in temperature between 1.4 and 2.7°C depending on estimates as per intended national determined contribution (INDC), 2015.

<sup>16</sup> [ReliefWeb, Central African Republic Flood Susceptibility & Risk, 2020](#)

<sup>17</sup> UN, United Nations Development Assistance Framework +, Central African Republic, 2018

<sup>18</sup> The RCPA is a five-year plan over the 2017-2021 period which articulates national recovery and peacebuilding priorities based on three pillars: (i) support peace, security and reconciliation, (ii) renew the social contract between the state and the population, and (iii) promote economic recovery and boost productive sectors. Cf. UNDP Central African Republic Country Programme Document 2018-2021.

<sup>19</sup> The "+" in "UNDAF+" denotes that the peacekeeping mission MINUSCA is also a party to the UNDAF.

Nations system in CAR and the peacekeeping mission "*Mission multidimensionnelle intégrée des Nations unies pour la stabilisation en Centrafrique*" (MINUSCA).

The previous UNDP country programme (2012-2016<sup>20</sup>) focused on the political transition in CAR and on providing pathways to recovery for the civilian population. In coordination with national and international partners, UNDP contributed to several peacebuilding processes, most notably to designing and implementing the national recovery and peacebuilding plan (RCPA) in partnership with other United Nations organizations, the European Union and World Bank. Between 2012 and 2017 the programme and partners supported efforts to restore state authority and fight against impunity by attempting to revitalize the judicial system, address challenges related to the national administration's redeployment, and revitalize socio-economic activities in rural communities in particular. UNDP was unable to scale up economic recovery activities due to resource mobilization challenges and challenges linked to the ongoing peacekeeping and humanitarian response context.<sup>21</sup>

UNDP's country programme 2018-2022 builds on its previous programme and operates within the humanitarian-development-peace nexus framework outlined in the UNDAF+. The country programme positions UNDP to support the implementation of CAR's national recovery and peacebuilding plan, RCPA, focusing on two priority areas, i.e. "*Governance, Peacebuilding and the Rule of Law*" and "*Stabilisation, recovery and resilience-building*". Through the first priority area, UNDP strengthens national institutions to promote peace, security, good governance, democracy, the rule of law and reconciliation through advocacy, capacity building and supporting institutional reform.<sup>22</sup> Through the second priority area, UNDP promotes resilience and recovery by strengthening the humanitarian-development nexus, promoting transparent and sustainable management of natural resources, and green job creation. Additionally, UNDP supports the government in increasing revenue from natural resources and energy to support the provision of essential social services and livelihoods opportunities for the socio-economic reintegration of refugees, internally displaced populations, ex-combatants and youth.<sup>23</sup> UNDP is also an essential player of the United Nations' COVID-19 response in CAR, notably through investments in digitalization, socioeconomic impact assessment and awareness-raising activities.<sup>24</sup> Figure 1 (below) shows how change is expected to come about through the interventions of the country programme.

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<sup>20</sup> In 2016, the country programme was suspended and replaced by an interim programme titled "*Cadre Stratégique Intérimaire 2016-2017 du Système des Nations Unies en RCA*", which focused on political transition.

