

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

This is the first ICPE conducted by the IEO covering UNDP country programmes in Guinea. The current ICPE will be conducted in 2021 towards the end of the current UNDP programme cycle of 2018-2022, with a view to contributing to the preparation of UNDP's new programme starting from 2023.

National context

Guinea is a coastal country in West Africa with an estimated population of 12.7 million. The country sustained considerable economic and human development progress over the past decade, driven by its abundant natural resources, with its GNI per capita and human development value increasing, respectively, by 71.2 percent and 69.1 percent between 1990 and 2019.²

Despite this progress and its many natural and mineral resources, Guinea is among the world's least developed country category and remains in the low human development category, positioned 178 out of 189 countries and territories of the HDI index ranking in 2019 and scoring below the average of the low HDI category and of Sub-Saharan African countries. Similarly, the country's HDI value, when the value is discounted for inequality, falls by 24.4 percent, which is above the regional average. The 2018 Multi-dimensional Poverty Index estimated that 66.2 percent of the population are multidimensionally poor while an additional 16.4 percent are classified as vulnerable to multidimensional poverty³. Poverty rates

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

² UNDP, Human Development Report 2020, Briefing note for countries on the 2020 Human Development Report

³ UNDP, Human Development Report 2020, Briefing note for countries on the 2020 Human Development Report

are higher among households in the agricultural sector and among households with low educational attainment⁴. The incidence of poverty for rural areas is almost 65 percent as compared with 35.4 percent in urban areas and a poor population of 1.2 million, though 30% of the increase of estimated absolute number of poor recorded since 2002 were found in urban areas.

The country is ranked 118 out of 156 countries on the Global Gender Gap index, showing progress in the area of economic empowerment but significant gaps remaining in the dimensions of educational attainment and political empowerment⁵. 80% of women reported having experience gender-based violence and female genital mutilation concerns 97% of women between the age 15-45⁶. Youths are estimated to represent 80% of people unemployed⁷.

The country's development trajectory remains hindered by structural weaknesses in governance, exposure to external shocks, and increasing effects of climate change. Guinea is ranked 39th out of 54 on the Ibrahim Governance index, with a declining trend on the index's dimension of participation, rights and inclusion since 2010⁸. Overall, Guinea's experience with multiparty democracy has remained recent and marked by recurrent socio and ethnic political tensions despite important progress achieved in building democratic institutions. Further progress has been hindered by a legacy of fragile institutions, centralized governance, and limited public trust in central institutions⁹. Other interrelated fragility, conflict and violence drivers have been noted through rising underemployment and political instrumentalization of ethnicity¹⁰.

The country's economy relies primarily on its agricultural sector, which is estimated to employ 52% of the country's workforce, but only constituted around 20% of GDP in 2017¹¹. The mining sector is of increasing importance, with the country holding the single largest bauxite reserves, as well as deposits of gold, diamonds and iron ore. According to 2018 estimates, the extractive industries sector constitutes around 18% of GDP and 6% of employment¹². The country's economy has been coping with the combined lasting effects of recent external shocks related to the decline in global commodity prices and an Ebola Epidemic in 2014-2015, which caused significant social losses, disruption in non-mining sectors of the economy and exacerbated preexisting chronic food insecurity situations in some regions. Economic recovery from the Ebola crisis and from the global COVID 19 pandemics in 2020 have been supported by increases in commodity prices and resurgence of global demands following the reopening of economies in later part of 2020. However, growth in non-mining sectors is projected to grow only by half of its pre pandemic projection¹³ highlighting the impact of the pandemic on the most vulnerable populations. In February 2021, a new Ebola virus outbreak was declared by the national authorities and as of April 2021, 16 cases of Ebola were confirmed in Guinea, including 5 confirmed deaths and 10 recoveries¹⁴.

⁴ World Bank Group- country partnership framework for the republic of Guinea for the period fy2018-fy23 <http://documents1.worldbank.org/curated/en/346601528601433676/pdf/Guinea-CPF-Board-Version-Final-05152018.pdf>

⁵ [Global Gender Gap Index 2021](#), World Economic Forum

⁶ UNDAF 2018-2022

⁷ Plan National De Development socio-économique 2016-2020, République de Guinée

⁸ Source: Ibrahim Index of African Governance, consulted in April 2021

⁹ World Bank Group- country partnership framework for the republic of Guinea for the period fy2018-fy23

¹⁰ World Bank, Implementation Note for the IDA 18 Risk Mitigation Regime (RMR) in Guinea, May 2017

¹¹ CIA World Fact Book <https://www.cia.gov/the-world-factbook/countries/guinea/#economy>

¹² Extractive Industries Transparency Initiative, 2018: <https://eiti.org/guinea>

¹³ IMF Staff report, Guinea, December 2020

¹⁴ UNICEF Guinea Ebola Situation Report No. 5, 14 - 24 April 2021

Guinea is home to rich natural resources and biodiversity and to the sources of several major rivers crossing the Sahel countries¹⁵. Guinea already suffers recurring floods during the rainy season and climate change is likely to alter rainfall patterns in a manner that exacerbates this challenge¹⁶. Increased salinization of water sources and coastal flooding from rising sea levels further harm agriculture, water availability, coastal infrastructure, and mangrove ecosystems; and place significant risks for the 6 percent of Guinea's population living in low-lying areas subject to sea level rise¹⁷. The rapid expansion of the mining sector and hydropower development may pose additional threats to environmental and biodiversity conservation¹⁸.

