

ANNEX I: TERMS OF REFERENCE

Country Evaluation: Assessment of Development Results—Bangladesh

1. BACKGROUND

The Evaluation Office (EO) of the United Nations Development Programme (UNDP) launched a series of country evaluations, called Assessments of Development Results (ADRs), in order to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level. Undertaken in selected countries, the ADRs focus on outcomes and critically examine achievements and constraints in the UNDP thematic areas of focus, draw lessons learned and provide recommendations for the future. The ADRs will also recommend a strategy for enhancing performance and strategically positioning UNDP support within national development priorities and UNDP corporate policy directions. The overall objectives of the ADRs are:

- Support the Administrator’s substantive accountability function to the Executive Board and serve as a vehicle for quality assurance of UNDP interventions at the country level.
- Generate lessons from experience to inform current and future programming at the country and corporate levels.
- Provide to the stakeholders in the programme country an objective assessment of results (specifically outcomes) that have been achieved through UNDP support and partnerships with other key actors for a given multi-year period.

An ADR was initiated in Bangladesh in January 2003. It will cover the period 1996 to 2005, i.e. the 1996-2000 First Country Cooperation Framework (CCF-I) and the 2001-2005 Second Country Cooperation Framework (CCF-II). The assessment will, however, attempt to point out where support prior to this period may have served as foundation for current achievements.

2. NATIONAL CONTEXT

Bangladesh, with a population of 137.4 million, is situated in South Asia and covers 144 thousand square kilometres in area. The country extends from the Bay of Bengal in the south and merges into the highlands of India under the foothills of the Himalayas in the north.

Bangladesh has experienced relatively good economic growth during the last 10 years. During the 1990s, GDP per capita grew at approximately 3 percent per year, and during the last five years, per capita growth reached a peak of 3.8 percent. Exports have been an important engine for growth, particularly the ready-made garments sector. But manufacturing remains secondary to the agricultural sector as the main provider

THE STRATEGIC AREAS OF SUPPORT WHERE INTENDED OUTCOMES ARE PLANNED IN BANGLADESH ARE:

Governance	Poverty	Environment	Gender	Special Development Situations	UNDP support to UN
<ul style="list-style-type: none"> • Dialogue that widens development choices • Local governance 	Human and income poverty in national frameworks	Environment management and energy for livelihoods	Gender equality for decision-making processes	Effective disaster relief and management	Effective operational activities

Source: RBMS, SRF 2000-2003.

of employment. Governance problems remain major constraints to growth. Bangladesh attracts very low levels of foreign direct investment confined to a small number of sectors. Bangladesh remains one of the poorest countries in the world. Gross National Income is around USD 50 billion (2001). This is equivalent to an average of USD 380 per person. As of 2001, about half of the country's population are poor (65 million). The absolute number is rising as population expands. It is estimated that one fifth to one third of the potential poverty reduction from growth in the past two decades may have been lost because of increasing inequality (World Bank, 1999). Women and children are disproportionately affected. Almost all (95 percent) of female headed households are estimated to be below the poverty line. Vulnerability to natural disasters, sickness and other shocks is acute. In any given year, many fall into as well as climb out of poverty and extreme poverty because of vulnerability.

Bangladesh is the most densely populated country in the world, which creates social and ecological pressures. These are intensified by the distribution of resources.

Democracy was restored in Bangladesh in 1991. The country has had two changes of government after free and fair multi-party elections. In 1997, local elections were held at Union level, the lowest tier of local government. Voter turnout in all these elections was high, including by women. However there are negative aspects of the present political system. Parliament is dysfunctional and government and opposition rarely debate. Parliamentary procedures are poorly understood and oversight functions are not performed effectively. Politics is structured by patronage. Inefficiency and corruption are major obstacles to Bangladeshi development. Democratization has created more public debate on the issues and is enabling a more plural civil society, but is barely making an impact on governance.

At the same time with the sustained growth, quantitative progress has been made in educational enrolment and access, although qualitative problems are still evident. Infant and child mortality is much improved. While Bangladesh has made important progress and development is happening, the challenges are still significant.

3. UNDP COOPERATION IN BANGLADESH

The first Bangladesh Country Cooperation Framework (CCF) for the period 1996-2000 considered poverty alleviation as its paramount objective. Four other supportive and interrelated objectives that reflected the government's national priorities and UNDP mandate were also highlighted:

1. Improved environmental management;
2. Non-formal employment-generation;
3. Advancement of women; and
4. Improved public management for good governance.

