
ANNEX 1. TERMS OF REFERENCE

Introduction

Within the overall provisions of the UNDP Evaluation Policy,¹ 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 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 twofold: strengthening accountability of UNDP to national stakeholders and the Executive Board, while promoting learning.

The global Coronavirus 2019 (COVID-19) pandemic has presented UNDP with considerable challenges in implementing its programme of work. Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges posed by the pandemic. Enlarging its focus from the Country Programme Document (CPD), ICPEs will consider and assess UNDP's support to countries to effectively prepare, respond, and recover from the wider COVID-19 crisis, including its socio-economic consequences.

This is the first evaluation conducted by the IEO in the Plurinational State of Bolivia (hereafter referred to in its short form: Bolivia). It will cover the work of UNDP during the current programme cycle (2018-2022), with a view to contributing to the preparation of the CPD starting in 2023. While maintaining its full independence, the IEO will conduct the evaluation in close collaboration with the UNDP Country Office and the UNDP Regional Bureau for Latin America and the Caribbean (RBLAC).

Country context

Following the Constitutional reform of 2009, Bolivia adopted a vision for a more inclusive and participatory development model (*el vivir bien*) based on a plural economy and an intercultural democratic system that recognizes the rights of indigenous people to govern themselves.² Progress in the implementation of the process for the autonomy of indigenous communities has yet been slow. As of 2021, more than 30 native indigenous communities have opted for accessing the *Autonomia Indigena Originario Campesina*, but only three municipalities and one territory have completed the process.³

The *Agenda Patriotica 2025*⁴ and the Plan of Economic and Social Development (PDES, 2016-20)⁵ describe Bolivia's development reform path around 13 goals, including the eradication of extreme poverty, the universalization of basic services, economic diversification, integrated development and sovereignty over natural resources, as well as transparency in public administration management. The PDES highlighted

¹ <http://web.undp.org/evaluation/policy.shtml>.

² Forty-eight percent of the population in Bolivia is considered indigenous. Source: National Institute of Statistics, 2017.

³ Charagua Iyambae, Uru Chipaya, Salinas de Garci Mendoza and Raqaypampa

⁴ *Agenda patriotica 25: 13 pilares de la Bolivia digna y soberana*, Ministry of Communication of Bolivia, 2013

⁵ *Plan de desarrollo económico y social en el marco des desarrollo integral para vivir bien 2016-20*, Ministry of Development Planning of Bolivia, 2015

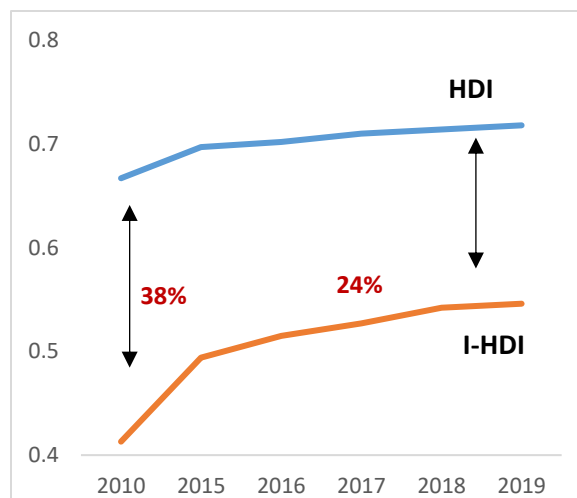
the importance of all sectors for the country’s economic development, including agriculture, energy, and tourism as driving forces. The development of a sustainable production system to ensure the “complementary rights of individuals, societies, and Mother Earth” and to reduce environmental pollution in the context of a changing climate was also set as priority.

