

ANNEX 1. TERMS OF REFERENCE

INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluations (ICPEs)” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

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

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

This is the third country-level evaluation conducted by the IEO India. In 2002 and 2012 IEO conducted Assessment of Development Results of UNDP’s activities in India for the period from 1997 to 2002 and 2004 to 2011 respectively. The ICPE India will focus on UNDP’s work during its current programme cycle, 2018-2022, with a view to contributing to UNDP’s preparation of the next country programme starting in 2023. The ICPE will be conducted in collaboration with the Government of India, with the India Country Office, and with the UNDP Regional Bureau for Asia and the Pacific.

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. Thus, this ICPE will also consider the degree to which UNDP has been able to adapt to the crisis and support the country’s preparedness, response to the pandemic and its ability to recover meeting the new development challenges that the pandemic has highlighted, or which may have emerged.

NATIONAL CONTEXT

India is a lower-middle income country and the fifth largest economy in the world with an estimated population of about 1.30 billion. India's Human Development Index value for 2019 is at 0.645, placing the country at a medium level of human development.² Its GDP more than tripled in the past two decades, increasing from 0.87 trillion in 2000 to 2.94 trillion in 2019 at a constant 2010 US\$. The slow growth in rural incomes and global trade negatively affected recent growth patterns in 2020, further exacerbated by the COVID-19 pandemic.³ While pre-pandemic forecast predicted a 4 % and 6.2% economic growth in 2020

and 2021, the latest forecast factoring in the impact of COVID-19 predicts -9% in 2020 before growth recovers at 8% in 2021.⁴

The rapid economic expansion of India has translated to a significant decrease in the incidence of poverty, lifting 90 million people out of extreme poverty in the 2011-15 period.⁵ In 2019 however, 10.7% of the employed population was below the 1.90 PPP a day poverty line.⁶ The pandemic has severely affected the informal sector, which employed the majority of India's population.⁷ It also triggered a domestic migration crisis where millions of unemployed wage workers left cities for the countryside.⁸ As half of India's population lives close to the poverty line, any shortfall in income or loss of job increases their risk of slipping back into poverty. Key mitigations actions taken by India's government included, among other liquidity and financial support programme for small and medium enterprises, employment schemes for migrant workers and the development of an integrated pan-India social protection system, moving away from a primary focus on rural areas to include the informal sector and the urban poor.⁹

Women are particularly affected by poverty and discrimination, with India ranking 131 out of 155 countries on the gender inequality index.¹⁰ Female participation in labour force is 21 per cent, against the global average of 42 per cent¹¹ in 2019. Their share of job losses due to the pandemic resulting from the industry mix alone is estimated at 17 percent.¹²

Universal access to health and primary care is a significant challenge, with considerable geographic and social disparities regarding healthcare access.¹³ Key factors affecting India's poor performance in the health sector include insufficient health-related public spending, poor human capital, shortage of infrastructure, weak management, limited community participation, and neglect of the social determinants of health.¹⁴

The environment and climate change represent a significant threat to India's sustainable growth. The majority of India peninsular rivers have a short flowing period and are heavily polluted; 90% of wastewater discharged in rivers does not meet meat environmental norms. Forest degradation is a key environmental challenge as nearly half of the forested area covering 23% of the country is degraded.¹⁵ Climate change poses additional environmental stress making India monsoon more unpredictable with an increasingly negative impact on agriculture.¹⁶ In 2019, India was the seventh most-affected by the devastating impact of climate change globally.¹⁷ Despite the fact that India emits 7.1 per cent of global emissions and has per capita emissions that are 60 per cent lower than the global average. India is among the few countries that are on track to meeting their Paris Agreement commitments.¹⁸

UNDP PROGRAMME STRATEGY IN INDIA

UNDP is a long-time- partner of India, being present in the country since 1951 and working in a wide array of development areas. This included system and institutional strengthening, inclusive growth, sustainable livelihoods, energy environment and resilience, with an average yearly programme budget of US\$46.4 million in the past 12 years. Overall, the IEO's Assessment of Development Results for 2004-2011 found that the effectiveness of UNDP contribution has varied. There are examples of highly effective work, such the subnational Human Development Reports, as well as capacity development activities in governance, poverty reduction and energy and environment. At the same time, there were challenges with the lack of strategic focus and synergies between projects and programmatic approaches, short implementation periods and sudden closure of projects.