UNDP has continued to support national capacities and institutions to develop a comprehensive national poverty alleviation strategy. But the main thrust of the first CCF had been the development and implementation of a strategy that is anchored on social mobilization and empowerment of local communities, with a focus on the poor and the women. UNDP launched its Community Empowerment Programmes (CEPs) based on the experience of the SAPAP (South Asia Poverty Alleviation Programme) approach in the mid 1990s.

At the early stages, the CEPs were declared as successful programmes to combat poverty and improve the livelihoods of community members in a sustainable manner. However, CEPs soon started to experience considerable problems at different levels. A central underlying cause was that microfinance, originally designed as an auxiliary component of the CEP model, emerged into becoming the prime focus. As a result, UNDP designed 15 projects with microfinance components for an amount of USD 33 million.⁷⁹ While conferring some benefits to the participants of these projects, they proved to be not self-sustainable and exacted large financial resources. UNDP Bangladesh has realized that microfinance is not an area of comparative advantage for them and could be better promoted by organizations like the Grameen Bank and NGOs such as BRAC and Proshika.

The CEPs suffered from lack of demonstrated replicability and weak macro-impact. Linkages to local governance were weak and project benefits accrued to the community as a whole rather than to poor people in particular.⁸⁰ The situation was further exacerbated by the lack of a coherent overall strategy, upstream policy relevance and strong management. Finally, the programme was unsuccessful in garnering government interest and support. Given the experience and the lessons learned, UNDP Bangladesh has decided to close down its rural CEPs and to phase-out its support to microcredit programmes.

On the more positive front, during the first CCF period, UNDP provided essential support for strengthening parliamentary and electoral processes, and in reforming public administration. UNDP's involvement has been widely recognized as having been a critical factor in the successful execution of the national and local elections in Bangladesh. UNDP was able to effectively capitalize on its

⁷⁹ Kooi Peter and Karim Nilufer, "UNDP Microfinance Strategy for Bangladesh," February 2002.

reputation as a trusted and neutral third-party to play a leading role in the organization and monitoring of the parliamentary elections in 1996 and local elections in 1997 and 1999. In fact, many donors have commented that without UNDP's initiative and commitment to the election process, donors would have refrained from providing support towards the elections.

Several UNDP strategic initiatives have grown from modest beginnings to become national processes of major importance. These include: (a) preparatory work towards a human-rights commission, now part of a national programme for human rights; (b) programming for biodiversity; (c) comprehensive disaster management; (d) establishment of a national policy on integrated pest management; and (e) management of the HIV/AIDS programme and elaboration of a national HIV/AIDS policy.

Aid coordination has been a significant role that the UNDP has played in Bangladesh. Building on its neutrality and proven areas of comparative advantage, UNDP has—besides attracting and managing donor participation through cost-sharing or parallel funding in supporting national, sub-national and local elections—coordinated aid in containing and mitigating the negative impact of arsenic contamination in Bangladesh's drinking water. Similarly, the United Nations Disaster Management Team helped to mobilize USD 204 million of assistance for the worst floods of the century in 1998. UNDP was equally instrumental in coordinating development partners after the 1997 landmark treaty that brought peace to the CHT.

UNDP has been playing an instrumental role in bringing the environment to the forefront of policy issues in Bangladesh. The National Environment Management Action Plan (NEMAP), which was approved by the government in 1996, was largely made possible through UNDP financial support and initiative. NEMAP was Bangladesh's first major policy document on sustaining and promoting the country's natural environment. It was produced through a participatory process with representation from grassroots, sub-national, national and international levels.

In 1997, as follow-up action to NEMAP, UNDP committed USD 26 million to the implementation of the Sustainable Environment Management Programme (SEMP) to address the major environmental priorities identified by NEMAP. At that time, SEMP was UNDP's largest ever grant programme in the area of environment globally. SEMP consisted of 26 projects, executed by the Ministry of Environment and Forest and implemented by

21 government/non-government agencies throughout Bangladesh. The projects focused on policy and institutions, participatory ecosystem management, community-based environmental sanitation, advocacy and awareness, and training and education for sustainable resource use and management. Overall, while achieving some of the intended results, SEMP progress has been hampered by the lack of national capacities, weak coordination among the various projects and substantial delays in project implementation.⁸¹

There is an emerging consensus that to reduce poverty through social mobilization and empowerment of local communities, it needs to be reinforced by capacity building for local government, both in terms of institutional and policy support. As such, it is now realized that weaknesses in governance are at the heart of constraints on accelerated development and the elimination of poverty. Furthermore, the intended impact of community-empowerment interventions demands long-term commitment, sustained focus and deeper connectivity at operational levels.

