## Annex 13. Evaluation Terms of Reference

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

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| **I. Position Information** | |
| Position Title:  Type:  Project Title/Department:  Location:  Expected places of travel:  Duration of the service:  Reports To: | International Consultant for Final Evaluation of EGOV project  IC contract; independent evaluation of the UNDP project  E-Government Promotion for Improved Public Service Delivery  Home-based  Tashkent, Uzbekistan (April 3-7, 2017)  30 days during March/April 2017, part-time  Head of Good Governance Unit, UNDP Uzbekistan CO |

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| **II. Background** |
| Existing public services delivery system in Uzbekistan is characterized by low level of transparency, high degree of corruption practices, lack of clear and customer-oriented information sharing and feedback mechanisms, limited focus on vulnerable groups. Uzbek Government has been putting an effort to improve public service delivery by advancing e-government and benchmarking the progress against United Nations’ E-Government Development Index. According to the recent estimates, Uzbekistan’s ranking has risen from 100 in 2014 to 80 in 2016. In 2017, the Government of Uzbekistan intends to intensify its efforts and puts even more ambitious target of reaching top 50 countries. Government of Uzbekistan realizes that in order to achieve the goal it needs to redesign business processes in back offices of government entities offering G2B and G2C services, establish customer-oriented front offices and engage public in service design.  E-Government Promotion for Improved Public Service Delivery ([E-Gov](http://www.uz.undp.org/content/uzbekistan/en/home/operations/projects/democratic_governance/e-government-promotion-for--improved-public-service-delivery-.html)) is a UNDP Project implemented jointly with the Ministry of development of information technologies and communications of the Republic of Uzbekistan ([MITC)](http://ccitt.uz/en/). It aims at enhancing governance and achieving efficient, convenient, more responsive citizen-oriented public services delivery to provide better access to online public services. The Project contributes to implementation of key activities of e-Government Master Plan for 2013-2020 through: (1) assistance in enhancing government online services delivery (2) support in improving e-Government interoperability and applying effective business process reengineering (BPR) mechanisms (3) enhancing e-Government institutional development via capacity building of e-Government development center.  The first component – Enhancing online public service delivery (front-office) – aims at assisting the Government in accelerating further development of online public service delivery and achieving efficient, faster, convenient, more responsive, and citizen-oriented services through implementation of complex activities including: supporting the application of “single window” principle within online public service delivery, assisting in the introduction of two-way & transactional online services, conducting awareness raising & outreach activities on promotion of online public services, providing support in drafting a new law of Uzbekistan “On e-Government”;  As part of its second component – improving e-Government interoperability and applying effective business process reengineering (BPR) mechanisms (back-office) – the Project supports Government’s efforts in ensuring interoperability of existing & future information systems of state organizations, and simplification of internal business processes through formulation of recommendations on proper application of interoperability specifications & policies, participation in redesign of business processes, and provision of support in the inventory of public services, and assistance in the implementation of interoperability framework that takes into account legal, organizational and technical levels.  The third component of the project focuses on enhancing e-Government institutional development through capacity building of “e-Government development center” ([EGDC](http://egovernment.uz/en/)). The Project assists the Government in building an effective source of technical expertise and skills, advice and guidance for development and deployment of e-Government in Uzbekistan through assistance in organizational capacity building of the e-Government development center.  Since its launch in 2014, the project has developed a number of initiatives successfully implemented in the fields of e-governance, open data, e-participation and other areas of good governance. This year the project is approaching its completion, which is July 2017.  The details of the project activities are available at <http://www.uz.undp.org/content/uzbekistan/en/home/operations/projects/democratic_governance/e-government-promotion-for--improved-public-service-delivery-.html>, in Facebook <https://www.facebook.com/groups/data.uz/>, and other online resources (<http://www.mitc.uz>, <http://www.egovernment.uz/>, etc.). |

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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 E-Governance and Public Administration Reform. It should provide the basis for learning and accountability for managers and stakeholders. The evaluation will have to provide to UNDP complete and convincing evidence to support its findings/ratings. 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 March/April 2017. It will involve deskwork and meetings with national partners and stakeholders, including project beneficiaries. The international 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 in the area of promoting E-Governance.   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 and in close cooperation with EGOV Project Manager, the International Consultant for Evaluation of EGOV project 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 online public services, open data, BPR, e-participation and other elements of e-government? * Has the UNDP partnership strategy been appropriate and effective? * Has awareness on online public services, open data, BPR, e-participation and e-government in general and among stakeholders been increased? * Has attention of stakeholders to online public services, open data, BPR, e-participation and other e-government issues increased and has it been reflected in concrete actions? * Has capacity of state bodies been increased? * Has implementation of online public services, open data, BPR, e-participation and other e-government initiatives 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 e-governance, public administration reforms, enhancement of e-participation and government’s capacity building. 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 and in close cooperation with Programme Analyst on Rule of Law, the Inernational 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 30 working days, including writing of the final evaluation 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 29, 2017 | | |
| 2 | Draft Evaluation report, including Annex on analysis of validation results for preliminary findings with stakeholders | April 21, 2017 | | |
| 3 | Final evaluation report | April 30, 2017 | | |
| ***Tentative timeframe*** | | | | ***Working days*** |
|  | Desk review based on of briefings with the project team and GGU. | |  | 5 days |
|  | Interviews with local stakeholders, questionnaires, focus groups | |  | 5 days |
|  | Validation of preliminary findings with stakeholders through circulation of initial reports for comments | |  | 8 days |
|  | Preparation of draft evaluation report and incorporation of comments | |  | 7 days |
|  | Submission of final evaluation report | |  | 5 days |

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| **V. Payment Conditions** |
| This is a lump sum that should include costs of consultancy required to produce the above deliverables. Payment will be released in three 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 e-governance, communications, media, law, public administration, public policy, humanitarian and social sciences and other areas relevant for the assignment is required |
| Experience: | * At least 5 years of practical experience in any of the following areas is required: institutional organization and public sector in complex environments, strategic processes planning, e-governance, project management, monitoring and evaluation of development projects in governance sector; * Out of 5 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 public administration reform, e-government, ICT reform, related project design and implementation, preferably in CIS region is an asset; * Awareness of gender issues (preferably in the CIS region) 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; knowledge of Russian is an asset but not a requirement |
| 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 |