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|  | **UNITED NATIONS DEVELOPMENT PROGRAMME**  *Annex I*  **TERMS OF REFERENCE** |

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| **I. Job Information** | |
| Job title:  Type of Contract:  Project Title/Department:  Location:  Duration of the service:  Work status:  Reports to: | National Consultant for evaluation of BFU (Phase III) project  IC contract; Independent evaluation of the UNDP project  Sustainable Development Cluster, UNDP Uzbekistan  Tashkent, Uzbekistan with field visit to selected regions (Tashkent, Syrdarya, Surkhandarya, Namangan) for 7 days  30 working days (period of October – November, 2017)  Part time  Head of Sustainable Development Cluster, UNDP Uzbekistan |

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| II. Background Information | | | | |
| The ‘Business Forum of Uzbekistan (Phase-III)’ project is implemented jointly with the Chamber of Commerce and Industry of Uzbekistan since 2014 within the frameworks of UNDAF 2010-2015/2016-2020, UNDP Country Programme Action Plan (CPAP) 2010-2015 and Country Programme Document (CPD) 2016-2020 to support the Government’s efforts in creating an enabling business environment through strengthening public-private dialogue, introduction of streamlined procedures to ease doing business and supporting the development of inclusive business projects.  In order to achieve the stated goals, the project works through four interrelated streams of activities:   1. develop and solicit recommendations from partners on improvement of country’s business environment, bring in the best international expertise; 2. focus on implementation of the simplified and streamlined procedures as an online public interactive service; 3. promote development of inclusive business models to create additional incomes and jobs in rural places for vulnerable people, including women and youth; 4. empowering women’s entrepreneurship.   The ‘Business Forum of Uzbekistan (Phase-III)’ project, in line with its project document and annual work plan is supporting national partners in promoting students’ Start-up initiatives, inclusive business models and creating enabling environment for women entrepreneurship.  As the project approaches its completion in December 2017, final evaluation of the project is planned to be conducted, and UNDP is recruiting **a part time** National Consultant to take stock of the project’s progress, its successes and weaknesses. The evaluation aims to determine potential impacts and sustainability of project results, including its contribution to capacity building of engaged national partners. The evaluation will determine and describe lessons learned and will develop recommendations to be used by UNDP and project partners to improve their capacity in planning and implementing similar projects.  The key product expected from the final evaluation is a comprehensive analytical report written in English. The final evaluation report will be a stand-alone document that substantiates its recommendations and conclusions. The report will have to provide convincing evidence to support its findings/ratings. | | | | |
| III. Functions / Scope of work | | | | |
| EVALUATION PURPOSE AND SCOPE:  The purpose of the evaluation is to measure the effectiveness and efficiency of project activities in relation to the stated objective, to assess the relevance of the project, including the project design, and to draw lessons that can improve sustainability of the results. The evaluation is to produce recommendations on how to further improve effectiveness of UNDP and CCI collaboration in creating an enabling business environment in view of recent reforms.  The evaluation is supposed to evaluate the functioning of Project as a whole and focus on the achievement of project outputs and goal. The evaluation should not be an impact evaluation, however to the extent possible it should touch upon the long-term effects of this project and its contribution to UNDAF 2016-2020 and CPD 2016-2020 Output and Outcome level results, based on the information gathered from consultations with various stakeholders and beneficiaries, as well as from desk review of relevant documents and reports.  Special attention shall be paid to the project’s contribution in empowering women entrepreneurship. The report should evaluate gender mainstreaming in project design and implementation, challenges and achievements in promoting women entrepreneurship, recommendations for improvement as well as possible replication.  The final evaluation report should include a separate chapter on lessons learned, providing recommendations for replication and transfer of the experience related mainly to:   * post-project sustainability of the efforts; * capacity building; * successes and challenges.   The overall approach and method of conducting final evaluation should be guided by UNDP evaluation policy. The evaluation must provide evidence‐based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with the project team and key stakeholders including government counterparts, donors and development partners, and targeted groups, with a special focus on gender balance. The evaluation will take place in consultant’s home office (Tashkent). The evaluator is expected to conduct a field mission to Tashkent region which is also the project site. Interviews will be held with the following organizations and individuals at a minimum:   * Relevant departments of CCI; * Government Agencies (Ministry of Economy, Ministry of Justice, Ministry of Higher and Secondary Specialized Education, Agency on Science and Technology); * IFIs and bilateral organizations (IFC, World Bank, British Embassy, AmCham, EU delegation); * Private sector partners of the project, including Istiqlol Dizayn Markazi, Konsalting Madad Hamkor, and wider audience (at a meeting to be organized at CCI); * Targeted groups, i.e. end-users of One-Stop-Shops.   The evaluator will review all relevant sources of information, such as the project document, annual project progress reports, project budget revisions, project board meeting minutes, project files, UNDAF 2010-2015/2016-2020, CPAP 2010-2015, CPD 2016-2020, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A comprehensive list of documents that the project team will provide to the evaluator will be additionally shared with consultant after contract signing.  EVALUATION OBJECTIVES:  Under the general guidance of the Head of Sustainable Development Cluster and direct supervision of SDC Programme Associate the National Consultant will:   * Assess overall project performance against the project objectives as set out in the project document, results framework and other related documents; * Assess the contribution of ‘Business Forum of Uzbekistan (Phase-III)’ project to the achievement of Outcome results with joint Government of Uzbekistan and UNDP programmatic frameworks of UNDAF 2010-2015, 2016-2020, CPAP 2010-2015 and CPD 2016-2020; * Assess the project’s contribution to the progress made in support of business climate improvement process in Uzbekistan and building CCIs capacity on legislation analysis, drafting reform proposals, etc.; * Assess the degree to which the policy formulation processes that were supported by the project have been carried out through participatory dialogue and policy communication with the stakeholders; * Assess the degree to which the resources and funding for the above project directions have been used effectively and efficiently; * Assess how effectively the knowledge base, information technology, and communication means (ie, social media, web site, regular publications, etc.) are being used to expand the outreach and knowledge-sharing by the project; * Assess the extent to which a knowledge base is being established to build the capacity of key stakeholders to address the relevant development problems;   In all above assessment points, **gender equality and women empowerment has to be reflected as a crosscutting issue**.  **EVALUATION RATING AND CRITERIA:**  The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability, impact and gender mainstreaming**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary.   |  |  |  |  | | --- | --- | --- | --- | | **Evaluation Ratings:** | | | | | **1. Assessment of intervention:** | ***rating*** | **2. Sustainability** | ***rating*** | | Relevance |  | Capacity development of CCI |  | | Effectiveness |  | Financial resources |  | | Efficiency |  | Policy and regulatory frameworks |  | | Overall project Outcome rating |  | Overall likelihood of sustainability |  | | **3. Monitoring and Evaluation:** | ***rating*** | **4. Gender mainstreaming** | ***rating*** | | M&E design at entry |  | GM strategy at entry |  | | M&E plan implementation |  | GM at implementation |  | | Overall quality of M&E |  | Overall quality of GM |  |   The evaluator is expected to use below rating scale in assessing the evaluation criteria:   |  |  |  | | --- | --- | --- | | ***Ratings for Outcomes, Effectiveness, Efficiency, M&E, and Gender Mainstreaming:*** | ***Sustainability ratings:*** | ***Relevance ratings*** | | 6: Highly Satisfactory (HS): no shortcomings  5: Satisfactory (S): minor shortcomings  4: Moderately Satisfactory (MS): some shortcomings  3. Moderately Unsatisfactory (MU): significant shortcomings  2. Unsatisfactory (U): major problems  1. Highly Unsatisfactory (HU): severe problems | 4. Likely (L): negligible risks to sustainability | 2. Relevant (R) | | 3. Moderately Likely (ML): moderate risks | 1. Not relevant (NR) | | 2. Moderately Unlikely (MU): significant risks  1. Unlikely (U): severe risks | ***Impact Ratings:***  3. Significant (S)  2. Minimal (M)  1. Negligible (N) | | ***Additional ratings where relevant:***  Not Applicable (N/A)  Unable to Assess (U/A) | | | |   **KEY QUESTIONS TO BE ADDRESSED:**   * *Did the project pro-actively take advantage of new opportunities and adapt its theory of change to respond to changes in the development context, including changing national priorities?* * *Was the project aligned with the thematic focus of the Strategic Plan?* * *Were the project’s targeted groups systematically identified and engaged, with a priority focus on the excluded and marginalized, to ensure the project remained relevant for them?* * *Did the project generate knowledge, particularly lessons learned (i.e., what has worked and what has not) – and has this knowledge informed management decisions and changes/course corrections to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?* * *Were the project’s special measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and produce the intended effect? If not, were evidence-based adjustments and changes made?* * *Was the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change?* * *Did the project seek to further the realization of human rights using a human rights-based approach?* * *Were social and environmental impacts and risks (including those related to human rights, gender and environment) successfully managed and monitored in accordance with the project document and relevant action plans?* * *Was the project’s M&E Plan adequately implemented?* * *Did the project’s governance mechanism (i.e., the project board or equivalent) function as intended?* * *Were risks to the project adequately monitored and managed?* * *Adequate resources were mobilized to achieve intended results. If not, management decisions were taken to adjust expected results in the project’s results framework.* * *Were project inputs procured and delivered on time to efficiently contribute to results?* * *Was there regular monitoring and recording of cost efficiencies, taking into account the expected quality of results?* * *Is there evidence that project outputs contributed to the achievement of programme outcomes?* * *Did the project delivered its expected outputs?* * *Were there regular reviews of the work plan to ensure that the project was on track to achieve the desired results, and to inform course corrections if needed?* * *Were the intended targeted groups systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results were achieved as expected?* * *Were at least 40 per cent of the personnel hired by the project, regardless of contract type, female?* * *Were stakeholders and partners fully engaged in the decision-making, implementation and monitoring of the project?* * *Were there regular monitoring of changes in capacities and performance of institutions and systems, and were the implementation arrangements adjusted according to changes in partner capacities?* * *Were the transition and phase-out arrangements implemented as planned by the end of the project, taking into account any adjustments made to the plan during implementation?* | | | | |
| IV. Deliverable OUTPUTS AND DEADLINES: | | | | |
| The following tentative schedule of deliverables is expected under the current assignment. The Sustainable Development Cluster of UNDP Uzbekistan reserves the right, if necessary, to amend the terms of reference of an expert upon a written agreement. The final schedule will be agreed upon in the beginning of the assignment. All deliverables should be submitted to UNDP SD Cluster in electronic form by the Consultant in English. | | | | |
| **#** | **Deliverables/Outputs** | **Deadline** | **Installments** | **%** |
| 1 | The evaluation strategy and content of the final report is elaborated, discussed and agreed.  **Note:** national consultant shall: a) research and review the received background information on the project results and progress before the meeting at UNDP CO, b) discuss with UNDP CO the assignment and agree on evaluation strategy and content of the final report. | 14 November, 2017 | 1st installment | 10% |
| 2 | Inception report with initial findings based on desk review, including evaluation plan and methodology (evaluation questions, indicators, data source and means of verification) is prepared and submitted. | 25% |
| 3 | First draft evaluation report is submitted, presented and discussed in UNDP with engagement of key stakeholders to verify the findings.  **Note:** national consultant shall conduct meetings with project stakeholders, including project sight-visits in selected regions (Tashkent, Syrdarya, Surkhandarya and Namangan). | 30% |
| 4 | Final evaluation report as per agreed upon report content containing in-depth assessment of the project results’ outcome-level contribution, including the review and summary of stakeholders’ feedback, lessons learned, and recommendations on the next stage cooperation between the UNDP and the Chamber of Commerce and Industry in the area of private sector development finalized by the consultant and approved by UNDP. | 24 November, 2017 | 2nd installment | 35% |