With the global shift in perspectives on development and UNDP Bangladesh's own lessons learned from its programmes, UNDP in Bangladesh is substantially shifting its focus to the area of governance.

The 2001-2005 CCF continues with the overall goals of the first CCF but with increased emphasis on improving governance for sustainable human development (SHD) at the sub-national and national levels. In fact, at the request of the government, more than half the resources channelled through UNDP initiatives are already being dedicated to strengthening democratic governance, improving human rights, transparency and accountability in Bangladesh. Specifically, UNDP support has focused on areas of parliamentary democracy, electoral process, local governance, human rights, financial transparency, gender and equity, and environmental management.

For the 2001-2005 CCF period, UNDP has identified the following areas for programme priority:

1. Decentralized governance for poverty reduction;
2. Enabling environment for SHD;
3. Environment and food security;
4. Gender mainstreaming and the advancement of women; and
5. Complementary pro-poor interventions.

UNDP has experienced substantial delays in both the programming and implementation of the CCFs. The introduction of new concepts, procedures, methodologies and partners, along with delays in project approval for

⁸⁰ Akash M. M., "Country Assessment of Macro and Micro Linkages: Bangladesh," Department of Economics, Dhaka University, Bangladesh, August 2002.

⁸¹ UNDP, "Independent External Evaluation of Sustainable Environment Management Programme," June 2001.

national execution and the political turmoil in Bangladesh, has hindered the scheduled execution of the CCFs.⁸² UNDP expects the results intended for the first CCF to become tangible during the new CCF period (2001- 2005).

UNDP has made significant progress in rationalizing country programmes into a few priority focus areas. The number of ongoing UNDP projects in Bangladesh has been reduced from a scattered portfolio of 123 in 1992 to 32 at present,⁸³ with an emphasis in the area of macro and micro policy reforms and institution building. For such reforms to be truly successful, it is not enough to formulate good policy plans and pass legislative bills. What is key is that the micro beneficiaries become organized and put pressure on the macro authority for desired changes, and that the appropriate leaders have sufficient commitment to implement them. This has proven a big challenge for UNDP in Bangladesh.

Experiences with NEX in Bangladesh have been unsatisfactory, and have resulted in lower financial delivery and negative audit observations. However, UNDP considers national ownership to be essential to the sustainability of development initiatives. NEX will, thus, remain as the main execution modality but with major reforms in strategy to improve NEX operational guidelines, providing training on NEX and improving monitoring and evaluation arrangements.

During 1997-2000, UNDP contributed approximately USD 72 million to Bangladesh. This represents 24 percent of the UN assistance and only 1 percent of total ODA flow during that time period.⁸⁴ Given limited financial contribution, especially when compared to other donor partners, UNDP should ascertain and focus on its area of comparative advantage and maximize fund efficiency. Furthermore, given the decision to depart from its priority on community empowerment and the slow pace of policy reforms, there is a need for UNDP Bangladesh to reconsider its overall engagement in Bangladesh and revisit its strategy based on the lessons learned so far. Efforts also need to be made to improve UNDP credibility in the eyes of other development partners so that UNDP can further capitalize on its position as a neutral agency committed to the cause of human development.

The evaluation will look at the results achieved for the period of 1996 to date (2003). The evaluation will also take account of intended results as expressed in the current CCF and SRF, until the end of the current CCF in 2005. The evaluation will consider the totality of the key results and

goals in this period, as described in Annex with the main intended objectives described in the various planning instruments of UNDP (UNDAF, CCF) and the UNDP programme portfolio.

