
FINAL EVALUATION REPORT
of UNDP Project
**“Support to Policy Research
for Sustainable Development”**
(PRSD 00105734)

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CONTENTS

LIST OF FIGURES & TABLES	4
LIST OF ABBREVIATIONS AND ACRONYMS	5
ACKNOWLEDGEMENTS	6
EXECUTIVE SUMMARY	7
Brief Description of the Project	7
Project Summary Table	7
Evaluation Rating of the project «Support to Policy Research for Sustainable Development”	8
Summary of conclusions, lessons and recommendations	8
I.INTRODUCTION	12
II.CONTEXT AND OVERVIEW OF THE PROJECT	12
III.DESCRPTION OF THE EVALUATION	12
a. Purpose of the evaluation	12
b. Scope & Methodology	13
i. Overall Approach	13
ii. Evaluation Instruments	14
c. Evaluation Users and Stakeholders	14
d. Limitations and Constraints	15
IV.EVALUATION FINDINGS	16
4.1. PROJECT DESIGN / FORMULATION	16
4.1.1. Analysis of Logical Framework (LFA)/Results Frameworks	16
4.1.2. Assumptions and Risks	17
4.1.3. Lessons from other Relevant Projects incorporated into Project Design.....	19
<i>Other relevant projects.....</i>	19
4.1.4. Planned Stakeholder Participation	20
4.1.5. Replication Approach	20
4.1.6. UNDP Comparative Advantage	20
4.1.7. Linkages Between the Project and other Interventions within the Sector	21
4.1.8. Management Arrangements	21
<i>Consultations with Stakeholders.....</i>	23
4.2. PROJECT IMPLEMENTATION	24
4.2.1. Use of Adaptive Management	24
4.2.2. Partnership Arrangements	24
4.2.3. Project Finance	26
<i>Partners In-kind contributions.....</i>	27
4.2.4. Monitoring and Evaluation (M&E) Approach	28
4.2.5. Contribution by Implementing and Executing Agencies	30
4.3. PROJECT RESULTS	31
4.3.1. Overall Achievements/Results	31
<i>Results of the implementation of 1.1 Activity.....</i>	31
<i>Results of the implementation of 1.1 Activity.....</i>	32
4.3.2. Attainment of the Project Objective	34
4.3.3. Gender equality and empowerment of women.....	35
4.3.4. Effectiveness and Efficiency of the project.....	35
4.3.5. Long-Term Sustainability of Achievements.....	36
<i>Risk Assessment of Sustainability.....</i>	36
<i>Possible ways to ensure long-term sustainability of results.....</i>	37
4.3.6. Contribution to Capacity Development.....	38
4.3.7. Catalytic Role and Long-Term Impact.....	39
V.MAIN CONCLUSIONS	40
VI.LESSONS LEARNED	41
VII.RECOMMENDATIONS	42

VIII.ANNEXES.....	44
ANNEX 1: TERMS OF REFERENCE	44
ANNEX 2: EVALUATION MATRIX	49
ANNEX 3: LIST OF DOCUMENTS REVIEWED	55
ANNEX 4: LINKAGE BETWEEN PROJECT AND THE GOVERNMENT'S ACTION PLAN.....	57
ANNEX 5: INTERVIEW GUIDE	59
ANNEX 6: LIST OF PEOPLE INTERVIEWED	63
ANNEX 7: LIST OF KEY OUTPUTS DELIVERED.....	64
ANNEX 8: STATUS OF OBJECTIVE / OUTCOME DELIVERY AS PER MEASURABLE INDICATORS.....	70
ANNEX 9: REQUIRED DETAILED RATINGS FOR EVALUATION CRITERIA.....	72

List of Figures

Figure 1: Steps Used to Conduct the Evaluation	14
Figure 2: Project structure.....	16
Figure 3: Project Management Structure.....	22

List of Tables

Table A: Project Summary Table.....	7
Table B: Evaluation Rating of the project «Support to Policy Research for Sustainable Development”	8
Table 1: UNDP Project Review Criteria.	15
Table 2: List of Assumptions	17
Table 3: Gender composition of the consultants hired by the project in 2017-2019.....	23
Table 4: The breakdown of project expenditures by Components and by year.....	27
Table 5: Co-financing from Project Partners In-kind.....	28
Table 6: List of Performance Indicators	29