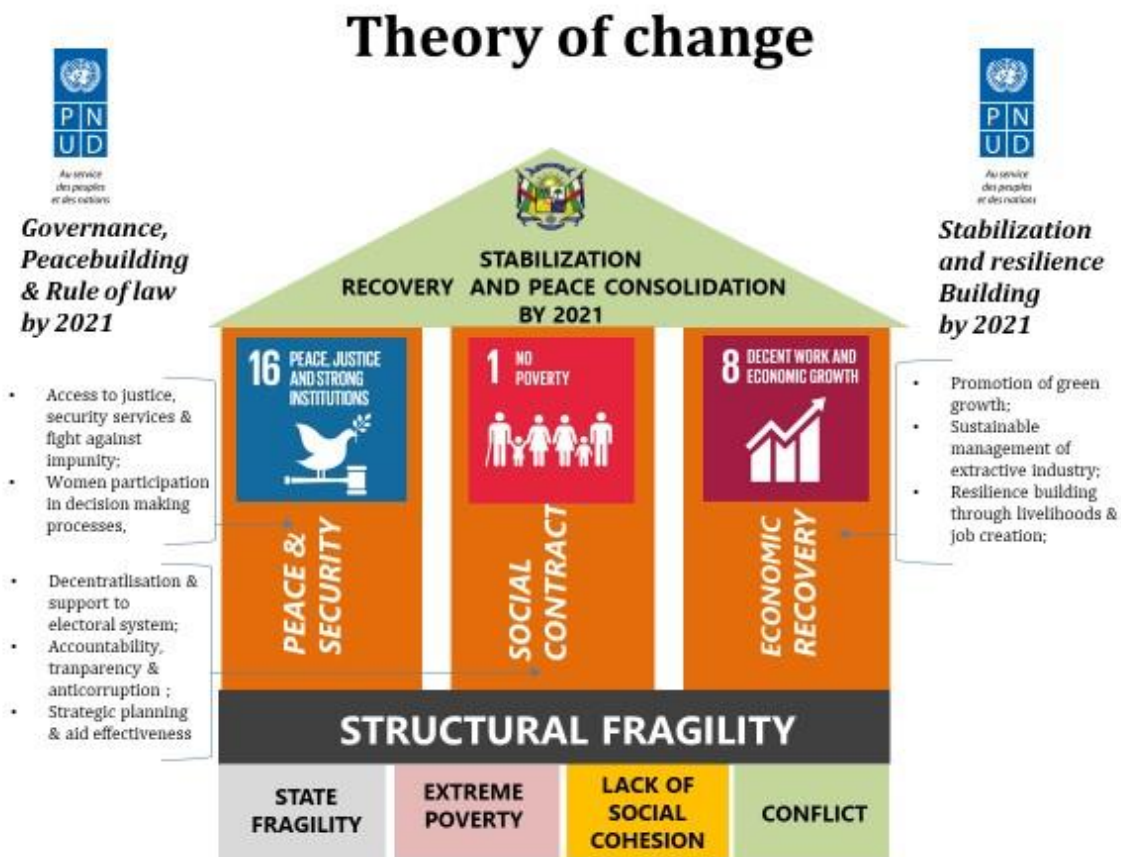
<sup>21</sup> UNDP Central African Republic Country Programme Document 2018-2021

<sup>22</sup> UNDP Central African Republic Country Programme Document 2018-2021

<sup>23</sup> UNDP Central African Republic Country Programme Document 2018-2021

<sup>24</sup> [UNDP, La lutte du PNUD RCA contre le COVID-19, 2021](#)

Figure 1: Theory of Change for UNDP’s CAR Country Programme, 2018-2021/2 (Source: [UNDP Intranet](#))



Relevant UNDAF+ outcomes<sup>25</sup>, UNDP country programme outputs and indicative resources are summarized in table 1.

<sup>25</sup> Since the UNDP CPD was approved prior to signature of the UNDAF+, wording between the two is not fully aligned.

**Table 1: United Nations Development Assistance Framework outcomes, UNDP Country Programme Outputs and Indicative Resources (2018-2022)**

UNDAF+ Outcomes	CPD Outputs	Programme finance in US\$ million (2018-2021*)		
		Planned resources	Budget	Expenditure
<p><b>Outcome 1:</b> By 2021, political and administrative institutions and civil society organisations promote and contribute to peace, security, national reconciliation and human rights.</p>	<p><b>Outputs 1.1:</b> Justice and security services are delivered to the population and criminal cases are adjudicated including by the Special Criminal Court</p> <p><b>Outputs 1.2:</b> Increased women's participation in decision making processes at national and local level</p> <p><b>Outputs 1.3:</b> National policy on decentralisation is implemented taking into account the principles of gender equality</p>	<p><b>Regular resources:</b> 10.87 <b>Other resources:</b> 91.6</p>	<p>95.46</p>	<p>75.97</p>

**Table 1: United Nations Development Assistance Framework outcomes, UNDP Country Programme Outputs and Indicative Resources (2018-2022)**