4. OBJECTIVES OF THE ASSESSMENT

The purpose of the evaluation is to review the experience of UNDP in Bangladesh, draw lessons learned and recommend improvements. At the same time, the ADR will address the issue of what is the net value added of UNDP's work and its strategic positioning. The ADR in Bangladesh will:

- Provide an overall assessment of the results achieved through UNDP support and in partnership with other key development actors during 1996-2005 with particular in-depth assessment within governance and environment, within an overall emphasis on poverty reduction and sustainable human development. The in-depth study will examine UNDP's strategic role in enabling policy reforms and implementation in the areas of parliamentary, human rights, local governance, financial management and electoral reforms and processes, and sustainable environment management with a link to disaster relief and management. The evaluation should also bring out the historic presence of UNDP in Bangladesh and draw links from current achievements to early UNDP interventions before 1996, as appropriate, such as in the environment arena with NEMAP. The analyses should focus on how and why the results were achieved to draw lessons, with particular attention to:
 - a. UNDP role and contribution in supporting governance reforms, both in parliamentary and electoral processes and in the decentralization process, with an assessment of issues on improving transparency and accountability;
 - b. Effectiveness of UNDP assistance in the areas of sustainable environmental management, with additional focus on disaster management; and
 - c. UNDP's value added through its policy advice, partnership, coordination and risk taking in shaping national development priorities and their capacity to achieve the intended development results.
- Provide an analyses of how UNDP has positioned itself strategically to add value in response to national needs and changes in the national development context, with particular attention to:

⁸² UNDP Bangladesh, "Performance Audit Report," August 8, 2002.

⁸³ Ibid.

⁸⁴ Ibid.

- a. UNDP's strategic shift in focus in the CCF 1996-2000 to CCF 2001-2005 to good governance for poverty alleviation;
- b. The entry points and strategy selected by UNDP in support of the government reform process and risks taken;
- c. UNDP's value-added in formulating a national environment policy and its implementation as well as the national disaster management policy;
- d. Policy relevance, sustainability and macro-impact of UNDP programmes; and
- e. UNDP's areas of focus, role, partnership strategy/coordination and performance vis-à-vis other development partners.

Based on the analyses of achievements and positioning above, present key findings, draw key lessons and provide clear and forward-looking recommendations in order to suggest effective and realistic strategies by UNDP and partners towards intended results.

5. SCOPE OF THE ASSESSMENT

The evaluation will undertake a comprehensive review of the UNDP programme portfolio and activities during the period of review, with more in-depth focus on the strategic programme and advocacy position of UNDP Bangladesh. Specifically, the ADR will cover the following:

a. Strategic positioning

- Ascertain the *bearing* of UNDP support on national needs, development goals and priorities, including relevance, linkages with the goal of reducing poverty and other Millennium Development Goals (MDGs). This may include an analyses of the perceived comparative strengths of the programme and a review of the major national challenges to development. The evaluation will take account of, inter alia, the government reform agenda, the Five-Year Plan, evaluation reports of the election and parliamentary programmes, CEP evaluations, WB study on Taming Leviathan, DFID Study on policy change, reports of Transparency International, Human Security Report, PRSP and MDG evaluations. This aims to ascertain the added value of UNDP support in effectively influencing national development results, through, for example, prioritization, selection of strategies and entry points.
- Assess how UNDP has *anticipated and responded* to significant changes in the national development context, affecting governance, poverty, gender, environment and disaster management. The evaluation may, for example, consider key events at the national and

political level that influence the development environment, the risk management of UNDP, any missed opportunities for UNDP involvement and contribution, efforts of advocacy and policy advice, and UNDP's responsiveness versus concentration of efforts. The evaluation will specifically bring out the choices made by UNDP to focus on governance reforms and environment and their rationale.

- Review the *synergies and alignment* of UNDP support with other initiatives and partners, including that of the United Nations Development Assistance Framework (UNDAF), the Global Cooperation Framework (GCF) and the Regional Cooperation Framework (RCF). This may include looking at how UNDP has leveraged its resources and that of others towards results, the balance between upstream and downstream initiatives, and the work on MDGs. The evaluation will take account of, inter alia, the 2001 Evaluation of the Sustainable Environment Management Programme (SEMP), 2002 UNCDF/UNDP SPPD mission, 2002 UNDP study on micro-macro linkages, 2002 UNDP Performance Audit Report, evaluation reports of the CEP, SAPAP and microfinance programmes, as well as work by the SHD project. This aims to ascertain how UNDP has leveraged other initiatives for results.
- The evaluation should consider the influence of *systemic issues*, i.e. policy and administrative (implementation, delivery, transparency) constraints affecting the programme, on both the donor and programme countrysides, as well as how the development results achieved and the partnerships established have contributed to ensure a relevant and strategic position of UNDP.