List of Abbreviations and Acronyms

ADB	Asian Development Bank
APR	Annual Progress Report
AWP	Annual Work Plan
CBU	Central Bank of the Republic of Uzbekistan
CD	Capacity Development
CDR	Combined Delivery Report
CDS	Center of Development Strategy
CERR	Center for Economic Research and Reforms (former Center for Economic Research)
CPAP	UNDP Country Programme Action Plan
CPD	Country Programme Document for Uzbekistan
EN	English
EU	European Union
FE	Final Evaluation
IFC	International Finance Corporation
IFMR	Institute of Forecasting and Macroeconomic Research
IFR	Institute for Fiscal Research (former Institute for Social Research)
ILO	International Labor Organization
IMF	International Monetary Fund
ISR	Institute for Social Research
LFA	Logical Framework Analysis
LPAC	Local Project Appraisal Committee
M&E	Monitoring and Evaluation
MAR	Ministry of Agriculture Resources of the Republic of Uzbekistan
MDGs	Millennium Development Goals
MEI	Ministry of Economy and Industry (former Ministry of Economy) of the Republic of Uzbekistan
MELR	Ministry of Employment and Labor Relations of the Republic of Uzbekistan
MID	Ministry of Innovative Development of the Republic of Uzbekistan
MOF	Ministry of Finance of the Republic of Uzbekistan
MTE	Medium Term Evaluation
MWR	Ministry of Water Resources of the Republic of Uzbekistan
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NPC	National Project Coordinator
OECD	Organization for Economic Co-operation and Development
OPU	Office of the President of Republic of Uzbekistan
PB	Project Board
PFM	Public Finance Management
PIR	Project Implementation Report
PM	Project Manager
PR	Public Relations
PRSD	UNDP Project “Support to Policy Research for Sustainable Development”
QOR/QPR	Quarterly Operational Report/ Quarterly Progress Reports
RBEC	Regional Bureau for Europe and the CIS (Commonwealth of Independent States)
RBM	Results-Based Management
RFP	Request for Proposal
ROAR	Results-oriented Annual Report
RU	Russian
SBAA	Standard Basic Assistance Agreement
SCS	The State Committee of the Republic of Uzbekistan on statistics
SDA	UN post-2015 Sustainable Development Agenda
SDC	Sustainable Development Cluster
SDGs	Sustainable Development Goals
SEEPC	State Committee of the Republic of Uzbekistan on Ecology and Environmental Protection
TOR	Terms of Reference
UN	United Nations
UNRCO	United Nations Resident Coordinator for the Republic of Uzbekistan
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP CO	United Nations Development Programme Country Office
USAID	United States Agency for International Development
USD	United States Dollar
WB	World Bank

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DISCLAIMER

This report is the work of National Consultant and does not necessarily represent the views, or policy, or intentions of the United Nations Development Programme (UNDP).

EXECUTIVE SUMMARY

The project "Support to Policy Research for Sustainable Development" was a joint initiative of the United Nations Development Programme (UNDP) and the President's Office of the Republic of Uzbekistan (OPU). The overall goal of the project is to support the Government's efforts in policy research, formulation, planning and monitoring for the post-2015 sustainable development agenda, in particular the Sustainable Development Goals (SDGs), and their localization.

Table A: Project Summary Table.

Project title	Support to Policy Research for Sustainable Development			
UNDP Project ID	00105734 / 00103941		At endorsement (USD)	At completion (USD)
Country:	Uzbekistan	Total resources required**:	400 000	400 208
Region:	RBEC/CA	UNDP TRACK	310 000	277 062
Key results area (Strategic Plan):	OUTPUT 1: National data collection, measurement and analytical systems improved to monitor progress on the post-2015 Agenda and SDGs*.	IRH Catalytic Fund Facility SDG (incl. 8% GMS)	90 000	91 884
		CER C/S funds (incl. 3% GMS)	-	16 085
		EU/EC funds	-	12 166
		IFMR C/S funds (incl. 3% GMS)	-	1 685
		GOV C/S funds	-	1 327
		In-kind contributions:		
		CER	Office premises, telephone lines	
		UN Agencies, Funds, UNDP CO, SDC Projects	Financing of Missions, recruitment of consultants, workshops, publishing	
		EU Water UNDP project	Financing of workshop and seminar	
		UNDP Partnership Support Office in Russia	Financing of recruitment of consultants	
Executing Agency:	UNDP	Total co-financing:	-	89 580
		Total Project Cost:	-	489 788
Pro-Doc Signature (date project began):	20 June, 2017	(Operational) Closing Date:	Proposed: 31.12.2019	Actual: 31.12.2019

*) By 2020, equitable and sustainable economic growth through productive employment, improvement of environment for business, entrepreneurship and innovations expanded for all. (Outcome 1 of the UNDAF 2016-2020).