UNDP Programme in Guinea

UNDP has had a cooperation partnership agreement with the government of the republic of Guinea since 1975¹⁹. The 2018-2022 UNDP programme seeks to contribute to the objectives of the United Nations Development Assistance Framework (UNDAF)²⁰ for the same period. The UNDAF is framed against the country's Vision 2040²¹ document, which set a vision for « an emergent and prosperous Guinea, guaranteeing a high level of living standard and well-being to its population and future generations » and sets the long term pathways for the country's achievement of the 2030 Agenda for Sustainable Development and the Africa Union Agenda 2063. The country programme is aligned with the 5-year national socio-economic development plan for the period 2016-2020²² aimed to operationalize the implementation of this long-term development agenda.

The present UNDP country programme builds on the preceding programme 2013-2017 in which UNDP interventions sought to support the effective management of threats to stability and social peace, improved capacity and modernization of public institutions, support dividends from the transition to democracy that addresses underlying poverty and exclusion issues. During this period, UNDP supported the operationalization of key democratic institutions and processes such as the national parliament, professionalization of the electoral process, support to justice and security reforms, and to strategic planning and institutional capacity building of sectoral ministries²³. The implementation of the preceding country programme strategy was disrupted by the Ebola Virus Outbreak in the country, to which UNDP was able to adapt and effectively contribute to the national authorities' response and recovery capacities as highlighted in the CPD final evaluation²⁴. The final evaluation also highlighted shortcomings in part due to the fragmentation of the programmes' interventions, recognized in the 2018-2022 CPD, and highlighted limited results in its interventions at community level to strengthen socio economic resilience due to the small scale and short duration of interventions²⁵.

The country programme document frames UNDP's overarching contribution in terms of supporting the country in creating conditions for sustainable growth, by building strong and responsible public institutions that are accountable to civil society. UNDP programmes are defined under two mutually strengthening

¹⁵ the Gambia, the Niger, and the Senegal rivers take their source from Guinea's highlands

¹⁶ African Development, National Climate Change profile, Guinea, December 2018

¹⁷ USAID, Climate Risk Profile, Guinea, December 2018

¹⁸ USAID , Guinea, Country Development Cooperation Strategy 2020-2025

¹⁹ UNDP/ADM/LEG/SBA/18

²⁰ [UNDAF Guinea 2018-2022](#)

²¹ [Vision 2040 pour une Guinée émergente et prospère](#), République de Guinée

²² [Plan national de développement économique et social 2016-2020](#), République de Guinée

²³ [Final Decentralized Evaluation of UNDP country programme in Guinea 2013-2017](#), UNDP, Evaluation Resource Center.

²⁴ Ibid

²⁵ Ibid

pillars of work, drawn from the UNDAF 2018-2022, aimed to support the promotion of good governance at national, regional and community levels in combination with investments in economic transformation and sustainable management of natural capital. The total estimated budget in support of the two priority areas of UNDP's 2018-2022 programme was about US\$ 144.4m (see table 1), with about 2/3rd allocated to the outcome 2 on food security, sustainable management of environment, resilience of populations to climate change and disaster risk management (US\$ 100m). As of March 2021, programme expenditure represented overall 36% of planned budget at US\$ 52m at the formulation of the country programme results and resources framework.

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

UNDAF+ Outcomes	CPD Outputs	Planned Budget (CPD Results framework) USD mil.	Actual budget	Expenditure (as of March 2021) USD mil.
Outcome 1: By 2022, national institutions at the central, decentralized and deconcentrated levels are inclusive, assuring and guaranteeing the rule of law, democracy, security, social peace and an effective institutional governance in accordance with the principles of human rights.	Outputs 1.1: Legal/regulatory framework, policies and strategies on rule of law, inclusive growth and environment are updated and harmonized Outputs 1.2: Legal/regulatory framework are strengthened to improve CSO, women and youth participation in political, economic and social decision making Outputs 1.3: Newly created regional development zones are functional and exercise legal and constitutional prerogatives Output 1.4: Institutions and organizations involved in strengthening democratic and economic governance have the capacities to fulfil their mandate	44.4	23.1	17.9
Outcome 2: By 2022, the national institutions, civil society and the private sector will have implemented the policies that improve food security, sustainable management of environment, resilience of populations to climate change and disaster risk management	Output 2.1: The professional unions and farmers' associations are better organized and equipped to promote their activities Output 2.2: Women and youth benefit from income-generating activities and decent employment within sustainable value chains developed in the mining, agricultural and fisheries sectors Output 2.3: The capacities of National Statistical Institute are enhanced to provide quality data and analysis for development planning monitoring and evaluation and decision-making. Output 2.4: Households of targeted cities and villages have better access to alternative technologies, renewable energies and healthy living environment. Output 2.5: The most vulnerable groups, have increased capacities for resilience and adaptation to climate change	100	45.9	34.4