b. Development results

- Provide an examination of the *effectiveness and sustainability* of the UNDP programme, by: (a) highlighting main achievements (outcomes) at the national level in the last five years or so (some results have their origin in efforts prior to 1996) and UNDP's contribution to these in terms of key outputs; and (b) ascertaining current progress made in achieving outcomes in the given thematic areas of UNDP and UNDP's support to these. The evaluation should qualify the UNDP contribution to the outcomes with a fair degree of plausibility, and consider anticipated and unanticipated, positive and negative outcomes. It should also gauge the contribution to capacity development at the national level to the extent it is implicit in the intended results, as well as national ownership as success factor. The assessment will cover the key results and support in all thematic

areas (governance, poverty, environment and disaster management, gender, HIV/AIDS, any other areas if appropriate). BIDS will undertake this part with the exception of the work on governance and environment/disaster management.

- Identify and analyze the main *factors* influencing results, including the range and quality of development partnerships forged and their contribution to outcomes, the provision of upstream assistance and how the positioning of UNDP influences its results and partnership strategy.
- Assess the *anticipated progress* in achieving intended outcomes, with regard to the SRF Outcomes (see Annex) the 2001-2005 CCF objectives and proposed future programmes and objectives, and the MDGs.
- Provide an *in-depth analyses* of the following, and identify the key challenges and strategies for future interventions in this area. The subject for the in-depth analyses was principally selected due to the shift in UNDP focus to the area of governance as key to poverty alleviation, its potential for far-reaching and long-term impact on national development and people's participation in the decision-making process, and the political hurdles that make the reform process complex, challenging and necessary. The environment is key to the livelihood of the poor in Bangladesh but it is highly fragile. Thus, more successful and sustainable environmental management efforts are not only important in their own right but also are key to the country's development efforts.
- Analyze the achievements, UNDP efforts and strategies for *decentralized governance*. This may include critical review of UNDP engagement in the parliamentary, administrative and electoral reform processes; UNDP's support for local governance reforms with an emphasis on capacity building and institutional support; and the effects and lessons from the UNDP support to poverty alleviation through community empowerment programmes and microcredit schemes.
- Analyze the achievements, UNDP efforts and strategies for a sustainable and effective *sustainable environmental management* country programme, especially with an emphasis on developing a comprehensive environmental policy framework, and capacity building for better monitoring and evaluation of environmental changes including the development of a rapid response disaster mitigation and relief programme.

c. Lessons learned and good practices

Identify key lessons in the thematic areas of focus and

lessons on positioning that can provide a useful basis for strengthening UNDP support to the country and for improving programme performance, results and effectiveness in the future. Through in-depth thematic assessment, present good practices at country level for learning and replication. Draw lessons from unintended results where possible.

6. METHODOLOGY

The assessment will employ a variety of methodologies including desk reviews, stakeholder meetings, client surveys, and focus group interviews and select site visits. The evaluation team will review national policy documents (including the Five-Year Plans, Annual Development Plans, PRSP, and Human Development Report), and the overall programming frameworks (UNDAF 2001-2005, CCA 1999, CCF 1996-2000 and CCF 2001- 2005), which give an overall picture of the country context. The team will also consider any thematic studies/papers, select project documents, programme support documents, and any reports from monitoring and evaluation at country level (in particular the evaluations on community empowerment and local government, elections and parliamentary programme evaluations), as well as available documentation and studies from other development partners. Statistical data will be assessed where useful. The empirical evidence will be gathered through three major sources of information: perception, validation and documentation according to the concept of "triangulation."

A wide **stakeholder** consultation and involvement is envisaged. The evaluation team will meet with government ministries/institutions at central and province level, research institutions, civil society organizations, NGOs and private sector representatives, UN Agencies, Bretton Woods institutions, bilateral donors, and beneficiaries. The team will visit **field/project sites** as required, as will be decided by the evaluation team and the EO in consultation with the CO. In terms of methodology, the ADR will follow the guidance issued by the EO, and consist of preparation (with preliminary desk review, programme mapping, TOR proposal, exploratory mission to the CO, theme-specific desk research and local studies and research); conducting the ADR by the country evaluation mission; and use of the ADR and follow-up (dissemination, corporate discussions, CO management response, stakeholder consultations, learning events).

Preparatory work at the local level will be carried out in advance to provide a substantive background for the evaluation team. This will include the in-depth analyses of achievements and challenges in the strategic position of UNDP. Local research institutions and international consultants with expertise in resource mobilization will

conduct these studies. This work will entail the review of available reports, collecting additional documentation, conducting select interviews, field visits and analyses and brainstorming. This work will be based on specific TOR (for the in-depth studies in governance and environment) in addendum to these generic terms of reference.

