## Annex 1: ToR for the evaluation

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|  | **UNITED NATIONS DEVELOPMENT PROGRAMME**  **JOB DESCRIPTION** |

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| **I. Position Information** | |
| Position Title:  Type:  Project Title/Department:  Location:  Duration of the service:  Reports To: | International Consultant for final evaluation of Social Services project  IC contract; independent evaluation of the UNDP project  Good Governance Unit, UNDP Uzbekistan  Home based and one field trip to Uzbekistan (Tashkent city)  Tashkent, Uzbekistan  15 days during March-April 2017, part-time  6 w.d. desk work in the country of residence (March 3-10, 2017)  5 w.d. mission to Tashkent (March 13-17, 2017)  4 w.d. desk work in country of residence (April 9-12, 2017)  Head of Good Governance Unit, UNDP Uzbekistan CO |

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| **II. Background** |
| The main goal of the joint project of UNDP, Ministry of Labor and the Ministry of Health is to promote institutional reform of Ministry of Labor with the aim to improve social services for persons with disabilities and lonely elderly. The goal achieved through the implementation of the following project components: further improvement of legislative framework on social service delivery; functional review and proposed streamlining of the Ministry of labor, widening the scope, development of standards and improving quality of social services; introducing feedback mechanism for measuring user satisfaction; organization of joint capacity building activities for civil servants and civil society organizations.  Since its foundation in 2014 the project has developed a number of initiatives and activities successfully implemented: assistance in drafting of the law on social services for lonely elderly and people with disabilities, assistance in drafting of Resolution #237 On further improvement of social services for lonely elderly and PWDs, assistance in drafting of standards for service provision for lonely elderly and PWDs.  A number of capacity building activities and training materials were performed for the staff of Ministry of Labor and Ministry of Health devoted to issues of provision of quality services for lonely elderly and PWDs. A number of International consultants were engaged in order to share with the Ministries international experience in different aspects of reform of social development area.  Since [the project](http://www.uz.undp.org/content/uzbekistan/en/home/operations/projects/democratic_governance/improving-quality-of-social-service-delivery-for-persons-with-di.html) was completed in December 2016, UNDP intend to engage independent consultant for evaluation of project outcomes in early 2017. |