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

UNDAF+ Outcomes	CPD Outputs	Planned Budget (CPD Results framework) USD mil.	Actual budget	Expenditure (as of March 2021) USD mil.
	Output 2.6: National environment and natural resources management institutions have strengthened capacities in resource mobilization and improved access to climate funding			
Grand total		144.4	69.0	52.3

Source: UNDP Guinea Country Programme Document 2018-2021 and ATLAS extraction (15 March 2021)

Scope of the evaluation

The ICPE will focus on the present programme cycle (2018-2022) approved by UNDP Executive Board while taking into account interventions which may have started in the previous programming period cycle (2013-2017) but continued or concluded in the current programme cycle. In addition, evidence from past performance emerging from the preceding country programming period in selected interventions areas will also be considered to inform UNDP's positioning overtime. The scope of the ICPE will include the entirety of UNDPs activities in the country, covering all outcome areas, and funded by all sources. The coverage will include a sample, as relevant, of both larger and smaller pilot projects, both completed and active projects, and other advocacy efforts and other activities developed outside of project frameworks. Efforts will also be made to capture the role and contribution of UNV and UNCDF, as applicable.

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. Given the past and recent Ebola outbreak declared in the country, the evaluation will also assess UNDP's contribution to the Post Ebola response of the country and seek to consider its sustainability and contribution to the on-going crises.

Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards²⁶ and Ethical Guidelines²⁷. The ICPE will address the following four main evaluation questions. 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 that extent has UNDP been able to adapt its support to emerging changes in the development context including the COVID-19 pandemic and other shocks?
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 (outcome 1) and resilience building in the country (outcome 2). In consultation with stakeholders, as appropriate, 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.

The effectiveness of UNDP's country programme will be analysed in response to evaluation question 2 and 3. This will include an assessment of results achieved at project level and the extent to which these results have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect as well as unintended results will be identified. UNDP support to country's preparedness, response and recovery process to the COVID-19 pandemic will also be addressed 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.

The evaluation will analyse the factors that have both positively and negatively affected UNDP's performance, as well as the anticipated sustainability of results, in order to draw lessons and inform future programs. Influencing factors will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan.²⁸ 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, people living with disabilities, and the mainstreaming of SDGs and leave no one behind objectives in the design and implementation of the CPD.

²⁶ <http://www.unevaluation.org/document/detail/1914>

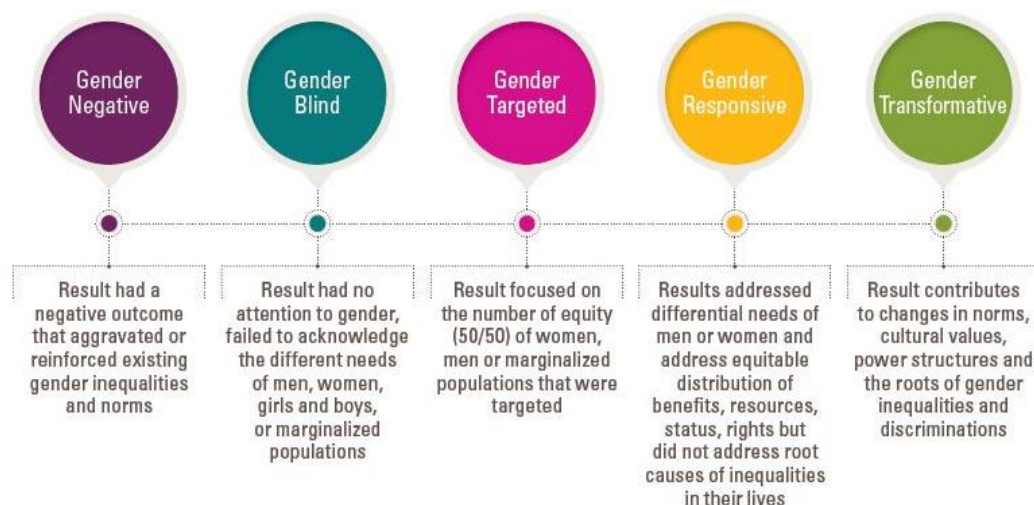
²⁷ <http://www.unevaluation.org/document/detail/2866>

²⁸ 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.