UNDAF+ Outcomes	CPD Outputs	Programme finance in US\$ million (2018-2021*)		
		Planned resources	Budget	Expenditure
	<p><b>Output 1.4:</b> Electoral cycle completed as per constitutional timeline</p> <p><b>Output 1.5:</b> Public administration has an anti-corruption policy elaborated and enforced</p> <p><b>Output 1.6:</b> The capacity of the Ministry of Planning and the Permanent Secretariat in development aid coordination and management is strengthened</p>			
<b>Total outcome 1</b>		<b>102.47</b>	<b>95.46</b>	<b>75.97</b>
<p><b>Outcome 2:</b> By 2021, political and administrative institutions, civil society organisations and the private sector implement policies, programmes and reforms aimed at inclusive economic growth (good governance, recovery and job creation) and ethical transparent and sustainable management of natural resources.</p>	<p><b>Output 2.1:</b> Green growth objectives are integrated into sector specific policies at national level</p> <p><b>Output 2.2:</b> Increased transparency in the forestry and mining sectors</p> <p><b>Output 2.3:</b> Vulnerable populations including returning refugees, displaced persons, ex-combatants, women and youth have access to livelihoods opportunities and sustainable employment</p>	<p><b>Regular resources:</b> 10.87 <b>Other resources:</b> 71.2</p>	<p>84.04</p>	<p>73.95</p>
<b>Total outcome 2</b>		<b>82.07</b>	<b>84.04</b>	<b>73.95</b>
<b>Grand total</b>		<b>184.54</b>	<b>179.49</b>	<b>149.92</b>

**Source:** UNDP Central African Republic Country Programme Document 2018-2021 and ATLAS extraction (15 January 2021)

*\*Financial figures include funds related to OCHA/CHF's projects for which UNDP was only fund managing agent.*

The total estimated budget in support of the two priority areas of UNDP's 2018-2022 programme is about US\$ 184.54m (see table 1 above), 55% of which was allocated to the area of "Governance, Peacebuilding and the Rule of Law" (Outcome 1) and 45% to "Stabilization, recovery and resilience-building" (outcome 2). The available budget to date represents 97% of the expected resources and delivery is 83.5% of the total available budget (see Table 1 above). Programme expenditure to date shows that UNDP has the highest concentration of activities in supporting livelihoods and sustainable employment initiatives for vulnerable populations (output 2.3), representing 49% of the overall programme expenditure over the past three years. Rule of law and access to justice (output 1.1) is the second major area of intervention, with 27% of programme expenditure. Support to the electoral process (output 1.4) is the third-largest area of work and represents 18% of overall programme expenditure. Given the volatile context, UNDP implements the entire programme directly. Resources to implement UNDP's country programme in CAR are provided by the Multiple Partner Trust Fund Office, UNDP (core resources), the European Commission, the Peacebuilding Fund and MINUSCA, among others.

The volatile humanitarian context coupled with 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 CAR's need to effectively prepare, respond and recover from those twin crises, including socio-economic consequences.

## SCOPE OF THE EVALUATION

The ICPE will focus on the present programme cycle (2018-2022) while taking into account interventions which may have started in the previous cycle (2012-2017) but continued or concluded in the current programme cycle. The scope of the ICPE will include the entirety of UNDP's activities in the country, covering all outcome areas, and funded by all sources. 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. Efforts will also be made to capture the role and contribution of UNV through undertaking joint work with UNDP.<sup>26</sup>

As a country-level evaluation of UNDP, the ICPE will focus on the formal UNDP country programme approved by the Executive Board. Given the volatile humanitarian context in CAR, and ongoing global COVID-19 pandemic, the evaluation will also assess UNDP's adaptive management, considering the appropriateness of any changes made to the initial CPD during the period under review as well as the effectiveness of results achieved.

## KEY EVALUATION QUESTIONS AND GUIDING PRINCIPLES

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards<sup>27</sup> and Ethical Guidelines<sup>28</sup>. The ICPE will address the following four main evaluation questions. These questions will also guide the presentation of the evaluation findings in the report.

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<sup>26</sup> The work of UNCDF will not be assessed as they have had no activity in CAR since 2012.