**) data are based on the results of the budget audit of November 29, 2019.

The project is being implemented since June 2017 within the frameworks of UNDAF 2016-2020 and Country Programme Document (CPD) 2016-2020. This project is a logical continuation of the work carried out by the Office of the UN Representative in 2014-2015, on the transition from the MDGs to the SDGs, in accordance with the resolution of the UN General Assembly in September 2015.

The project was partner with OPU and Government authorities, base think-tanks for 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 Improved understanding and development of policy solutions on pressing issues of sustainable development and accumulation of knowledge and policy options to address them through extensive and participatory policy dialogue, stronger communication and outreach.

In order to achieve the stated goals, the project works through two interrelated streams of activities:

Activity 1: SDG localization facilitated and development of National Programme for SDG Implementation supported.

Activity 2: Advocating for SDGs through dedicated policy research and PR.

The project was started in June, 2017 and will be closed on December 31, 2019.

This Final Evaluation was initiated by UNDP. It aims to provide managers and officials (at OPU, Ministry of Economy and Industry, Ministry of Finance, Ministry of Employment and Labor Relations, Ministry of Innovative Development, Ministry of Water Resources, State Statistics Committee, Central Bank, CERR, IFMR, IFR, CDS, UN agencies, UNDP Country Office and others) with strategy and policy options for more effectively and efficiently replicating successful project initiatives or for filling gaps not covered in the SDGs area by the project. It also provides the basis for learning and accountability for managers and stakeholders.

The Final Evaluation was made taking into account the criteria of: relevance, effectiveness, efficiency, sustainability, impact and gender mainstreaming. Table B shows the corresponding evaluation of the implementation of the project on defined criteria.

Table B: Evaluation Ratings of the project "Support to Policy Research for Sustainable Development"

Evaluation criteria	Code	Value	Evaluation criteria	Code	Value
1. Assessment of intervention:			2. Sustainability:		
Relevance	R	36/38	SDG adaptation progress in Uzbekistan	L	13/16
Effectiveness	HS	102/114	Research capacity development of leading think tanks of Uzbekistan	ML	20/24
Efficiency	S	92/114	Financial resources	L	12/12
Overall project Outcome (Output) rating	HS	78/89	Policy and regulatory frameworks	L	36/40
			Overall likelihood of sustainability	L	20/23
3. Monitoring and Evaluation:			4. Gender mainstreaming:		
M&E design at entry	HS	19/19	GM strategy at entry	HS	19/19
M&E plan implementation	S	87/114	GM at implementation	MS	91/114
Overall quality of M&E	S	53/67	Overall quality of GM	S	55/67

Summary of conclusions, lessons and recommendations

Conclusion 1: The results of the project as a whole correspond to the expected results of the UNDAF 2016-2020 and CPD 2016-2020, as well as the objectives included in the relevant Government programs (from 2017 to 2019) in the frame of realization the Action Strategy for the five priority development directions of the Republic of Uzbekistan in 2017-2021¹.

Conclusion 2: The project has a great importance in the process of SDG localization facilitates and development of National Programme for SDG Implementation, also advocating for SDGs through positioning within the framework of the Government reform was an excellent approach and undoubtedly contributed to its success.

Conclusion 3: Four key concepts that were defined at the design stage, in fact, have become critical factors for success: commitment, institutionalization, adaptation and capacity building of relevant personnel.

Conclusion 4: Project Management used actively and effectively an adaptive management, the Project Manager used Results-Based Management (RBM), change management, and linking the project's objectives to the interests of OPU and Government, while not compromising the mandate and mission of UNDP.

Conclusion 5: The aims and several key results planned according to the project were achieved in scheduled timeframe. These achievements exceeded the goals in which the project played a leading role, as evidenced adoption of a Government decree on National Sustainable Development Goals and Tasks

¹ Annex No. 1 to the Decree of the President of the Republic of Uzbekistan No. UP-4947 as of 07.02.2017 «On the Strategy of Actions for the Further Development of the Republic of Uzbekistan". An important reason was the fact that about 98% of the SDG indicators (except for environmental indicators) overlap with the 2017-2020 Strategy, and 72% of indicators correspond to the performance indicators of the State budget.

for the period up to 2030 (approval of 16 SDGs with 137 tasks, and 206 nationalized indicators) and initiative to prepare a Voluntary National Review (VNR) of Uzbekistan to achieve the SDGs in 2020.