The 2018-2022 programme builds on the past programme's achievement¹⁹ and lessons drawn from the mid-term programme review and the past country programme action plan evaluation. The programme sought to strengthen institutions, systems and inadequate capacities across sectors to accelerate inclusive

and sustainable development. It also aimed to promote innovation, risk taking and to improve transparency through modernization and digitalization of India's national programmes and missions. The current programme focuses on achieving the Sustainable Development Goals, in alignment with India's new national development vision, India 2030 and the Sustainable United Nations Sustainable Development Framework 2018-2022. It has three main focus areas:

- i. Institutional and systems strengthening for service delivery, especially in national priority areas of e-governance, Digital India, citizen-centric service delivery, effective implementation, effective justice delivery and SDG planning, budgeting, coordination and monitoring.
- ii. Accelerating inclusive growth through strengthening institutional linkages between enterprise and skills-training providers and identifying synergies between national programmes and missions to assist marginalized groups²⁰ access to sustainable skills, jobs, livelihoods and productive assets.
- iii. Energy conservation, environmental sustainability, stronger natural resource management and community resilience with a focus on innovation and ability to access, manage and deliver high quality results using Global Environment Facility (GEF) and climate financing and integration of internationally adopted frameworks and policies for climate change and DRM within national and state-level institutions, systems and processes.

Implementation of this country programme is supported by the renewed partnership and blending finance solutions, leveraging financial and technical resources from various sources and scale and south-south expertise.²⁸

The structural change of the UNDP India country office in 2017 due to reduced core funding and the COVID-19 pandemic has presented the CO with considerable challenges but also opportunity to implement activities and support India to prepare, respond, and recover from the pandemic. Along with rethinking current programme activities, additional resources have been raised for national and state-level responses in supporting health systems, addressing social and economic impact and supporting multisectoral coordination and inclusive response.

The total estimated budget in support of the three priority areas is about US\$ 349m (see table 1 above), 52% of which was allocated to the area of "Energy, environment and resilience" (Outcome 3), and 48% almost equally shared between the areas of "strengthening systems and institutions" (outcome 1) and "Inclusive growth" (outcome 2). The available budget to date represents 54% of the expected resources, and delivery is 55.8% of the total available budget (see Table 1 below).

Programme expenditure to date shows that UNDP has the highest concentration of activities in supporting public health systems for inclusive service delivery (output 1.3), representing 31% of the overall programme expenditure over the past three years. Sustainable management of natural resources and ecosystems, ozone-depleting substances, chemicals and wastes (output 3.2) is the second major intervention area, with 26% of programme expenditure. Support for the institutionalization of climate change and DRR (output (3.1) is the third-largest work area and represents 14% of overall programme expenditure. The promotion of inclusive employability, skilling, employment and entrepreneurship models (output 2.1) is the fourth largest area of work, representing 9% of programme expenditure.

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

UNSD+ Outcomes	CPD Outputs	Programme finance in US\$ million (2018-2021*)		
		Planned resources	Budget	Expenditure
Outcome 1: By 2022, there is improved and more equitable access to, and utilization of, quality affordable health, nutrition, and water and sanitation services.	<p>Outputs 1.1: Institutions strengthened to support implementation and monitoring of the SDGs.</p> <p>Outputs 1.2: Systems strengthened for increased access to entitlements, services, justice and finance.</p> <p>Outputs 1.3: Improved efficiency and effectiveness in public health systems for service delivery benefitting women and the poor.</p> <p>Output 1.4: Increased provision of digital government services to citizens.</p> <p>Output 1.5: Partnerships forged between government, private sector, multilateral and bilateral agencies, vertical funds, Corporate Social Responsibility (CSR) and foundations that provide innovative and effective new development solutions that harness South-South opportunities.</p>	<p>Regular resources: 11</p> <p>Other resources: 72.49</p>	65.30	40.87
Outcome 2: By 2022, institutions are strengthened to progressively deliver universal access to basic services, employment, and sustainable livelihoods to the poor and excluded,	<p>Output 2.1: Models with large-scale replicability, integrating employability, skilling, employment and entrepreneurship targeting women and poor people are developed.</p> <p>Output 2.2: Poor and vulnerable have the capacity,</p>	<p>Regular resources: 8.02</p> <p>Other resources: 76.32</p>	35.68	20.36