Bolivia is a landlocked country with no ocean coast, which poses natural constraints to trade. However, in the last decade, the country has seen an important economic growth, propelled by a favorable external environment with high commodity prices, prudent macroeconomic management, and public investments in support of gas exports to Brazil and Argentina. Bolivia’s Gross Domestic Product (GDP) has doubled since 2010, reaching US\$ 40.9 billion in 2019 (constant US\$ 2010). As of 2019, services constituted 51 percent of the GDP, followed by industry (25 percent), agriculture and manufacturing (10-12 percent each).⁶ While the contribution of agriculture to the GDP is not highly significant, the sector provides around 30 percent of jobs, particularly in rural areas and to the benefit of vulnerable communities. Most of Bolivian economy (70 percent of jobs) remains informal.⁷ As an overall improvement in the quality of jobs has been noted, it has mostly benefitted formal workers in urban areas and aged 30 to 59 years, leaving others behind.⁸

The gains of economic growth in Bolivia have overall benefitted poor people. The poverty headcount ratio (at national poverty line) diminished from 45.1 in 2011 to 34.6 in 2018.⁹ Poverty reduction registered some of the highest trends in Latin America up to 2014, with a period of stagnation in 2014-16 and more modest progress after. Bolivia’s sustained positive performance in poverty reduction was reflected in a larger improvement of human development, leading to the inclusion of Bolivia among High Human Development countries in 2019. In 2020, the Human Development Index ranked Bolivia 107th, with a value of 0.718.

When adjusted for inequality, however, the Human Development Index decreases to 0.546 (-24 percent). Despite some notable progress since 2010 (see figure 1), the country still suffers from significant inequalities, mostly as a reflection of income disparities, with differences by geographic area, ethnic group, and gender. According to official data from the National Statistics Institute, the Gini index remains higher in rural areas where more than 50 percent of rural population lives in poverty. Rural areas still have limited availability of communication infrastructure and access to electricity. At the same time, while poverty incidence is lower in cities (31 percent), the actual number of people living in poverty in urban centers is higher given the concentration of population.¹⁰ With 70 percent of

Figure 1: Human Development and inequality



(Source: IEO analysis of UNDP data)

⁶ World Bank, 2020

⁷ UNDP, 2020

⁸ Maldonado et al., Analysis of employment in Bolivia, promoted by the President of the Bolivian Parliament, the Center of Social Analysis, Oxfam and UNDP, 2020

⁹ World Bank data, 2020

¹⁰ National Institute of Statistics, Poverty Indicators, 2020.

Bolivians living in cities, rapid urbanization is straining mobility systems and worsening air pollution, quality of life and access to public services – affecting vulnerable populations the most.¹¹

Gender differences also play an important role in explaining inequality: while women live longer, they benefit of less education (1.5 years on average) and earn 39 percent less than men.¹² Maternity paid leave is limited to 90 days. The intersection of gender, ethnicity, and poverty deepens women’s vulnerability to gender-based violence in the country: in 2005-19, almost 60 percent of women experienced violence by an intimate partner.¹³ In light of this situation, and based on the 2009 Constitution, numerous normative measures and laws were developed to protect women’s rights. Bolivia has also proudly achieved gender parity in political representation within the legislative branch of the Government since 2015.¹⁴

The Bolivian territory is characterized by a complex landscape with marked contrasts among the Andean region, the valleys in the sub-Andean region, and the plains covered by the Amazon rainforest in the north. Its diverse ecosystems have been variously affected by the effects of climate change - including temperature increases, excess rainfall, and droughts as well as earthquakes and landslides – with important effects on agro-biodiversity, which enables food security. In 2015, following a particularly intense El Niño, the second largest lake in the country almost dried, threatening the livelihoods of fishing communities and other hundreds of species. Wildfires have also intensified in 2018-19, due to natural conditions as well as land clearing practices, creating significant losses to the Amazon forest area. As of 2020, 18 percent of Bolivia’s land was degraded.¹⁵ The government acknowledges the importance of conservation of natural resources and protection against climate change. Its commitments are reflected in a number of laws, policies and programmes, as well as the ratification of the Paris Agreement in October 2016.

In 2019-20, Bolivia has been confronted by two major crises. Following the disputed 2019 general elections, a political crisis led to the resignation of the President, the creation of an ad-interim government, and several days of civil unrest. With the appointment of a new electoral Commission, general elections were held in October 2020, with support from UNDP and the international community. On 13 March 2020, Bolivia had its first confirmed case of Coronavirus 2019 (COVID-19) pandemic disease. As of February 2021, Bolivia has around 230,000 confirmed cases (2 percent of the population), with more than 10,000 deaths.¹⁶ La Paz and Santa Cruz, two of the country’s largest cities, have been especially hard hit. The COVID-19 pandemic poses a particular challenge for Bolivia, where respiratory infections have been among the top two causes of deaths (together with heart attacks) in the past ten years.¹⁷

¹¹ <https://sdgintegration.undp.org/countries/bolivia>

¹² UNDP, Human Development Index, Information Note, 2020

¹³ UNDP, Human Development Report, 2020

¹⁴ In the period 2014-20, 53 percent of seats in the National Assembly were held by women.