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| **III. Objectives of the Evaluation / Evaluation requirements and methodology** |
| This Final Evaluation is initiated by the UNDP Uzbekistan and aims to assess the relevance, performance, management arrangements and success of the project and provide recommendations for possible follow-up. Based on internal assessment and continuous positive feedback of the stakeholders and project beneficiaries, it is envisaged that UNDP Uzbekistan remains committed in continuing its efforts in this field. Therefore, it is anticipated that the outcomes of the evaluation will be a clear source for future planning and prioritization of UNDP Uzbekistan activities in the field of further improvement in the area of social development and delivery of social services for vulnerable population of Uzbekistan. The evaluation will have to provide to UNDP complete and convincing evidence to support its findings. Particular emphasis should be put on the project results, the lessons learned from the project and recommendations for the follow-up activities.  This evaluation is to be undertaken in line with the evaluation policy of UNDP ([http://www.undp.org/content/undp/en/home/operations/accountability/evaluation/evaluation\_policyofundp](http://www.undp.org/content/undp/en/home/operations/accountability/evaluation/evaluation_policyofundp/)) and the UNDP Handbook on Monitoring and Evaluating for Results <http://web.undp.org/evaluation/handbook/index.html>).  The assignment will take place within the first quarter 2017. It will involve desk work and meetings with national partners and stakeholders, including project beneficiaries. The consultant will work in close collaboration with UNDP Uzbekistan CO and relevant stakeholders.  *EVALUATION OBJECTIVES:*  The evaluation is intended to provide a comprehensive overall assessment of the project and to provide recommendations for exit strategy and/or follow-up activities.  The purpose of the Final Evaluation is:   * To assess overall performance against the Project objective and outcomes as set out in Project Document. * To assess the effectiveness and efficiency of the Project. * To analyze critically the implementation and management arrangements of the Project. * To assess the sustainability of the project’s interventions. * To list and document lessons concerning Project design, implementation and management. * To assess Project relevance to national priorities. * To assess changes in the baseline situation and provide guidance for the future activities.   Project performance will be measured based on Project’s Results and Resources Framework, which provides clear indicators for project implementation. The Report of the Final Evaluation will be stand-alone document that substantiates its recommendations and conclusions.  EVALUATION:  Under the direct supervision of the Head of Good Governance Unit, the International Consultant for evaluation will be responsible for the completion of the following tasks and duties:  Project concept and design: The evaluator will assess the project concept and design. He/she should review and provide an evaluation of the project strategy, planned outputs, activities and inputs, implementation modality, clarity and effectiveness of management arrangements and cost-effectiveness of approaches taken in relation to the overall project objectives. The evaluator will assess the achievement of results and targets against the project work plans.  Implementation: The evaluation will assess the implementation of the project in terms of quality and timeliness of inputs, efficiency and effectiveness of activities carried out. Effectiveness of management, the quality and timeliness of monitoring and backstopping by all parties to the project should also be evaluated. In particular, the evaluation is to assess the Project team’s use of adaptive management in project implementation.  Project outputs, outcomes: The evaluation will assess the outputs in relation to the CP outcomes, achieved by the project as well as the likely sustainability of project results. This should encompass an assessment of the achievement of the immediate objectives and the contribution to attaining the overall objective of the project. The evaluation should also assess the extent to which the implementation of the project has been inclusive of relevant stakeholders and to which it has been able to create collaboration between different partners. The evaluation will also examine if the project has had significant unexpected effects, whether of beneficial or detrimental character.  The Final Evaluation will also cover the following aspects:  ***Results and effectiveness*:**  Changes in development conditions*.* Address the following questions, with a focus on the perception of change among stakeholders:   * What are main outputs and outcomes of the project? * What are the impacts of the project? Do they have equal value for women and men beneficiaries? * Has project contributed to establishment of efficient national institutional frameworks for promotion of quality service provision to the beneficiaries of the project? * Has the UNDP partnership strategy been appropriate and effective? * Has awareness on project outcomes among stakeholders been increased? * Has attention of stakeholders to improvement of quality services for lonely elderly and PWDs increased and has it been reflected in concrete actions? * Has capacity of state bodies been increased? * Has services provided by state institutions to project beneficiaries improved?   Measurement of change*:* Progress towards results should be based on a comparison of indicators before and after the project intervention.  Project strategy: How and why outputs contribute to the achievement of the expected results. Examine their relevance and whether they provide the most effective route towards results.  Sustainability: Extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end. Relevant factors include for example: development of a sustainability strategy, establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the local economy, etc.  ***Project’s Adaptive Management Framework:***  Monitoring Systems   * + Assess the monitoring tools currently being used:   + Do they provide the necessary information?     - Do they involve key partners?     - Are they efficient?     - Do they encourage disaggregation of data (by sex, region, age, education)?     - Are additional tools required?   Risk Management   * Validate whether the risks identified in the project document and the ATLAS Risk Management module are the most important and whether the risk ratings applied are appropriate Describe any additional risks identified and suggest risk ratings and possible risk management strategies to be adopted for the future activities.   Work Planning   * Assess the use of the logical framework as a management tool during implementation and changes made to it; * Assess the use of routinely updated workplans; * Are work planning processes result-based? If not, suggest ways to re-orientate work planning. * Assess financial management of the project, with specific reference to the cost-effectiveness of interventions.     Reporting   * Assess whether UNDP reporting requirements were met. * Assess whether disaggregated data is being used.   ***Underlying Factors***   * Assess the underlying factors beyond the project’s immediate control that influence outcomes and results. Consider the appropriateness and effectiveness of the project’s management strategies for these factors. * Assess the effect of any incorrect assumptions made by the project.   ***UNDP Contribution***   * Assess whether UNDP’s outputs and interventions can be credibly linked to achievement of the outcome, including the outputs, programmes, projects and soft and hard assistance that contributed to the outcome; * Assess the role of UNDP against the requirements set out in the UNDP Handbook on Monitoring and Evaluating for Results; * Assess implementation of the new UNDP requirements outlined in the UNDP User Guide, especially the Project Assurance role; * Assess the UNDP contribution to the project “soft” assistance (policy advice & dialogue, advocacy, coordination).   ***Partnership Strategy***   * Assess how partners are involved in the project’s adaptive management framework: (i) Involving partners and stakeholders in the selection of indicators and other measures of performance; (ii) Using already existing data and statistics; and (iii) Analyzing progress towards results and determining project strategies. * Identify opportunities for stronger substantive partnerships in the future. * Assess how local stakeholders participate in project management and decision-making. Include analysis of strengths and weaknesses of the approach adopted by the project and suggestions for improvement. * Assessment of collaboration between governments, intergovernmental and non-governmental organizations. * Assessment of collaboration between implementation units of other related projects. * Assessment of local partnerships. * Transfer of capacity to the national institutions.   ***Project Finance:***   * Assess the cost-effectiveness of the project interventions.   ***Formulation of a new results framework for future partnership***  The purpose of the formulation of the new results framework for future partnership is to identify the potential entry points for development intervention in the areas of further improvement of social services for PWDs, lonely elderly and other vulnerable parts of population. The documents to be prepared by international consultant during formulation of the new results framework for future partnership should comply with UNDP standards on results-based management, and templates for project document. UNDP Good Governance Unit will provide these necessary templates to the International consultant.  Under the direct supervision of the Head of Good Governance Unit the International Consultant for evaluation of the Project and the formulation of the new results framework for future partnership will be responsible for the completion of the following tasks and duties:  •Analyze major lessons learned from Project`s previous activities and conduct country context analysis in order to determine background of problems showing the need/demand for the new results framework for future partnership;  •Prepare project proposal, project justification, identifying the main implementing partner, key stakeholders and beneficiaries, overall goals and specific objectives, a list of main activities, duration, and outputs, potential risks and estimated budget;  •Draft the Results and Resource Framework (RRF) for the proposal on the new results framework for future partnership. The template for RRF will be provided by UNDP Good Governance Unit;  •Advise to UNDP senior management on organization structure for the possible new project, including description of roles and responsibilities of project team members;  •Propose monitoring and evaluation mechanism as well as quality management for activity results during the new project implementation.  *EVALUATION METHODOLOGY:*  The Final Evaluation will be done through a combination of techniques, including   * Desk review of all relevant documentation (project outputs and other materials); * Consultations with stakeholders (partners and beneficiaries) and UNDP staff; * Validation exercise with UNDP CO and national partners of Project.   Evaluation should involve the wider possible range of stakeholders. |