<p>in rural and urban areas.</p>	<p>options and opportunities to move out of deprivation.</p> <p>Output 2.3: Partnerships for skill development and integrated housing solution forged between government, private sector, multilateral and bilateral agencies, vertical funds, CSR and foundations.</p>			
<p>Outcome 3: By 2022, environmental and natural resource management is strengthened, and communities have increased access to clean energy and are more resilient to climate change and disaster risks</p>	<p>Output 3.1: Effective institutional, legislative and policy frameworks in place to enhance the implementation of climate change and disaster risk reduction at national and subnational levels.</p> <p>Output 3.2: Effective solutions developed at national and subnational levels for sustainable management of natural resources and ecosystems, ozone depleting substances, chemicals and wastes.</p> <p>Output 3.3: Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal clean energy access.</p> <p>Output 3.4: Blended finance mechanisms developed to strengthen sustainable energy and environment solutions.</p>	<p>Regular resources: 11 Other resources: 170.26</p>	<p>84.45</p>	<p>43.43</p>
<p>Grand total*</p>		<p>349.09</p>	<p>188.83</p>	<p>105.35</p>

Source: UNDP India Country Programme Document 2018-2022 and ATLAS extraction (07 January 2021)

*Financial figures include US\$3.40 million of available budget and US\$ 0.69 million of expenditure not allocated to any of the three outcome areas.

Resources to implement UNDP's country programme in India are provided by the Vaccine Alliance Partnership (24% of programme expenditure), the Government of India at national and state level (18%),

the Global Environment Fund and Trustee (15%), the Montreal Protocol (12%), UNDP (8%), the IKEA Foundation (7%), the Coca-Cola company (4%) and other donors (see figure 1 below).

Figure 1: Top 15 donors to UNDP programme in US\$ million



Source: *and ATLAS extraction (07 January 2021)*

SCOPE OF THE EVALUATION

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

The ICPE India will focus on the country programme approved by the Executive Board for the period 2018-2022 and will take into account interventions that may have started in the previous programme cycle but continued in the current one, as well as any changes made to the CPD due to various reasons. The ICPE will pay close attention to UNDP’s response to the COVID19 pandemic in the country.

The scope of the ICPE includes the entirety of UNDP’s development programmes in the country funded by all sources, including those from UNDP’s regular resources, donors, and the Government. The efforts supported by UNDP’s regional and global programmes will also be included. Also included are any activities UNDP country office has engaged that are considered crucial for the political and social agenda of a country, although they may not necessarily be done as part of a specific project.

METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.²¹ The ICPE will address the following key evaluation questions.²² These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?
4. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

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

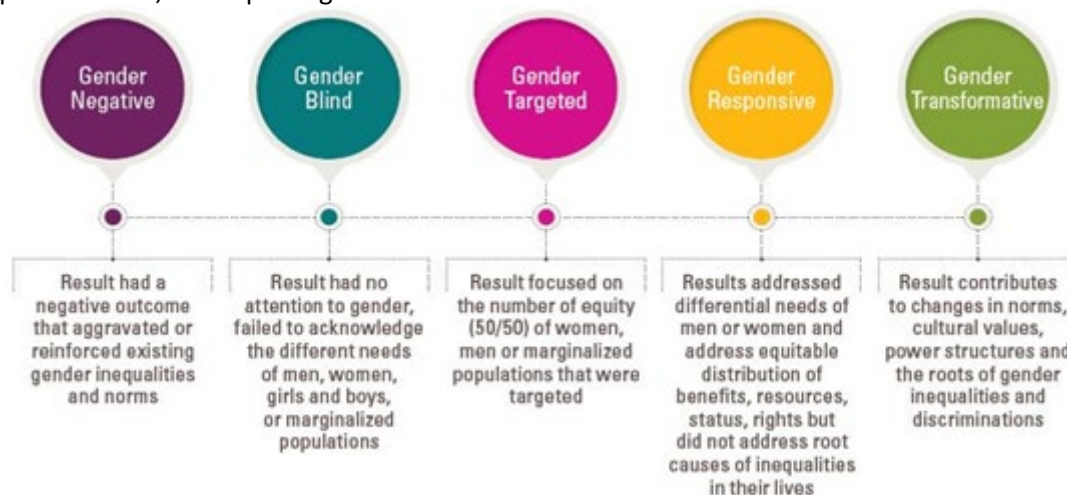
The effectiveness of the common country programme will be analysed under evaluation question 2. This will include an assessment of the UNDP achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect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

UNDP support to country's preparedness, response and recovery process to the COVID-19 pandemic will be addressed in question 3 by analysing UNDP's programme adaptation to the COVID-19 situation, the relevance of UNDP's support to the country including its alignment to national policies and other UN agencies and donors' interventions as well as by assessing the effectiveness of the support provided and the sustainability of results achieved.