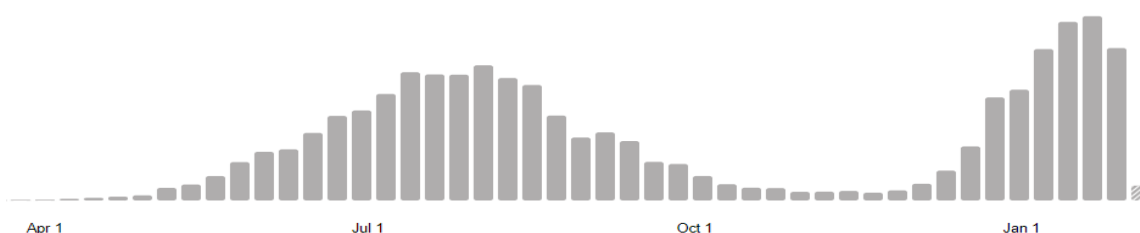
<https://data.worldbank.org/indicator/SG.GEN.PARL.ZS?locations=BO&view=chart>

¹⁵ UNDP, Human Development Report, 2020

¹⁶ World Health Organization, February 2021

¹⁷ Global burden of 369 diseases and injuries in 204 countries and territories, 1990–2019: a systematic analysis for the Global Burden of Disease Study 2019, The Lancet, 2020

Figure 2: COVID-19 cases, in Bolivia



(Source: WHO)

Bolivia has a precarious health system, lacking in infrastructure (with 13 beds available per 10,000 people)¹⁸ and with inadequate staff and financing to meet the needs of the population. In 2018, the health expenditure was 6.3 percent of the country's GDP, below the Latin American average of 8 percent.¹⁹ Tuberculosis and vector-borne diseases, such as malaria, dengue, chagas and yellow fever, are common in Bolivia and endemic in the Amazon region. With support from the international community, malaria incidence and mortality from tuberculosis have decreased significantly in the last decade, but still remain a threat to the health of the most vulnerable.²⁰

UNDP Programme in Bolivia

UNDP's cooperation with Bolivia started in 1974, with the signature of the Standard Basic Agreement that constitutes the legal basis for the relationship with the government.

In the previous CPD (2013-17), UNDP contributed to four UNDAF outcomes, with results reported in the areas of:²¹

- Institutional capacity development for enhanced governance, accountability, and equality – with a focus on elections, justice and citizen security, and data management
- Intercultural dialogue, support to the creation of indigenous governments, and capacity development for cultural and natural heritage management
- Support of dispute management in relation to regional, mining and other socio-environmental conflicts
- Improved access to quality health systems for the diagnosis, treatment, and reduction of malaria and tuberculosis
- Integrated planning and coordination among national, departmental, and municipal authorities around development goals, for the prioritization of investments
- Inclusive economic development, with a focus on youth entrepreneurship, tourism and agricultural trade

¹⁸ UNDP, Human Development Report, 2020

¹⁹ World Bank, 2018

²⁰ According to the World Health Organization, Bolivia achieved a decline of malaria cases incidence by less than 25 per cent in 2020 compared to 2015. The estimated mortality from tuberculosis decreased from 8 to 4 cases per 100,000 inhabitants between 1990 and 2013.

²¹ Final evaluation of UNDAF 2013-17

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- Sustainable management of natural resources and biodiversity, particularly in forests protected areas and with a focus on women and other vulnerable groups
 - Systems and capacity development for the monitoring and reduction of disaster risks, including climate change-related ones.