Conclusion 6: Having estimated the approach, which was taken by PMU to develop capacity, it can be stated that from the UNDP point of view, the following components of capacity development are of particular importance: organizational and functional positioning of UNDP CO; horizontal and vertical coordination; evaluating Government requests within the prism of the SDGs and the UNDAF until 2025.

Conclusion 7: Most of the project achievements have been institutionalized and used already. Having based on the project's achievements in the context implementing the National Sustainable Development Goals and Tasks for the period up to 2030, the long-term impact of these achievements is significant.

Conclusion 8: In case of continuing its activity the project will be a central part on promoting Roadmap directed at the implementation of the National SDGs and objectives, including by strengthening the capacity of local experts.

Conclusion 9: One aspect of the project that remained unchanged is the low participation of women in the research process on key issues of socio-economic development and policy development. Nevertheless, the project practically ensured compliance with the threshold for hiring women recommended by UNDP.

Few lessons were identified:

Having based on the review of project documents, interviews with key informants and analysis of collected information, the following lessons should be learned:

- Development of the project document (ProDoc), including PRSD strategy, as well as guidelines concerning the development of the necessary capacities at three levels - individual, organizational and system - ensures the effective implementation of measures with a holistic approach and sustainability of results.

- An establishing of the clear relationship with a major Government initiative on national development (implementing the National Sustainable Development Goals and Tasks for the period up to 2030) enabled UNDP CO to develop, with limited resources and time, a small, well-thought-out and goal-oriented project to ensure long-term sustainable results.

- A providing clear roles and duties to the project, as well as adequate mechanisms to participate by stakeholder at the initial stage and ensuring an effective approach to monitor the implementation by PRSD, served as a basis for "good links" with the Government for enacting the necessary legislation.

- When developing similar projects in the future, real, relevant requests from the Government should be taken into account, which should be evaluated through the prism of the UNDP mandate and the achievement of the SDGs, as well as strictly based on the UNDAF until 2025.

- Any achievements of PRSD in the form of initiatives, recommendations or proposals by the end of the project have a limited chance to be sustainable in the future and can quickly disappear after the project is finished. Therefore, in order to increase the level of long-term impact and sustainability of project results, it is extremely important that the achievements are institutionalized and approved by the Government in the course of the project implementation.

- Use of adaptive management and flexible models of promotion of initiatives, include facilitating on co-financing and in-kind contributions, allows the project to manage events effectively and at the same time to maintain its effectiveness.

- There is a clear link between the performance of PRSD and the extent to which the project meets the national priorities. The project was implementing in the national priorities and needs in SDGs area, which affected its efficiency.

- In general, we can state that even if an excellent inclusive system is developed, it may not work in Uzbekistan. The following barriers exist for involving women in the process of conducting

research in the field of socio-economic development and policy making: the backlog of social capital in the country; family bias towards a woman leader; family priority to a career; lack of knowledge and research skills in women.

- When the project staff has operational experience in Government agencies, there is a better understanding of the Government functioning. A project, where the skills of staff and consultants with state knowledge and experience are applied, benefits from this. As a result, it is easier to link the project with the newly created and restructured state and public bodies, and effectively carry out activities. This is especially important when the “institutional memory” is lost in the base partners of the project, where there was a large staff turnover.

- Establishment of the multi-channelled co-financing of activities with strict adherence to UNDP project management procedures (mandate), such as procurement, recruitment and contracting, as well as a global link with access and exchange of international experience, may be preferable for the national partner-executor and the basis for increasing co-financing.

The Key Recommendations are:

Recommendation No. 1

It is recommended to organize a seminar for exchanging of experiences on implementation of this type of the project (in EN and RU), with participation of potential beneficiaries, international development organizations, as well as donors and possibly other countries of the RBEC / CA (UNDP) region, with publication of the report.

Recommendation No. 2

It is recommended all research results created by the project and not being confidential be published in paper format and distributed. Information products on them should be posted on the UNDP CO and OPU web portals.

Recommendation No. 3

It is recommended to periodically conduct consultations in the “focus group” format (with participate heads of ministries and departments) on the relevance of studies planned by UNDP. It is important to increase synergies among UN agency projects, conducts joint discussions of action plans in order to eliminate duplication, and achieve the effectiveness of the work of interdepartmental teams.

Besides, UNDP CO needs to rethink its approaches and take a more meticulous approach to the recruitment process. Here, it becomes critical to participate as a team leader of an expert who received a PhD in leading Western universities, has skills in modeling and econometrics, and systems analysis methods.