<sup>27</sup> <http://www.unevaluation.org/document/detail/1914>

<sup>28</sup> <http://www.unevaluation.org/document/detail/2866>

1. What did the UNDP country programme intend to achieve during the period under review?
2. To that extent has UNDP been able to adapt to (a) the shifting ethno-political crisis in the country; and (b) the COVID-19 pandemic?
3. To what extent has the programme achieved (or is likely to achieve) its intended objectives? How well has UNDP supported preparedness, response and recovery processes?
4. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

ICPEs are conducted at the outcome level. To address questions 1 and 2, a Theory of Change (ToC) approach will be used to better understand how and under what conditions UNDP's interventions were expected to lead to good governance, peacebuilding and rule of law (outcome 1) as well as to stabilization and resilience building in the country (outcome 2). In consultation with stakeholders, as appropriate, and based on figure 1 (above), discussions will focus on mapping the assumptions behind the programme theory and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the geographical coverage of the programme and its progression over the review period will be examined. This will include an assessment of UNDP's capacity to adapt to the changing context in CAR, to reach target populations, respond to the volatile humanitarian situation and COVID-19 pandemic, stay attuned to the evolving national development needs and priorities, and to add unique value as UNDP.

The effectiveness of UNDP's country programme will be analyzed in response to evaluation question 3. This will include an assessment of results achieved at project and output levels and the extent to which these results have contributed to achieving the intended CPD outcomes. In this process, both positive and negative, direct and indirect as well as unintended results will be identified. The examination of programme effectiveness will also consider UNDP's adaptive capacity to the volatile context of CAR. Specifically, the ICPE will assess the level to which UNDP was able to meet the new development challenges that the ongoing political, health and socio-economic crises have highlighted and the level to which it was able to support CAR's preparedness, response and ability to recovery. To better understand UNDP's performance, the specific factors that may have – positively or negatively – influenced it will be examined, along with the anticipated sustainability of results (evaluation question 4). Influencing factors will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan.<sup>29</sup> The utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals will also be considered. Special attention will be given to the integration of gender equality and women's empowerment in the design and implementation of the CPD.

Among the two key CPD outcomes which will be reviewed as planned, to the extent possible, the evaluation team will assess UNDP efforts towards reaching those most in need (including geographic coverage) and towards coherence vis-à-vis the work of other humanitarian and developments actors in the country, including MINUSCA.

## APPROACH AND METHODOLOGY

**Assessment of existing data and of data collection constraints:** The existing programme framework seems solid overall and evaluable in principle. Some potential gaps in the results chain or inconsistencies between

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<sup>29</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.

outcome indicators and projects meant to contribute to the outcome will be investigated during the desk review phase. Evaluability in practice is more compromised: Availability of project evaluations, monitoring data and field access are all somewhat limited.

In addition to project documentation, progress reports, annual reports and self-reported assessments, available project evaluations will serve as key inputs into the ICPE. UNDP CAR has undertaken nine decentralised project evaluations over the 2018-2020 period and two more will be published early in 2021. The nine published evaluations represent nearly 10% of programme expenditure to date and cover mostly the areas of access to justice, decentralisation and social cohesion, stabilisation and socio-economic recovery targeting youth. There is no decentralised evaluation for interventions supporting the livelihoods and sustainable employment initiatives for vulnerable populations (output 2.3), the CO's largest areas of delivery, which may pose an evaluability challenge. Moreover, some of the vulnerable persons targeted by this output (including returning refugees, displaced persons and ex-combatants) are located outside the capital Bangui, in areas which are not controlled by the government and hard, if not impossible, to access<sup>30</sup> – even in case COVID-related restrictions ease. The proposed mitigation strategy includes use of geographic information systems (GIS) and remote interviews with key informants at local level (beyond implementing partners), as described below. Further, strategic hiring choices will be made to boost the team's analytical capacity relating to livelihoods and employment promotion in crisis contexts, to allow for a very substantive review of secondary sources in this thematic area which is not (yet) covered by project evaluations.

The two CPD outcomes are supported by nine outcome indicators. The nine underlying outputs are also supported by nine output indicators, most of them accompanied by 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 assess progress towards the outcomes. In cases where data sources (means of verification) for an indicator are not clearly identified, further clarification will be sought from the CO. In many cases, the ability of the evaluation to measure progress against indicators will depend on the availability of national statistics and other kinds of monitoring data. This appears to be limited or of mixed quality.

It is also important to note that UNDP projects that contribute to different outcomes are at different stages of implementation. 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.

Secondary data and information will be the main sources, given the current travel restrictions linked to the ongoing COVID-19 pandemic and humanitarian crisis in CAR. These will feed into an extensive review of documents. The IEO and the CAR 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 and MINUSCA such as programme plans and frameworks, progress reports, monitoring self-assessments e.g. the yearly UNDP Results Oriented Analysis Reports, and evaluations conducted by the country office and partners.