The UNDP programme 2018-22 included 12 outputs (see table 1 overleaf) aligned with four outcomes listed in the United Nations Development Assistance Framework (UNDAF).²² Planned resources for the achievement of the CPD goals amounted to US\$ 62.7 million, 8 percent of which comes from the UNDP core budget.²³

- In the area of *public management and inclusive services*, UNDP planned to support national policies that promote equitable access to justice, citizen security, and effective public services, working in three sectors: integrated development planning for poverty reduction and social progress; justice and crime reduction, and; health (information systems and non-communicable diseases). UNDP intended to mobilize and allocate US\$ 35 million (56 percent of CPD resources) to this end.
- In the area of *integral development and plural economy*, UNDP aimed to promote risk reduction and climate adaptation actions that would contribute strengthening resilient and inclusive productive systems for food security, while respecting biodiversity and ecosystem conservation. UNDP was also committed to supporting the operationalization of the first national disaster response system and implement sustainable livelihoods projects for communities living in fragile settings. UNDP intended to mobilize and allocate US\$ 21 million (34 percent of CPD resources) to this end.
- In the area of *interculturality*, UNDP planned to enhance the institutional and public management capacity of indigenous autonomous governments, in coordination with national institutions, to contribute to the effective exercise of the rights of native farmers and Afro-descendent people. UNDP aimed to mobilize and allocate US\$ 6 million (10 percent of CPD resources) to this end.

In 2018-21, UNDP mobilized (through core and non-core resources) a total of US\$ 66 million, more than originally envisaged for the entire CPD cycle. The majority of resources promoted interventions in the area of governance, notably in support of elections and health capacity development funded by the Global Fund to Fight AIDS, Tuberculosis, and Malaria. In addition, as of February 2021, UNDP financial commitment to the COVID-19 response amounted to US\$ 13.4 million, to cover both procurement of diagnostic tools and protective equipment as well as analyses of the pandemic's socio-economic impact, particularly on women.²⁴

²² The CPD recognizes the contribution to three UNDAF outcomes on: equitable access to justice, security and public services (outcome 3); sustainable, resilient, and inclusive productive systems (outcome 2) and collective rights of indigenous peasant farmers and Afro-descendent peoples (outcome 4.1). UNDP work in the area of health, however, also responds to UNDAF outcome 1 on increased access to quality, sustainable, affordable and equal services.

²³ DP/DCP/BOL/3

²⁴ Funds came from core resources, World Bank, Global Fund and private sector

Table 1: CPD outputs and resources (2018-22)²⁵

CPD OUTPUTS	Resources (US\$ million)		
	Planned 2018-22	Budget 2018-21	Expenditure 2018-21 (February)
Output 1.1. Selected public institutions have shown innovation and have designed evidence-based policies to further poverty reduction and protect recent social achievements. Output: 1.2. State entities have identified strategies to strengthen their planning processes on the basis of more integral development approaches	35.3	16.1 ²⁶	6.8
Output 1.3 New management models are implemented in the justice system to improve the quality and efficiency of its services Output 1.4. Competent institutions have reduced the impact of criminal phenomena		0.02	0.02
Output 1.5 Increased capacity of the national (health) programmes and their stakeholders to take effective prevention, diagnosis and treatment actions for malaria and tuberculosis Output 1.6 National programme stakeholders implement a comprehensive and timely information system in conformity with national policies and in the framework of the National Health Information System		34.0 ²⁷	27.3
Output 2.1. Risk reduction and climate adaptation actions are part of the planning and investment decisions of national and subnational governments Output 2.2. Sustainable livelihoods implemented by selected local communities (within the office portfolio) living in fragile ecosystems Output 2.3. The national comprehensive first-response system (to emergencies and disasters) is fully operational Output 2.4. Bolivia complies with its climate change convention reporting obligations.	21.4	13.7	9.2
Output 3.1. Indigenous autonomous governments have built institutional and public management capacity, and increased their coordination with national institutions to exercise their right to self-determination	6.0	1.6	1.6
TOTAL	62.7	66.0	45.2

²⁵ Source: CPD 2018-22 and IEO analysis of UNDP financial data (Atlas)

²⁶ This includes support to election, projects for gender equality and empowerment of women and other analyses conducted in the context of the COVID-19 pandemic

²⁷ This includes support to health sector in the context of the COVID-19 pandemic

Goal and scope of the evaluation

ICPEs are conceived as both accountability and learning tools, in that they aim to provide an account of results achieved and look at factors – both positive and negative - that have driven performance. ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to inform the development of the CPD for the next programme cycle.