Recommendation No. 4

It is recommended in the future to consolidate the efforts of other donors (WB, EBRD, IFC, IDB, EU, etc.) in the field of in-depth research, with a special emphasis on the Evidence-based policy (EBP) development. Taking into account the great need for a unified coordination of efforts to promote and awareness of the SDGs (in the Senate, NGOs, Mass-media, civil society), as well as the initiative of Uzbekistan to prepare a Voluntary National Review (VNR) on the SDGs achievement in 2020, UNDP CO needs to continue to work in the following areas.

- a. Creating conditions for enhancing the potential of experts involved in the nationalization of the SDGs and tracking indicators, including by:

- i. *Methodological assistance on nationalization of indicators and adaptation of methodologies, direction for advanced training and knowledge in the field of SDGs;*

- ii. *Seminars for employees of territorial divisions of ministries and departments on the implementation of the SDGs, methods for calculating and nationalizing indicators;*

iii. Rendering assistance to newly created centers (CERR, IFR, IFMR) in capacity building by involving leading international experts in the process of "becoming" and organizing targeted training;

iv. Abandonment of the practice of conducting research on the basis of outdated and questionable data that was prepared during the period of "widespread" restriction of access to data in the country.

b. Assistance in the quality preparation of the Voluntary National Review (VNR) on achieving the SDGs in 2020:

i. The provision of methodological and technical assistance in the preparation of VNR-2020;

ii. Conducting online courses in the context of the SDGs and the preparation of VNR;

iii. PR-events to promote the SDGs in the media and in the Parliament;

iv. Support of works on improving the site www.nsdg.stat.uz, on the interface, content updating, additions with infographics and maps.

VNR-2020 should demonstrate the relationship between the nationalization of the SDGs and ongoing reforms. That is, there is a need to compare Global indicators and National indicators in order to create a single matrix to track the results of the achievement of the SDGs.

Recommendation No. 5

It is recommended that UNDP consider establishing, together with the Government, a project to increase the capacity of women researchers. There is a need to create a target group (critical mass) with which they will work on a long-term basis to create a "new female face" of science in the context of each region of the country. The multiplicative effect to strengthen and equalize the gender balance can be achieved by:

a. Involvement of women educated in foreign universities in the process;

b. Creating the conditions under which the participation of experts of both sexes will be ensured in each research project (50/50).

c. "Point-by-point" involvement of UNDP in attracting international experts;

d. Adequate funding from the Government to increase the motivation of experts, especially youth.

I. INTRODUCTION

1. This report presents the findings of the Final Evaluation of the UNDP Project “Support to Policy Research for Sustainable Development” (PRSD 00105734). This Final Evaluation was performed by Independent Consultant Mr. Ulugbek Kamaletdinov on behalf of Sustainable Development Cluster of United Nations Development Programme (UNDP) in Uzbekistan.

2. The goal (aim) of PRSD is to support the Government’s efforts in in policy research, formulation, planning and monitoring for the post-2015 sustainable development agenda, in particular the Sustainable Development Goals (SDGs), and their localization.

3. This evaluation report documents the achievements of PRSD and includes seven chapters. Chapter 2 presents an overview of the project; chapter 3 briefly describes the objective, scope, methodology, evaluation users and limitations of the evaluation; chapter 4 presents the findings of the evaluation; chapters 5 presents the conclusions; lessons learned and recommendations are presented in chapters 6 and 7 respectively. Relevant annexes are found at the end of the report.

II. CONTEXT AND OVERVIEW OF THE PROJECT

4. The project “Support to Policy Research for Sustainable Development” last three years was partner with the President's Office of the Republic of Uzbekistan and Government authorities, base think-tanks for 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.

5. PRSD is a joint initiative between UNDP and OPU. The executive agency for the project is OPU. Implementation of the project began in June 2017 with a total project budget of USD 400,000, including USD 310,000 grant from the UNDP core (TRAC) resources and IRH Catalytic Fund Facility SDG in the amount of USD 90,000. The project ends in 31 December 2019. In order to achieve the focused objective the project work through two interrelated streams of activities:

- 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;
- improve of 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.