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 4. The utilization of resources to deliver results (including managerial practices); the extent to which the Country Office fostered partnerships and synergies with other actors (i.e. through south-south or triangular cooperation); and the integration of gender equality and women's empowerment in design and implementation of the CPD are also some of the aspects that will be assessed under this question.

Special attention will be given to integrate a gender-responsive and intercultural focus to the evaluation approach to data collection methods. In this context, the evaluation will analyse the extent to which UNDP India support was designed to and did contribute to gender equality. This analysis will be conducted considering the gender marker²³ and IEO's gender results effectiveness scale (GRES). The GRES classifies gender results into five categories as indicated in the schematic below. In addition, gender-related

questions will be incorporated in the data collection methods and tools, such as the interview questionnaire, and reporting.



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 UNDPs contribution to CPD Outcome/ UNSCDF outcome goals.

IEO will employ a rating system for all ICPEs starting in 2021. The rating system was first piloted in 2020 and is currently being refined. Details will be provided in due course prior to the implementation of the ICPE.

DATA COLLECTION AND ANALYSIS

Assessment of data collection constraints and existing data. The ICPE will include an initial assessment of existing data and potential data collection constraints and opportunities. In terms of availability of decentralized evaluations, the Evaluation Resource Center (ERC) information indicates that 28 evaluations were planned as part of the current programme cycle, and at the time of this TOR preparation, eight project evaluations had been completed. The completed project evaluations cover approximately 15% of programme expenditure to date and focused mostly on climate change and DRR (Output 3.1), sustainable natural resource management (Output 3.2) and renewable energy (output 3.1). One evaluation covered the area of skill development and employment (output 2.1). The quality of project evaluations is moderate. Five out of the eight completed project evaluations were quality assessed. Three of them were assessed as moderately satisfactory, one as satisfactory and one as unsatisfactory.²⁴ In addition to project-level evaluations, the CO has completed last year a mid-term review of the country programme. Together these projects and programme evaluations provide a good basis of evaluative evidence for implementing this ICPE. The mid-term review in particular will be used to guide validation of progress and course correction recommended and to deepen analysis of UNDP value added and ways forward for the next programme cycle.

The remaining 20 project evaluations include 12 project evaluations in the climate change, natural resource management and renewable energy (outcome 3), five in the area of employment and skill development

(outcome 2) and 2 in the area of institutional and system strengthening (outcome 1). In addition, one outcome evaluation is planned by the CO in 2022. Out of these 19 remaining project evaluations, only six are planned to be completed this year alongside the ICPE. Overall, the area of institutional and system strengthening (outcome 1) has a relatively weaker evaluative basis compared to the others two outcomes areas of the current CPD. The evaluation team will address this by allocating relatively more human resources and efforts to assessing UNDP contributions to outcome 1.

The CPD Outcomes, UNDP Results-Oriented Annual Reports (ROAR), UNDP's COVID-19 Mini-ROAR, and the corporate planning system (CPS) associated with it provide indicators, baselines and their status of progress. To the extent possible, the ICPE will use these indicators and data, as well as other alternative indicators which may have been used by the Country Office, to interpret the UNDP programme goals and to measure and assess progress toward the intended outcomes. However, the CPD indicators try to assess aspects of performance that are well-outside of UNDP's direct sphere of control, and for which the programme has limited influence. To mitigate these limitations, the evaluation will work with Theories of Change to try to understand goals and map assumptions against the expected and achieved results. In addition, primary data collection will depend on COVID-19 restrictions and the possibility of conducting virtual consultation. In response to these constraints, the evaluation team will expand the number of interviews with key informants as well as recruit national expertise and/or consultants familiar with India context and challenges and engage with think tanks, academia and research institutes.

