# Annex 1 - Terms of reference

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|  | **UNITED NATIONS DEVELOPMENT PROGRAMME**  **JOB DESCRIPTION / INDIVIDUAL CONTRACT** |

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| **I. Position Information** | |
| Position Title:  Type of contract:  Project Title/Department:  Location:  Duration of the service:  Expected places of travel:  Work Status:  Reports To: | International Consultant for evaluation of LGSP-2 project  IC contract; independent evaluation of the UNDP project  Good Governance Unit, UNDP Uzbekistan  Home based and one field trip to Uzbekistan  25 days during April/August 2017   * 5 w.d. desk work in country of residence (May 15-19, 2017) * 8 w.d. mission to Tashkent (May 29 - June 7, 2017) * 12 w.d. desk work in country of residence (August 7-22, 2017)   Tashkent, Tashkent Region, Namangan Region and Djizak Region, Uzbekistan  Full Time  Head of Good Governance Unit, UNDP Uzbekistan CO |

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| **II. Background** |
| UNDP Uzbekistan within the UN Development Assistance Framework (UNDAF) for Uzbekistan has been implementing "Local Governance Support Project: Phase-2" (LGSP-2) since 2014, after successfully completing the first phase in 2010-2013. The Project has been working with three pilot regions – Djizak, Namangan and Tashkent regions since March 2014, focusing on promoting more effective, accountable and inclusive governance in Uzbekistan by enhancing local government performance, increasing citizen participation in local governance, and supporting accountability and transparency.  Building on the success of “Local Governance Support Programme/Phase-1” (LGSP/Phase-1), implemented from 2010 to 2013, LGSP/Phase-2 has supported efforts of the Uzbek government to increase the capacity of regional and district level authorities to manage the increased decentralisation and deconcentration of administrative and fiscal authority through: enabling favorable environment by preparation of a series of analytical papers, enhancing the public administration system through improvement of legislative base, enhancing the capacity of civil servants, preparing territorial development strategies, introducing participatory governance work and e-governance tools, and introducing new approaches to managing recreational resources in pilot regions of country. The project, in addition to the Project Board, is guided by the Interagency coordinating working group (ICWG), approved by the Prime Minister and headed by the Cabinet of Minister’s Department Head. It consists of of thirteen members including representatives from the Cabinet of Ministers, the deputy heads of relevant ministries/agencies and Deputy Khokims of the pilot regions. LGSP is implementing three major activities:  The main activities of the project have been in the following spheres:   1. reforming the system of public administration and strengthening the administrative capacity of local authorities and management. 2. empowering local governments for equitable development, local accountability and for better quality and transparency of financial management on planning and performance of local budgets 3. increasing democratic accountability and openness of local executive and representative authorities as well as active public participation at local decision-making   The project, through the above-mentioned activities, aims to achieve the following results:   * Scaling-up of successful results of LGSP/Phase-1 (Modern Information Centers, One-Stop-Shop, Electronic Document Management System, Community Based Tourism Model, Regional Development Strategies); * Development of methodology/policy options for a vertical functional review of public services, for integration into multi-channel local service delivery mechanisms; * Enhancing the capacity of local elected bodies (Kengashes) by strengthening their oversight, representative and rulemaking functions in cooperation with the Senate Commission on the support of local representative bodies; * Improving the civil service system in Uzbekistan, including introduction of ethics codes for civil servants, merit-based recruitment and promotion practices, etc. * Development of proposals on amendments to the Law “On Local Government”; * Enhancement of the quality of curriculum development at the Academy of Public Administration; * Empowerment of local governments in terms of equitable development, local accountability, and better quality and transparency of financial management; * Development of a cross-practice Local Development Strategy in pilot regions.   Since 2014 the project has developed a number of initiatives successfully implemented in the fields of local governance, regional development and reforms of the system of public administration and civil service in local authorities and others. This year the project is approaching its completion, which is December 2017.  The details of the project activities are available on the project website [www.lgsp.uz](http://www.lgsp.uz)and <http://www.uz.undp.org/content/uzbekistan/en/home/operations/projects/democratic_governance/local-governance-support-programme-phase-II.html> as well as in social media: <https://www.facebook.com/lgspuzbekistan> |