III. DESCRIPTION OF THE EVALUATION

6. This final project evaluation (a requirement of UNDP procedures) has been initiated by UNDP CO Uzbekistan in accordance with UNDP policies and procedures. This evaluation provides an in-depth assessment of project progress and formulation recommendations for other similar UNDP projects.

a. Purpose of the Evaluation

7. The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. Evaluation for UNDP project have the following purposes:

- 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.

b. Scope & Methodology

8. Below – as per the Terms of Reference (ToR) - is a summary of the elements that were covered by this Final Evaluation. These elements are:

I. Project concept/design, relevance and strategy

- Project relevance
- Preparation and readiness
- Stakeholder involvement
- Underlying factors/assumptions
- Management arrangements
- Project budget and duration
- Design of project M&E system
- Sustainability, including the following 4 dimensions: financial resources, socio-political, institutional framework and governance, and environmental

II. Project Implementation

- Project’s adaptive management, including monitoring systems, risk management, work planning, financial management, reporting and delays
- Contribution of Implementing and Executing Agencies
- Stakeholder participation, partnership strategy
- Sustainability

III. Project Results (outputs, outcomes and objectives)

- Progress towards achievement of intended outputs, outcomes/measurement of change

9. The Methodology used to conduct this final evaluation is compliant with international criteria and professional norms and standards; including the norms and standards, adopted by the UN Evaluation Group.

i. Overall Approach

10. The evaluation was conducted by Independent Consultant in accordance with the guidance, rules and procedures established by UNDP as reflected in the UNDP Evaluation Guidance². It was undertaken in-line with principles: independence, impartiality, transparency, disclosure, ethical, competencies/capacities, partnership, credibility and utility. It considered the two evaluation objectives at the project level: (i) promote accountability for the achievement of objectives; and (ii) promote learning, feedback and knowledge sharing on results and lessons learned among UNDP and its partners.

² Handbook on Planning, Monitoring and Evaluating for Results, UNDP (2009); UNEG Guidance on Evaluating Institutional Gender Mainstreaming, 2018; UNEG Norms & Standards for Evaluation, 2016; UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports, UNEG/G(2010)1; UNEG Quality Checklist for Evaluation Reports, UNEG/G(2010)/2.

11. For effective project evaluation was developed tools were structured around six major evaluation criteria, which are internationally accepted evaluation criteria. There are:

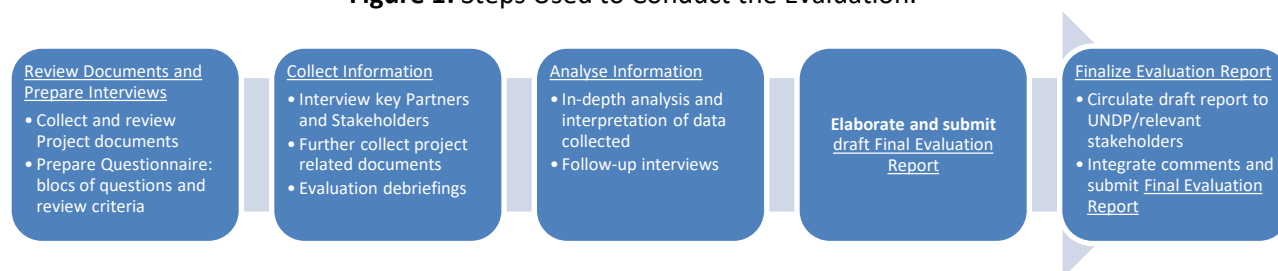
- **RELEVANCE** relates to an overall assessment of whether the project is in keeping with donors and partner policies, with national and local needs and priorities as well as with its design.
- **EFFECTIVENESS** is a measure of the extent to which formally agreed expected project results (outcomes) have been achieved, or can be expected to be achieved.
- **EFFICIENCY** is a measure of the productivity of the project intervention process, i.e. to what degree the outcomes achieved derive from efficient use of financial, human and material resources. In principle, it means comparing outcomes and outputs against inputs.
- **IMPACTS** are the long-term results of the project and include both positive and negative consequences, whether these are foreseen and expected, or not.
- **SUSTAINABILITY** is an indication of whether the outcomes (end of project results) and the positive impacts (long term results) are likely to continue after the project ends.
- **GENDER MAINSTREAMING** involves the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting equality between women and men, and combating discrimination.

12. In addition knowledge of and expertise of Consultant in business environmental issues were applied, also several methodological principles such as:

- *Validity of information*: multiple measures and sources were sought out to ensure that the results are accurate and valid;
- *Integrity*: any issue with respect to conflict of interest, lack of professional conduct or misrepresentation was immediately referred to the client;
- *Respect and anonymity*: all participants had the right to provide information in confidence.