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 analyze the extent to which UNDP Guinea support was designed to and did contribute to gender equality. This analysis will be conducted considering the gender marker²⁹ 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. 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.

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/ UNDAF+ outcome goals.

Figure 1. Gender Results Effectiveness Scale



Data collection

Assessment of existing data and of data collection constraints: There were 6 decentralised project evaluations undertaken during the CPD period including 4 final evaluations and 2 mid-term evaluations. At the time of launching the ICPE, 77% of the CPD evaluation plan was completed³⁰. A similar number of

²⁹ 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).

³⁰ This includes cancellation of 2 outcomes evaluations and CPD evaluations replaced by this current ICPE.

evaluations were conducted for preceding country programmes period which will enable to trace UNDP performance before the country programme period under review. The evaluation coverage for the current programming period, however, has been focused on GEF projects (5/6 evaluations available) and provide thus limited input for the assessment of other interventions areas. 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 programmes may have had limited influence. In addition, the majority of indicators data sources depend on the availability of statistics and reports from national institutions for which availability cannot be fully assessed at this stage. 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 rely on an extensive documentary and literature review, expand the number of interviews with key informants as well as deploy external internal and national expertise and seek opportunities to engage with think tanks, academia and research institutes to expand data collection opportunities.

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 RBA, 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 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 may be administered to the country office, based on the availability of project information, and expected to be completed at least two weeks prior to the beginning of the data collection consultations.

Given the health situation in Guinea and globally, the international evaluation team members will not be able to travel to the country for in country interviews and project sites observation. However, the evaluation will engage with national consultants, academia and think thanks, as possible, to permit project

site observation and final beneficiaries' interviews. Other opportunities will be explored based on project level data availability. The evaluation will adhere to the principle of 'do no harm', and will refrain from any activity that may place either a team member, a stakeholder or respondent at risk of being infected by infectious diseases (i.e. Ebola and COVID-19).

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.

Management arrangements

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Guinea Country Office, the Regional Bureau for Africa, the Government of Guinea 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 Guinea: 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 in documentation gathering and in arranging interview scheduled, as required, with the country office project staff, key national stakeholders, donors and development partners, beneficiaries. 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 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, through a videoconference with the IEO, where findings and results of the evaluation will be presented. The country office will prepare the management response to the evaluation, detailing how the evaluations recommendations will be addressed. 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. RBA will provide oversight for the preparation of the management response to the evaluation.

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.

- Associate Lead Evaluator (ALE): IEO staff member with the general responsibility to support the LE, in particular during the data collection and/or analysis, consultants' management and the preparation of final report. Together with the LE, the ALE will help backstop the work of other team members, as required.
- Evaluation research Analyst: An IEO research analyst will provide background research and will support the portfolio analysis and management of the evaluation, as required.
- Consultants: 2 consultants will be recruited to work across the two outcome areas. Under the guidance of the LE, ALE and evaluation research analyst, 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.

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 may 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. 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 and additional factual corrections as required. UNDP Guinea 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 country office will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website³¹ 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.³²

Timeframe for the ICPE Process

The timeframe and responsibilities for the evaluation process are tentatively³³ as follows in Table 2:

³¹ web.undp.org/evaluation

³² erc.undp.org

³³ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

Table 2: Tentative timeframe for the ICPE process		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Deputy Director	LE	May 2021
Selection of consultant team members	LE/ALE	May 2021
Phase 2: Desk analysis		
Country analysis paper	Consultants	June 2021
Advance questionnaire to the CO	LE/CO	June 2021
Phase 3: Data collection		
Key informant interviews	LE/Consultant(s)	July 2021
Project site visits by national consultants ³⁴	Consultants/CO	August 2021
Phase 4: Analysis, report writing, quality review and debrief		
Analysis of data and submission of final Outcome Analysis Papers	LE/Consultant(s)	August 2021
Synthesis and report writing	LE/ALE/Consultant(s)	September 2021
Zero draft for internal/external peer review	LE/ALE	October 2021
First draft to CO/RBA for comments	LE/CO/RBA	October 2021
Second draft shared with national stakeholders	LE/CO/GOV	November 2021
Draft management response	CO	November 2021
Stakeholder workshop via videoconference	IEO/CO/GOV/RBA	December 2021
Phase 5: Publication and dissemination		
Editing and formatting	IEO	January 2022
Final report and evaluation brief	IEO	February 2022
Dissemination of the final report	IEO	March 2022

³⁴ Project site visits will depend on evolving restrictions and health authority's guidance due to the COVID 19 Pandemic and Ebola epidemic on-going in Guinea.