The ICPE will focus on the formal UNDP country programme approved by the Executive Board for the period 2018-22, covering the period up to September 2021. Yet, the ICPE will flexibly take into account interventions that may have started in the previous programme cycle but continued in the current one, as well as any adaptation to the CPD driven by contextual factors (e.g. elections or COVID-19 outbreak) or strategic decision-making to ensure relevance of UNDP programming to the country needs.

The scope of the ICPE includes the entirety of UNDP development programmes in the country, whether funded by UNDP regular resources, donors, and the government. The support provided by RBLAC and Headquarters will also be considered.

Evaluation questions and approach

The ICPE will address five main questions:²⁸

- I. What did the UNDP programme intend to achieve during the period under review?
- II. To what extent has UNDP programme coherently responded to the country's sustainable development needs?
- III. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
- IV. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support the country's preparedness, response and recovery process?
- V. What (internal and external) factors have contributed to, or hindered, UNDP's performance and eventually, to the sustainability of results?

The ICPE will adopt a realist approach, using Theories of Change (ToC) to better understand how, and under what conditions, UNDP interventions are expected to contribute to outcome and impact-level results as defined in the UNDAF and the CPD. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended outcomes. To the extent possible and relevant, the ICPE will seek to use available indicators to measure or assess progress towards the outcomes. The TOC will then be tested against evidence, including Most Significant Changes brought through UNDP support to different groups of beneficiaries at community level.²⁹ In cases where 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.

²⁸ More detailed sub-questions will be developed during the desk review phase of the evaluation and included in an evaluation matrix.

²⁹ The Most Significant Change approach involves generating and analyzing personal accounts of change and deciding which of these accounts is the most significant – and why. It allows to learn from similarities and differences in what groups and individuals value.

The IEO will 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 strengthen the contribution of UNDP to the sustainable development of Bolivia.

IEO will conduct the evaluation in compliance with United Nations Evaluation Group (UNEG) norms and standards.³⁰ To promote inter-agency learning and understand to what extent partnerships with other United Nations agencies, funds and programmes can be further strengthened to support the development objectives of Bolivia, the ICPE will engage in regular consultation with United Nations colleagues and teams tasked with the evaluations of country programmes and the UNDAF.³¹

The ICPE team will also closely collaborate with IEO teams working on the ICPEs for Ecuador and Peru, countries with which UNDP Bolivia also shares the management of one cross-country project.

Methodology and data collection

The IEO will employ a rating system to assess the achievement of outputs, and their contribution to programmatic outcomes. While the evaluation will cover the entirety of UNDP interventions in Bolivia, specific attention will be paid to areas of larger investment and/or relevance, including:

- a. Health governance and capacity building
- b. Electoral support
- c. Local governance
- d. Ecosystem management, water management, and biodiversity protection
- e. Leave no one behind (gender, interculturality, and vulnerable communities)
- f. Sustainable Finances (Working with private and financial actors)

Given the extraordinary impact of the COVID-19 pandemic, the ICPE will pay specific attention to the capacity of UNDP to adapt its programming to respond to the emerging challenge and protect the development gains already achieved. The ICPE will also analyze the relevance and effectiveness of UNDP contribution to the mitigation of life losses and socio-economic protection of vulnerable communities, in the context of the United Nations Socio-Economic Response Plan to COVID-19.³²

Using the UNEG guidance on integrating human rights and gender equality in evaluations,³³ the ICPE will pay particular attention to the inclusion of indigenous communities in programming, and the extent to which gender equality and women's empowerment considerations have been mainstreamed across all UNDP projects and operations. The evaluation will analyze the extent to which UNDP support contributed to gender equality through an analysis of gender marker-related data and the IEO gender results effectiveness scale (GRES).