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| V. Monitoring and control |
| Daily supervision and monitoring the timely implementation of the assignment will be carried out by SDC Programme Associate, under overall guidance of the Head of Sustainable Development Cluster. Quality assurance of deliverables of the assignment will be conducted by SDC Programme Associate with support of UNDP CO M&E focal point.  Contract will be completed after completion of tasks as well as submission of final evaluation report that is cleared by SDC Programme Associate and UNDP CO M&E focal point, and approved by the Head of Sustainable Development Cluster. |

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| VI. Remuneration |
| All deliverables, after clearance by SDC Programme Associate and CO M&E focal point, should be submitted by the National Consultant to the Head of the Sustainable Development Cluster and to be considered as accepted upon written confirmation from him.  This is a lump sum contract that should include costs of consultancy and travel costs required to produce the above deliverables. Payment will be released in two installments upon satisfactory provision and acceptance of respective outputs by Head of Sustainable Development Cluster as follows:  Installment #1: deliverable 1 – 10 % (out of total scope of work);  deliverable 2 – 25% (out of total scope of work);  deliverable 3 – 30% (out of total scope of work);  Installment #2: deliverable 4 – 35% (out of total scope of work). Payment for deliverables may be combined.  **\*Important: The USD lump sum amount will be paid in two installments to plastic card in Uzbek sums by UN exchange rate on the date of payment.** |

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| **VII. Qualification Requirements** | |
| Education: | * Master or Graduate Degree in the field of economy, finance, business, management, public administration, finance, law, sociology. |
| Work experience: | * A minimum of 5 years of relevant work experience in government sector, international development organizations or private sector; * Recent knowledge of UN programming principles (leaving no on behind; human rights, gender equality and women’s empowerment; sustainability and resilience; and accountability), UNDP’ results-based evaluation policies, procedures; Experience in drafting conceptual documents, rules, regulations specifically in the area of doing business, promotion of SME, public-private partnerships, etc.; * Experience in writing, editing of documents. |
| Language Requirements: | * Fluency in Russian and Uzbek, good command of English language. |
| Others: | * Strong data collection, communication, analytical, research, and writing skills; * Ability to organize, manage and facilitate discussions; * Excellent, presentation and writing skills; * Ability to meet deadlines under pressure in a result-oriented environment. |

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| UNDP is an equal opportunity employer. Qualified female candidates, people with disabilities, and minorities are highly encouraged to apply. |

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| **VIII. Signatures - Post Description Certification** |
| Incumbent:  Name: Signature Date |
| Supervisor:  Hurshid Rustamov Signature Date  Head of Sustainable Development Cluster,  UNDP Uzbekistan |
| Prepared by:  Kamolkhon Inomkhodjayev Signature Date  SDC Programme Associate,  UNDP Uzbekistan |
| Cleared by:  Dilfuza Nabieva Signature Date  CO M&E focal point,  UNDP Uzbekistan |