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<sup>30</sup> Those areas are at UNDSS security level "4" out of 5 (substantial security risk). <https://dss.un.org/traveladvisory.aspx>

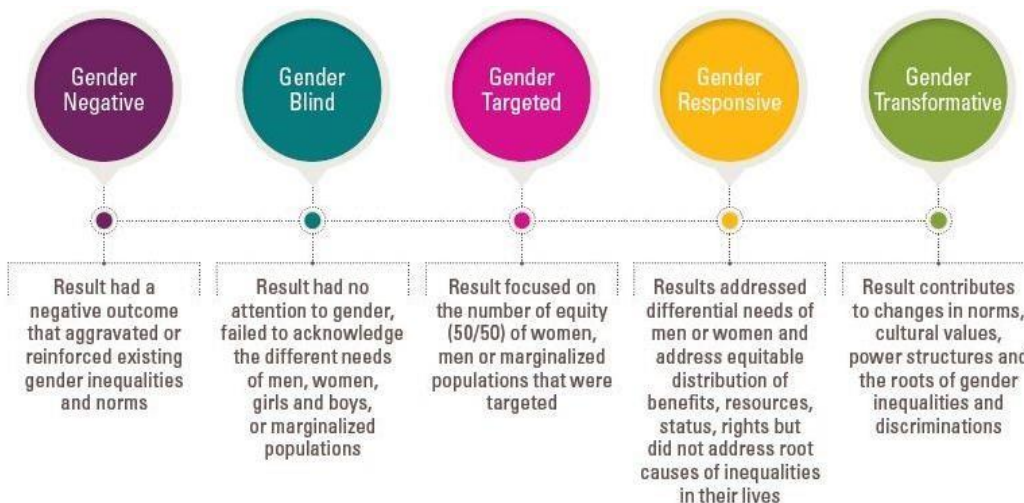


The document review will be supplemented by an advance questionnaire administered to the country office and remote interviews with key informants. In addition to interviewing UNDP staff at country and regional levels, the evaluation will reach out widely employing a multi-stakeholder approach: interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, MINUSCA, multilateral organizations, bilateral donors, rights-holders and implementing partners of the programme. Focus group discussions may be organized to consult specific groups if deemed safe and appropriate.

Given the health and security situation in CAR and globally, the international evaluation team members will not be able to travel to the country. National team members are however expected to visit project sites at least in Bangui and to observe projects first-hand. In addition, UNDP’s field-based national project coordinators may be asked to take photos of project locations to be uploaded into UNDP’s GIS server. Using the coordinates, images from other time periods may be generated for comparison and assessment purposes. Other innovative methods to collect data under COVID- and conflict-conditions will be considered during the inception phase.

In line with UNDP’s gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP CAR’s programmes and operations. Gender disaggregated data will be collected, where available, and assessed against 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>31</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 CO questionnaire and interview questions, and reporting.

**Figure 2: Gender Results Effectiveness Scale**



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

<sup>31</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 country priorities.

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

## MANAGEMENT ARRANGEMENTS

**Independent Evaluation Office of UNDP:** The UNDP IEO will conduct the ICPE in consultation with the UNDP CAR Country Office, the Regional Bureau for Africa (RBA), the Government of the Central African Republic and other national stakeholders as appropriate. The IEO Lead Evaluator is responsible for the design and conduct of the evaluation and coordinates the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

**UNDP Country Office in CAR:** The country office will support the evaluation team in liaising with key partners and other stakeholders and will ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the team. The country office will provide the evaluation team in-kind organizational support (e.g. arranging meetings with project staff, stakeholders and beneficiaries, and assistance for project site visits). If travel is not possible due to the volatile security situation or COVID-19 pandemic, the CO will support the 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. The office will also set up an evaluation reference group, provide factual verifications of a first and second draft report on a timely basis, and jointly organize the final stakeholder meeting – ensuring participation of key counterparts – 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 Africa (RBA):** RBA will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations. Further, RBA will be responsible for supporting and overseeing the development of the management response and its implementation.