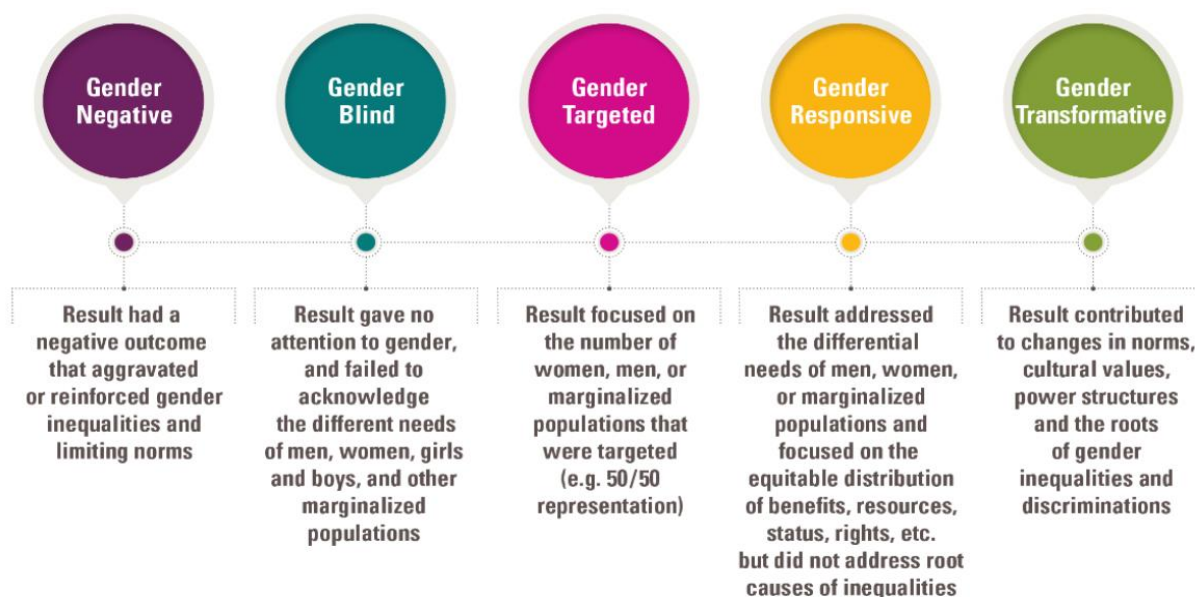
³⁰ <http://www.uneval.org/document/detail/1914>

³¹ Food and Agriculture Organization, the World Food Programme, the United Nations Population Fund, and the United Nations Entity for Gender Equality and the Empowerment of Women

³² United Nations Bolivia, *Plan de respuesta socioeconómica frente al COVID-19 en Bolivia: recuperación para un mejor futuro*, 2020

³³ UNEG, *integrating human rights and gender equality in evaluations* 2014

Figure 3: IEO Gender Results Effectiveness Scale



In light of the continued threat posed by the COVID-19 pandemic, the ICPE will largely be conducted remotely with virtual communications replacing in-person interviews. Should the COVID-19 situation in the country improve with no significant risk posed to the life of the team and its stakeholders, the team will consider conducting field visits particularly to engage with local population, who may be more difficult to reach out to otherwise.

The ICPE will rely on a triangulation of data collected through various sources, including:

- **Desk review** of strategic, programmatic and project-level documentation, including planning documents, strategies, reports (Results Oriented Annual Reports and progress reports), and decentralized evaluations conducted by the country office³⁴ and partners.
- **Interviews/focus groups/surveys** with key informants, including UNDP staff at Headquarters, regional, and country level; members of the United Nations Country Team, government representatives, donors, civil society organizations, and beneficiaries of project interventions.
- Should the COVID-19 outbreak allow it, **field visits** to project sites, selected based on a number of criteria including budget, duration of intervention, and proximity to other project sites. All outcome areas will be covered, as appropriate.

Management arrangements

The Independent Evaluation Office of UNDP: The ICPE will be conducted under the overall guidance of the UNDP IEO Director and the Chief of Section, Country Programme Evaluation.

The ICPE Bolivia evaluation team will be composed of:

³⁴ In the current cycle, the Country Office completed four evaluations: three in the area of integral development and plural economy and a mid-term evaluation in the area of interculturality.