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| **IV. Deliverables and timeframe** | | | | |
| The duration of the assignment is up to 15 working days, including writing of the final report in the period of March-April 2017. The final timeframe will be agreed upon in the beginning of consultancy assignment. All deliverables should be submitted to UNDP by the International Consultant in English. | | | | |
| # | ***Deliverables*** | ***Deadlines*** | | |
| 1 | Monitoring and Evalution work plan and report outline, including plan of meetings with stakeholders | March 11, 2017 | | |
| 2 | Draft Evaluation report, includng Annex on analysis of validation results for preliminary findings with stakeholders | April 5, 2017 | | |
| 3 | Final evaluation report | April 20, 2017 | | |
| ***Tentative timeframe*** | | | | ***Working days*** |
|  | Desk review based on of briefings with the project team and GGU. | |  | 6 days |
|  | Interviews with local stakeholders, questionnaires, focus groups. Validation of preliminary findings with stakeholders through circulation of initial reports for comments | |  | 5 days |
|  | Preparation of draft evaluation report and incorporation of comments.  Submission of Final Evaluation Report. | |  | 4 days |

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| **V. Payment Conditions** |
| This is a lump sum that should include costs (honorarium, travel, DSA, visa, etc) of consultancy required to produce the above deliverables. Payment will be released in two following installments:   1. Upon submission and acceptance by Programme Unit of UNDP of the deliverable 1 - 25% of the lump sum 2. Upon submission and acceptance by Programme Unit of UNDP of the deliverable 2 - 30% of the lump sum 3. Upon submission acceptance by Programme Unit of UNDP of the deliverable 3 - 45% of the lump sum. |

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| **VI. Recruitment Qualifications** | |
| Education: | * Master Degree in social science, sociology, economics, law, public administration, public policy, humanitarian sciences and other areas relevant for the assignment is required |
| Experience: | * At least 4 years of practical experience in any of the following areas is required: institutional organization and public sector in complex environments, project management, monitoring and evaluation of development projects in social sector; * Out of 4 yeas, at least 1 year of experience with results-based management evaluation methodologies, participatory monitoring approaches and applying SMART indicators is required; * Previous experience with social sector reform, and social sector related project design and implementation, preferably in Uzbekistan is an asset; * Awareness of gender issues and knowledge of gender mainstreaming techniques is an asset; * Project evaluation experiences within UN system will be considered an asset. |
| Language Requirements: | * Fluency in English is required. Good knowledge of Russian is an asset; |
| Others: | * Strong communication skills, client-orientation, ability to work in a team; * Initiative, analytical judgment, ability to work under pressure, ethics and honesty; * Understanding of human rights, gender and cultural dimensions. * Advanced ability to use IT equipment and software. |

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| **V. Signatures - Post Description Certification** |
| Incumbent *(if applicable)*  Name Signature Date |
| Chief Division/Section:  Mr. Azizkhon Bakhadirov / a.i. Head of Good Governance Unit Signature Date |