13. Consultant conducted Final Evaluation activities with applies the Ethical Guidelines³, which were independent, impartial and rigorous. The evaluation was conducted following a set of steps presented in the Figure below.

Figure 1: Steps Used to Conduct the Evaluation.



ii. Evaluation Instruments

14. The evaluation provided evidence-based information that is credible, reliable and useful. The findings were triangulated through the concept of “multiple lines of evidence” using several evaluation tools and gathering information from different types of stakeholders and different levels of management. To conduct this evaluation the following evaluation instruments were used:

Documentation Review: Consultant conducted a documentation review (see Annex 3). A list of documents was identified during the start-up phase and further searches were done through the web and contacts.

Evaluation Matrix: An evaluation matrix was developed based on the evaluation scope presented in the TOR, the project log-frame and the review of key project documents (see Annex 2). This matrix is

³ UNEG Reference Document: Mapping & Review of Evaluation Ethics Final Report, 2019; UNEG Ethical Guidelines for Evaluation UNEG, March 2008.

structured along the five evaluation criteria and includes all evaluation questions; including the scope presented in the TORs. The matrix provided overall directions for the evaluation and was used as a basis for interviewing people and reviewing project documents.

Interview Guide: Based on the evaluation matrix, an interview guide was developed (see Annex 5) to solicit information from stakeholders. As part of the participatory approach, ensured that all parties view this tool as balanced, unbiased, and structured.

Interviews: Stakeholders and Partners were interviewed (see Annex 6). The semi-structured interviews were conducted using the interview guide adapted for each interview. All interviews were conducted in person with some follow up using emails or phone when needed. Confidentiality was guaranteed to the interviewees and the findings were incorporated in the final report.

Achievement Rating: Consultant rated project achievements according to the UNDP project review criteria with rating scale in assessing as Table 1.

Table 1: UNDP project review criteria.

Code	Rubric for assigning rating for each criteria	Value	Code	Rubric for assigning rating for each criteria	Value
<i>Ratings for Outcomes, Effectiveness, Efficiency, M&E, and Gender Mainstreaming</i>			<i>Sustainability ratings:</i>		
HS	Highly Satisfactory: no shortcomings	6	L	Likely: negligible risks to sustainability	4
S	Satisfactory: minor shortcomings	5	ML	Moderately Likely: moderate risks	3
MS	Moderately Satisfactory: some shortcomings	4	MU	Moderately Unlikely: significant risks	2
MU	Moderately Unsatisfactory: significant shortcomings	3	U	Unlikely: severe risks	1
U	Unsatisfactory: major problems	2	<i>Relevance ratings:</i>		
HU	Highly Unsatisfactory: severe problems	1	R	Relevant	2
<i>Impact Ratings:</i>			NR	Not relevant	1
S	Significant	3	<i>Additional ratings where relevant:</i>		
M	Minimal	2	N/A	Not Applicable	-
N	Negligible	1	U/A	Unable to Assess	-

c. Evaluation Users and Stakeholders

This Final Evaluation was initiated by UNDP. It aims to provide managers with strategy and policy options for more effectively and efficiently replicating successful project initiatives or for filling gaps not covered in the SDGs area by the project. It also provides the basis for learning and accountability for managers and stakeholders.

15. The Stakeholders include OPU, Ministry of Economy, Ministry of Finance, Ministry of Employment and Labor Relations, Ministry for Innovation Development, Ministry of Water Resources, State Statistics Committee, Central Bank, CERR, IFMR, IFR, CDS, UN agencies, UNDP CO and others.

16. The Consultant is fully responsible for this independent evaluation report, which may not necessarily reflect the views of OPU or UNDP CO. The circulation of the final report will be determined by UNDP.

d. Limitations and Constraints

17. The findings and conclusions contained in this report rely primarily on a desk review of project documents and more than 20 meetings with project key informants. Within the limited resources allocated to this final evaluation, the Consultant was able to conduct a detailed assessment of actual results against expected results.

18. Nevertheless, this Final Evaluation Report successfully ascertains whether the project met its main objective - as laid down in the project design document - and whether the project initiatives are, or are likely to be, sustainable after completion of the project. It also makes a number of recommendations that would be useful to reinforce the long term sustainability of the project achievements and also identified lessons learned and best practices obtained during the implementation of the project which could be further taken into consideration during the development and implementation of other similar UNDP projects in the region and elsewhere in the world.

IV. EVALUATION FINDINGS

19. This section presents the results of the final evaluation, which corresponds to the main structure proposed in the TOR (see Annex 1), and is reflected in the UNDP Project Evaluation Manual.