- The Lead Evaluator (LE) will have overall responsibility for managing the ICPE, including preparing for, and designing the evaluation, as well as selecting the evaluation team. The LE will provide methodological guidance and oversee the synthesis process, ensuring quality of the evaluation reports. The LE will also support the ALE in the assessment of UNDP response to COVID-19.
- The Associate Lead Evaluator (ALE) will support the preparation and design of the evaluation and coordinate the work of the consultants. The ALE will be responsible for the analysis of UNDP support to health capacity development and UNDP response to COVID-19, as well as cross-cutting and systemic issues. The ALE will take a lead role in drafting the final evaluation report.
- The Research Associate (RA) will provide background research, support the portfolio analysis and other aspects of the ICPE process as may be required.
- A team of three consultants (possibly members of a national think tank/research institute) will cover the public management and inclusive services portfolio (excluding the health component), the integral development and plural economy portfolio, as well as UNDP support to interculturality. Under the guidance of IEO staff, they will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report.

IEO will meet all costs directly related to the conduct of the ICPE.

Table 2: Data collection responsibility by outcome area

UNDAF outcome	Area	Sub-sectors	Data collection
3	Governance	Elections Dialogue and conflict resolution Integrated planning and public management Local governance and SDGs Justice	Consultant A+C
1	Health	Malaria Tuberculosis COVID-19 response	ALE, with the support of LE
2	Integrated development and sustainable natural resource management	Biodiversity Ecosystem management Water management Disaster risk reduction and climate change adaptation Sustainable livelihoods (resilience and tourism development)	Consultant B+C, with the support of RA
4.1	Interculturality	Institutional and public management capacities of indigenous governments	Consultant C
NA	Leave no one behind	Gender equality and women's empowerment	Consultant C
Cross-cutting, strategic and management issues		Positioning Coherence Partnerships Coordination Resources	ALE, with the support of LE

The **UNDP Country Office in Bolivia** will support the evaluation team to liaise with key partners and other stakeholders, ensure that all necessary information regarding UNDP programmes, projects and activities in the country is available to the team, and provide factual verifications of the draft report on a timely basis. Should field visits occur, the country office will provide the evaluation team in-kind organizational support. To ensure the independence of the views expressed, country office staff will not participate in interviews and meetings with stakeholders held for data collection purposes.

The country office will jointly organize the final stakeholder debriefing, 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.

The **UNDP Regional Bureau for Latin America and the Caribbean** will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations. The Bureau will also oversee the preparation of the management response, and the implementation of agreed actions.

Evaluation Process

The evaluation will be conducted according to the approved IEO process, which includes five phases:

- **Phase 1: Preparatory work.** The IEO prepares the ToR and the evaluation design, including an overall evaluation matrix. The IEO starts collecting data and documentation with the 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 issue to be covered in the data collection phase.
- **Phase 3: Data collection.** Depending on the severity of the COVID-19 outbreak in the country, data collection will be conducted virtually in its entirety or, safety conditions permitting, will include in-persons interviews, focus groups, and field visits to La Paz and project locations.
- **Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the ICPE draft report will first be subject to an internal and external peer review by two external advisors. Once the draft is quality cleared, it will be circulated to the country office and UNDP RBLAC for factual corrections. The second draft will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the UNDP country office will prepare the management response to the ICPE. 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 Spanish and English. It will follow the standard IEO publication guidelines. The report and the management response will be published on the UNDP website as well as in the Evaluation Resource Centre, and made available to UNDP Executive Board by the time of approving a new CPD. RBLAC will be responsible

for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.³⁵

Timeframe for the ICPE Process

The timeframe and responsibilities for the evaluation process are tentatively³⁶ as follows:

Table 3: Tentative timeframe for the ICPE process going to the Board in 2022		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Deputy Director	Evaluation team	March 2021
Selection of consultant	Evaluation team	March-April 2021
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team, with inputs from Country Office	May-June 2021
Phase 3: Data collection		
Interviews, focus groups, field visits (if possible)	Evaluation team, with inputs from Country Office	July-September 2021
Phase 5: Analysis, report writing, quality review and debrief		
Zero draft for internal IEO peer review	Evaluation team	October 2021
First draft to CO/RBLAC for comments	Evaluation team, Country Office, and RBLAC	November 2021
Second draft shared with the government and national stakeholders	Evaluation team, Country Office, and RBLAC	December 2021
Draft management response	Country office	December 2021
Stakeholder debriefing via videoconference	IEO/CO/RBLAC	January 2022
Phase 6: Publication and dissemination		
Editing and formatting	IEO	February-March 2022
Final report and evaluation brief	IEO	March 2022

³⁵ erc.undp.org

³⁶ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.