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| **III. Objectives of the Evaluation / Evaluation requirements and methodology/Next phase formulation** |
| This Final Project 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 local governance and regional development. 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 April/June 2017. It will involve desk work 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. The meetings with national stakeholders and beneficiaries will take place in Tashkent city, Tashkent region, as well as in Namangan and Djizak cities.  *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 local governance reform and regional development planning.   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 LGSP-2 Project Manager, the International Consultant for evaluation of LGSP-2 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 Country Program 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 local governance and decentralization reforms, delivery of public services, improvements in regional development planning and implementation, promoting transparency and accountability in local authorities? * Has the UNDP partnership strategy been appropriate and effective? * Has awareness on local governance and decentralization reforms, increasing transparency and accountability of local governance bodies, e-governance, improving the effectiveness of local representative bodies (Kengashes), regional development in general and among stakeholders been increased? * Has attention of stakeholders to local governance and decentralization reforms, increasing transparency and accountability of local governance bodies, improving the effectiveness of local representative bodies (Kengashes), regional development increased and has it been reflected in concrete actions? * Has capacity of local governments in pilot regions been increased in terms of: regional development planning, local partnership building; resource mobilization skills; self-advocacy skills? * Has implementation of public administration reform, e-governance and decentralizationinitiatives 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 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 local governance and decentralization reforms, regional development and decreasing regional disparities, improving transparency and accountability of local governments and their two-way dialogue with people. 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 Associate on Public Policy, the International Consultant for evaluation of theLGSP-2 Project and 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.  **Duration of the service:**  25 days during April/June 2017   * 5 w.d. desk work in country of residence (May 15-19, 2017) * 8 w.d. Mission to Tashkent (May 29 - June 7, 2017) * 12 w.d. Desk work in country of residence (August 7-22, 2017)   **Deliverables and timeframe:**  The duration of the assignment is up to 25 working days in April–August 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.  **Deliverable 1 (first instalment: (25%), Due date: May 23, 2017):**   * Desk review based on of briefings with the project team and GGU. * Final Project Evaluation work plan, proposed methodology of evaluation and a report outline, including plan of meetings with stakeholders and beneficiaries.   **Deliverable 2 (second instalment: (30%), Due date: June 16, 2017):**   * Interviews with local stakeholders, questionnaires, focus groups. * Draft Evaluation report, including Annex on analysis of validation results for preliminary findings with stakeholders.   **Deliverable 3 (third instalment: (45%), Due date: August 22, 2017):**   * Validation of preliminary findings with stakeholders through circulation of initial reports for comments. Preparation of draft evaluation report and incorporation of comments; * Final evaluation report, including Annex on the proposed new results framework for future partnership.   This is a lump sum that should include costs (honorarium, travel, DSA, visa, etc) of consultancy required to produce the above deliverables |

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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 the 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: | Education:   * Master Degree in law, public administration, public policy, economics, 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, project design, project management, monitoring and evaluation of development projects; * Out of 5 yeas, at least 1 years of experience with results-based management evaluation methodologies, project formulation, participatory monitoring approaches and applying SMART indicators in the area of local governance in developing countriesis required; * Previous experience with public administration reform, local development, local governance related project design, implementation and monitoring, 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 design and 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 requirementж   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.   **How to apply:**  **Interested individual consultants must submit the following documents/information to demonstrate their qualifications:**   * P-11 form; * Offeror’s letter.   Applicants are required to fill and sign a P11 Form and Offeror’s Letter and apply through UNDP job online system. You will be asked to upload your P11 Form and Offeror’s letter on the second page of the online application form. Please note that the system will not accept the uploading of more than one document so please merge or scan all your documents into one prior to uploading.  Only Shortlisted candidates will be requested to provide financial offer.  **Financial Proposal**  The financial proposal shall specify a total lump sum amount. Payment will be made in lump sum in two installments upon completion of the tasks/works indicated in the present TOR and their acceptance by the Supervisor as well as submission of payment documents (PEF, CFP etc.). In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).  **Travel**  All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel.  In general, UNDP does not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.  In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.  **Evaluation of the offers will be arranged according to Cumulative analysis**  The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:   * Responsive/compliant/acceptable; and * Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.   Technical Criteria weight: (70%). Financial Criteria weight: (30%).  Only candidates obtaining a minimum of 49 points would be considered for the Financial Evaluation  Individual Consultant General Terms and Conditions (available at <http://www.undp.org/content/dam/undp/documents/procurement/documents/IC%20-%20General%20Conditions.pdf>). |
| 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, project design, project management, monitoring and evaluation of development projects; * Out of 5 yeas, at least 1 years of experience with results-based management evaluation methodologies, project formulation, participatory monitoring approaches and applying SMART indicators in the area of local governance in developing countriesis required; * Previous experience with public administration reform, local development, local governance related project design, implementation and monitoring, 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 design and 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 |

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| **VII. Signatures - Post Description Certification** |
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