**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 an Assistant Lead Evaluator from the IEO.

- Consultants: One individual consultant as well as a national/regional institute will be recruited to work across the two outcome areas alongside the internal IEO team. Under the guidance of the LE, they will conduct preliminary research and carry out data collection activities, prepare outcome analysis papers, and contribute to the preparation of the final ICPE report.
- Research Analyst: An IEO research analyst will provide background research and will support the portfolio analysis.

## EVALUATION PROCESS

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

**Phase 1: Preparatory work.** The IEO prepares the ToR and the evaluation design, including an overall evaluation matrix (see Annex 1). Once the ToR are approved, additional evaluation team members, comprising international, regional and/or national development professionals will be recruited. Given travel restrictions, the possibility of engaging with a national research institution/ think tank the support the ICPE will be considered. Meanwhile, the IEO starts collecting data and documentation internally first and will then fill data gaps with help from the UNDP country office. This will include administering an advance questionnaire.

**Phase 2: Desk analysis.** Evaluation team members will conduct a desk review of reference materials, identifying gaps and key issues for further scrutiny and/or validation. Initial virtual meetings will be held with key stakeholders, chiefly country office staff, to fully understand the CPD and its main implementation challenges and to request follow-up documentation.

**Phase 3: Data collection.** During this phase, the evaluation team will conduct key informant interviews with CO staff and management, key government stakeholders, other partners and rights-holders themselves. Given the current travel limitations due to COVID-19, most data collection will be undertaken virtually. In the event that movement is possible in some parts of the national territory, national (or regional) consultants will carry out some stakeholder interviews face-to-face and visit some programme sites. UNDP staff may be asked to submit photographs of implementation sites for GIS-based analysis. At the end of the data collection phase, the evaluation team may hold a debrief presentation on key emerging findings.

**Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the evaluation team will undertake a synthesis process and write the ICPE report. A zero draft will be subject to peer review by the IEO and its panel of external reviewers. Once the draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Africa 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 CAR 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 and professionally translated into French for improved accessibility at the national level. 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 the UNDP Executive Board prior to 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 organizations, evaluation societies/networks and research institutions in the region. The CAR country office and the Government of CAR will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website<sup>32</sup> as well as in the Evaluation Resource Centre. The Regional Bureau for Africa will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.<sup>33</sup>

## TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively<sup>34</sup> as follows in Table 2:

<b>Table 2: Tentative timeframe for the ICPE process</b>		
<b>Activity</b>	<b>Responsible party</b>	<b>Proposed timeframe</b>
<b>Phase 1: Preparatory work</b>		
TOR completed and approved by IEO Deputy Director	LE	March 2021
Selection of consultant team members	LE/ALE	March/April 2021
<b>Phase 2: Desk analysis</b>		
Advance questionnaire to the CO	LE/CO	March 2021
Preliminary desk review of reference material	LE/ALE/Consultants	April 2021
Country analysis paper	LE/ALE/Consultants	Apr/May 2021
<b>Phase 3: Data collection</b>		
Key informant interviews	LE/ALE/Consultants	May-July 2021
Remote site visits and photo shoots	Consultants/CO	May-July 2021
Stocktake and moment of reflection (planning for in person validation visits, if feasible); CO preliminary de-brief	LE/ALE/Consultants	July 2021
<b>Phase 4: Analysis, report writing, quality review and debrief</b>		
Analysis of data and filling data gaps (iterative process)	LE/ALE/Consultants	July/Aug 2021
Submission of final Outcome Analysis Papers	ALE/Consultants	Early Sept 2021
Synthesis and report writing	LE	Sept 2021
Zero draft for internal/external peer review	LE/ALE	Oct 2021

<sup>32</sup> [web.undp.org/evaluation](http://web.undp.org/evaluation)

<sup>33</sup> [erc.undp.org](http://erc.undp.org)

<sup>34</sup> The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

First draft to CO/RBA for comments	LE/CO/RBA	Oct/Nov 2021
Second draft shared with national stakeholders	LE/CO/GOV	Dec 2021
Draft management response	CO	Jan 2022
Stakeholder debriefing via videoconference	IEO/CO/RBA	Jan 2022
<b>Phase 5: Publication and dissemination</b>		
Editing and formatting	IEO	Feb 2022
Final report and evaluation brief	IEO	Feb/March 2022
Dissemination of the final report	IEO	March 2022