



## UNITED NATIONS DEVELOPMENT PROGRAMME TERMS OF REFERENCE

### I. Job Information

Job title:	National Consultant for evaluation of PRSD project
Type of Contract:	IC contract; Independent evaluation of the UNDP project
Project Title/Department:	Sustainable Development Cluster, UNDP Uzbekistan
Location:	Tashkent, Uzbekistan
Duration of the service:	30 working days (period of November – December 2019 (Saturdays and Sundays are considered as working days to provide the outputs))
Work status:	Part time
Reports to:	Head of Sustainable Development Cluster, UNDP Uzbekistan

### II. Background Information

The primary aim of the “Support to Policy Research for Sustainable Development” project is to support the Government of Uzbekistan in policy research, formulation, planning and monitoring for the post-2015 sustainable development agenda, in particular the Sustainable Development Goals. In this, UNDP will partner with the leading national think tanks (Center for Economic Research and Reforms, Institute of Forecasting and Macroeconomic Research, Institute for Fiscal Studies, and the newly established Center of Development Strategy) to facilitate the necessary policy dialogue, inter-agency and multi-stakeholder consultations, and joint research involving international and local experts (including from other national research institutions and government agencies). The project activities is focused on achieving the following key results:

- 1) Localization of SDGs, together with national targets and indicators, as well as facilitating the adoption, implementation, and monitoring of national programmes (action plans) to achieve the SDGs; and
- 2) Improved understanding and development of policy solutions on pressing issues of sustainable development and accumulation of knowledge and policy options to address them (ie., labour market issues and employment promotion, resource efficiency, equitable, pro-poor, and inclusive growth, promotion of green economy and green jobs, poverty and inequality assessment, green climate financing, and effective institutions) through extensive and participatory policy dialogue, stronger communication and outreach

As the project approaches its completion in December 2019, 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 the Government of Uzbekistan in SDG realization and support to policy research for sustainable development.

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 (1) SDG nationalization progress in Uzbekistan; (2) supporting to policy research projects for sustainable development and their results.

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 evaluator is expected to conduct a number of interviews with representatives of national partners and beneficiaries. Interviews will be held with the following organizations and individuals at a minimum:

- President' Administration;
- Ministry of Economy;
- Center for Economic Research and Reforms, Institute of Forecasting and Macroeconomic Research, Institute of Fiscal Research, Center for Development Strategy;
- Central Bank, Ministry of Finance, Ministry of Employment and Labor Relations, Ministry of Innovation Development, Ministry of Investment and Foreign Trade, State Statistical Committee;
- Urbanization Agency;
- National NGOs (Nationwide movement «Yuksalish»)
- UN organizations, IFIs, Embassies, bilateral organizations (UNICEF, World Bank, Embassy of Czech Republic, TIKA);

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 2016-2020, CPD 2016-2020, national strategic and legal documents including National SDGs, 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 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 “Support to Policy Research for Sustainable Development” project to the achievement of Outcome results with joint Government of Uzbekistan and UNDP programmatic frameworks of UNDAF 2016-2020, and CPD 2016-2020;
- Assess the project’s contribution to the progress made in support of SDG adaptation in Uzbekistan and facilitating the necessary policy dialogue, inter-agency and multi-stakeholder consultations, and joint research with leading think tanks of Uzbekistan;
- 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.

<b>Evaluation Ratings:</b>			
<b>1. Assessment of intervention:</b>	<i>rating</i>	<b>2. Sustainability</b>	<i>rating</i>
Relevance		SDG adaptation progress in Uzbekistan	
Effectiveness		Research capacity development of leading think tanks of Uzbekistan	
Efficiency		Financial resources	
Overall project Outcome rating		Policy and regulatory frameworks	
		Overall likelihood of sustainability	
<b>3. Monitoring and Evaluation:</b>	<i>rating</i>	<b>4. Gender mainstreaming</b>	<i>rating</i>
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:

<p><b><i>Ratings for Outcomes, Effectiveness, Efficiency, M&amp;E, and Gender Mainstreaming:</i></b></p> <p>6: Highly Satisfactory (HS): no shortcomings                      5: Satisfactory (S): minor shortcomings                      4: Moderately Satisfactory (MS): some shortcomings</p>	<p><b><i>Sustainability ratings:</i></b></p> <p>4. Likely (L): negligible risks to sustainability                      3. Moderately Likely (ML): moderate risks</p>	<p><b><i>Relevance ratings</i></b></p> <p>2. Relevant (R)                      1. Not relevant (NR)</p>
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3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems	2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	<b>Impact Ratings:</b> 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
<b>Additional ratings where relevant:</b> 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?*
- *Was the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change?*
- *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 30 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	%
1	<ul style="list-style-type: none"><li>The evaluation strategy and content of the final report is elaborated, discussed and agreed.</li></ul> <p><b>Note:</b> 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.</p> <ul style="list-style-type: none"><li>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.</li><li>First draft evaluation report is submitted, presented and discussed in UNDP with engagement of key stakeholders to verify the findings.</li></ul> <p><b>Note:</b> national consultant shall conduct meetings with project stakeholders.</p>	16 December, 2019	100%
2	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 President's Administration in the area of Assessment of Development Finance finalized by the consultant and approved by UNDP.		

#### **V. Monitoring and control**

Supervision and monitoring the timely implementation of the assignment will be carried out by the Head of Sustainable Development Cluster.

Contract will be completed after completion of tasks as well as submission of final evaluation report that is approved by the Head of Sustainable Development Cluster.

#### **VI. Remuneration**

All deliverables 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 one installment upon satisfactory provision and acceptance of respective outputs by Head of Sustainable Development Cluster.

**\*Important: The USD lump sum amount will be paid in one installment to plastic card in Uzbek sums by UN exchange rate on the date of payment.**

<b>VII. Qualification Requirements</b>	
Education:	<ul style="list-style-type: none"> <li>• Master or Graduate Degree in the field of economy, finance, business, management, public administration, finance, law, sociology.</li> </ul>
Work experience:	<ul style="list-style-type: none"> <li>• A minimum of 5 years of relevant work experience in government sector, international development organizations or private sector;</li> <li>• Recent knowledge of UN programming principles (leaving no one behind; human rights, gender equality and women's empowerment; sustainability and resilience; and accountability), UNDP' results-based evaluation policies, procedures;</li> <li>• Experience in drafting conceptual documents, rules, regulations specifically in the area of Sustainable development;</li> <li>• Experience in writing, editing of analytical reports.</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Fluency in Russian and Uzbek, good command of English language.</li> </ul>
Others:	<ul style="list-style-type: none"> <li>• Strong data collection, communication, analytical, research, and writing skills;</li> <li>• Ability to organize, manage and facilitate discussions;</li> <li>• Excellent, presentation and writing skills;</li> <li>• Ability to meet deadlines under pressure in a result-oriented environment.</li> </ul>

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

<b>VIII. Signatures - Post Description Certification</b>	
Incumbent:	
Name: <i>Ulyshev Kemaldinov</i>	Signature <i>[Signature]</i> Date <i>7/11/2019</i>
Supervisor:	
Hurshid Rustamov Head of Sustainable Development Cluster, UNDP Uzbekistan	Signature <i>[Signature]</i> Date <i>12.11.2019</i>