7. EXPECTED OUTPUTS

The main expected output is the comprehensive final report on “Bangladesh Country Evaluation: Assessment of Development Results,” including relevant annexes with detailed data. In addition, supporting studies will be available (e.g. in-depth analyses, case studies).

The final report by the ADR Evaluation Team, according to the suggested outline in the ADR Framework Paper, should at the very least contain:

- Executive Summary of Conclusions and Recommendations
- Background, with analyses of country context
- Strategic Positioning and Programme Relevance
- Programme Performance
- Lessons Learned and Good Practices
- Findings and Recommendations
- Annexes (TOR, abbreviations, persons met, documentation reviewed, statistics/ national development indicators etc., details on the programme portfolio, overview of official development assistance, overview of intended results for UNDP, MDG indicators and status, country map)

Towards the end of their mission, and prior to leaving the country, the evaluation team will discuss its preliminary findings and recommendations with the Resident Representative and the CO staff and present these to the government and partners. A meeting of key stakeholders can be held at the end of the mission or once the final report is available. The team will use this feedback to finalize the report. The team leader is responsible for submitting the draft report to the EO, UNDP headquarters, no later than two weeks after completion of the country mission.

8. EVALUATION TEAM

The composition of the evaluation team should reflect the independence and the substantive results focus of the exercise. The team leader and all the members of the review team will be selected by the UNDP EO in consultation with the Regional Bureau for Asia & the Pacific (RBAP), UNDP New York and the CO. The team leader must have a demonstrated capacity in strategic thinking and policy advice and in the evaluation and management of complex programmes in the field. The team composition should

reflect a good knowledge of the region, excellent experience in evaluation and particular expertise in resource mobilization.

The team will comprise three international consultants, one of which will be the team leader, an expert in governance and a staff member from the UNDP EO. The staff member from the EO will bring to the team the Results-Based Management perspective, knowledge of the ADR methodology, familiarity with UNDP operations and knowledge of the UNDP’s thematic areas. One or more UNDP staff members from another office will also be part of the team, to bring additional competencies in the UNDP priorities, especially in partnership development and MDGs. In addition, one or more national consultant(s) who possesses broad expertise and knowledge of the national development context and in at least one thematic area of the CCF or strategic area under the SRF may also be called upon to support the team. The UNDP CO will assist the EO in the identification of suitable national consultants for recruitment.

Furthermore, the team will base its work on preparatory research and studies by local research institutes, donors, evaluation reports and surveys. The local research partners will also work in close collaboration with the international team of evaluators during the main evaluation mission.

9. MANAGEMENT ARRANGEMENTS

The EO will manage the evaluation and ensure coordination and liaison with concerned units at headquarters’ level. The task manager of the EO will lead the ADR process, in close consultation with the RBx and the CO Management (RR/DRR). The EO will also ensure substantive supervision of all research, and determine the evaluation team composition.

The CO will take a lead role in dialogue and interaction with stakeholders on the findings and recommendations, support the evaluation team in liaison with the key partners and discussions with the team, and make available to the team all relevant material. The CO will provide support to logistics and planning.

The UNDP EO will meet all costs directly related to the conduct of the ADR. These will include costs related to participation of the team leader, the international and national consultant(s) and the EO staff member, the UNDP staff member on the evaluation team, as well as the preliminary research and issuance of the final ADR report in English. The CO will contribute support in kind. The EO will also cover costs of any stakeholder workshops during the ADR mission.

TIMELINE AND KEY MILESTONES FOR THE BANGLADESH ADR EVALUATION

Milestones	Dates
HQ desk review and analyses of documentation	January–February 2003
Exploratory mission to country by EO task manager	January–February 2003
First draft TOR circulated for comments	February 2003
Comments received	February–March 2003
Draft TOR finalized and distributed	March 2003
Start of research preparatory studies and surveys at country level	March 2003
Completion of preparatory studies and surveys at country level	April–May 2003
Identification/selection of external consultants	February–April 2003
Consultations with HQ units and persons	March–April 2003
Country mission/independent review by external consultants	June 2003
Submission of draft report by evaluation team	July 2003
Circulation of draft report for feedback	August 2003
Submission of final report	September 2003
Issuance of final report	September 2003
Consultations and follow-up	September 2003