Data collection methods. The evaluation will use data from primary and secondary sources, including desk review of corporate and project documentation and surveys. A multi-stakeholder approach will be followed, and telephone/zoom interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, the Country Office and RBAP, and beneficiaries of the programme. Efforts will be made to collect views from a diverse range of stakeholders on UNDP's performance. At the start of the evaluation, a stakeholder analysis will be conducted with the support of the Country Office to identify relevant UNDP partners and beneficiaries to be consulted, as well as those who may not work with UNDP, but play a key role or help the valuation assess UNDP contributions to the CPD outcomes. 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.

The criteria for selecting projects will include:

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

The IEO and the Country Office will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint website. Document reviews will include: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports

(ROARs); and evaluations conducted by the country office and partners, including quality assurance reports available. A questionnaire will be administered to the country office and expected to be completed at least two weeks prior to the beginning of the data collection consultations.

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

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

MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the India Country Office, the Regional Bureau for Asia and the Pacific and the Government of India. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

Country Office in India: The Country Office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, complete the country office questionnaire and provide factual verifications of the draft report on a timely basis. The Country Office will provide support in kind (e.g. scheduling of interviews with project staff, stakeholders and beneficiaries). The Country Office staff will also be interviewed. To ensure the independence of the exercise and the anonymity of interviewees, the Country Office staff will not participate in the stakeholders' interviews. Once a final draft report has been prepared, the CO will prepare a management response to the evaluation recommendations, in consultation with the RB. It will support the use and dissemination of the final ICPE report at the country level. The Country Office and IEO will organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a videoconference, where findings, conclusions and recommendations of the evaluation will be presented.

UNDP Regional Bureau for Asia and the Pacific: The UNDP Regional Bureau for Asia and Pacific will support the evaluation through information sharing and will participate in the final stakeholder debriefing. Once the evaluation has been completed, the Bureau is also responsible for monitoring the status and progress of the implementation of the evaluation recommendations, as defined in its management response.

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

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; leading and managing the conduct of the ICPE, preparing/ finalizing the evaluation report; and organizing the stakeholder debrief, as appropriate, with the Country Office.

- **Associate Lead Evaluator (ALE):** IEO staff member with the general responsibility to support the LE, in particular during the data collection and analysis, consultants’ management and the preparation of final report. Together with the LE, the ALE will help backstop the work of other team members.
- **Research Associate (RA):** IEO internal consultant in charge of supporting the LE/ALE in the preparation of terms of reference, background research, data collection and analysis and the final report.
- **Consultants:** Three external consultants, preferably nationals from India, will be recruited to collect data and help to assess the outcome areas, paying attention to gender equality and women’s empowerment. Under the guidance of the LE, they will conduct preliminary desk review, develop a data collection plan, conduct data collection, prepare outcome analysis papers, and contribute to the final ICPE report.
- **Think thanks:** IEO will explore partnering with nationally based think tanks, research institutions, and academia to strengthen its data collection and analysis capacity amid operational challenges in the pandemic to ensure the team has a good understanding of the national and different local contexts and an improved access to beneficiaries.

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

Outcome/Area	Data collection and report
Outcome 1	ALE + Consultant 1/
Outcome 2	LE + Consultant 2
Outcome 3	LE + Consultant 3
Gender equality	ALE + All
Strategic positioning issues	LE
Operations and management issues	ALE+ALL

EVALUATION PROCESS

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

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

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

Phase 3: Data collection. The evaluation team will engage in data collection activities, depending on COVID restrictions, most to all consultations shall be virtual. The estimated duration of the data collection period will be 2 to 3 weeks. Data will be collected according to the approach outlined in Section 5 with responsibilities outlined in Section 7. At the end of the data collection phase, the evaluation team may hold a debriefing presentation of the key preliminary findings to the Country Office when all additional data gaps and areas of further analysis should be identified for follow-up.

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

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

Saut de page

TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively²⁵ as follows:

Table 3: Timeframe for the ICPE process going to the Board in September 2022 (tentative)		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE/ALE	March
Selection of other evaluation team members	LE/ALE	April
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	June 2021
CO questionnaire	Evaluation team	July 2021
Phase 3: Data collection		
Data collection and preliminary findings	Evaluation team	July- August 2021
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	LE/ALE	September 2021
Zero draft ICPE for clearance by IEO	LE/ALE	October 2021
First draft ICPE for CO/RB review	CO/RB	October 2021
Second draft shared with the government	CO/GOV	November 2021
Draft management response	CO/RB	December 2021
Final debriefing with national stakeholders	CO/LE	December 2021
Phase 5: Production and Follow-up		
Editing and formatting	IEO	January 2022