4.1. PROJECT DESIGN / FORMULATION

20. This section discusses the evaluation of PRSD formulation and its overall design; especially its relevance for the implementation of the project.

4.1.1. Analysis of Logical Framework (LFA)/Results Frameworks

21. Initially, the project was logically structured in accordance with the requirements of the LFA. Project meets the guidelines of UNDP (objectives and results), with the corresponding figures for assessing its effectiveness compared with baseline (shown in Fig. 2). The target values at end of PRSD and the sources of verification and assumptions made during the design phase were also identified.

Figure 2: Project structure ⁴.

OUTPUT 1: National data collection, measurement and analytical systems improved to monitor progress on the post-2015 Agenda and SDGs.

Activity 1:

SDG localization facilitated and development of National Programme for SDG Implementation supported.

- Provide technical support to the national Coordinator Council on SDG localization and the corresponding six thematic groups;
- Support the development of a national action plan for the implementation of the national SDGs;
- Recruit national consultants involved in the SDG localization. Develop ORs, ensure quality, and monitor their work;
- Facilitate broad-based consultations of the thematic working groups involving national and international stakeholders through workshops and round-table discussions;
- Involve international consultants as necessary to rectify any capacity and knowledge gaps, and/or bring international best practices and innovations;
- Recruit a web-developer company to design and launch an open-data web-portal for national SDGs (with targets, indicators, baselines, and meta-data);
- Form teams of national consultants to undertake research, studies, policy documents, and trainings (including on green climate financing).

Activity 2:

Advocating for SDGs through dedicated policy research and PR.

- Recruit Research Coordinator (SC8);
- Recruit teams of experts, national consultants, journalists, publishers, designers for the Economic Review magazine;
- Recruit company to conduct surveys and studies;
- Arrange for streamlined preparation of materials (analytical articles, news data, graphs, infographics, etc.), which amongst other things promote the post-2015 development agenda (eg, SDGs, green economy, resource efficiency, social inclusion, innovation, modernization, and transformation);
- Organize regular visibility, outreach, and discussion events (ie, Development Dialogues, round-table discussions, presentation of reports);
- Develop and implement a comprehensive communication strategy to ensure as wide as possible involvement of stakeholders and outreach of policy discussion and recommendations.

⁴ Performance indicators have been changed and modified in accordance with the decision of PB.

22. PRSD totals were revised twice in 2017 and 2018, in accordance with PB decisions and documented accordingly. Initially, the project included one output, implemented in the context of the two activity and a 17 of relevant performance indicators, which in fact were the expected results of the project (see. Subsection 4.2.4.).

Considered project structure is consistent and is a clear and logical connection in terms of results-based management (RBM): a set of indicators (results of activities) was directed to a clear achievement of the expected goals.

23. The "Goals and Results" model was used to report UNDP on a quarterly basis at the beginning of the project. Later, the frequency was changed: the report was submitted in the middle and at the end of the calendar year (the end of the UNDP fiscal year). The ATLAS-UNDP control panel monitored the indicators for each year of the project implementation and, thus, made it possible to quickly evaluate the intermediate results of the project.

24. At the same time, in practice, there was not developed any external indicator for monitoring changes and real perception of project results, which could take the form of operational surveys, focus groups, etc.

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
S	S	S	S	S	ML	R

4.1.2. Assumptions and Risks

25. The risks associated with the implementation of the project were discussed in another project document. At the initial stage, a list of 3 risks was compiled: 2 strategic risk and 1 operational. For each risk, influence and probability, response measures, as well as responsible persons and status were identified.

Based on the risk analysis, the Consultant compiled a list of assumptions, in which the strategic objectives of the project were successfully achieved, presented in Table 2.

Table 2: List of Assumptions.

Project Strategy	Assumptions
OUTPUT 1: National data collection, measurement and analytical systems improved to monitor progress on the post-2015 Agenda and SDGs.	
1.1: Development of National Programme for SDG implementation	Making the SDGs on the Government's agenda is difficult because the extent, scope and depth of the reforms in Uzbekistan were not fully identified.
1.2: Development of data collection/analysis methodologies providing sex/age-disaggregated data to monitor progress on national SDGs	The process of developing methodologies to monitor progress towards the national SDGs could be difficult due announced by the new Government of Uzbekistan significant reforms. In result is restructuring of policy research centers.
1.3: Development of an online database for regular monitoring of nationalized SDGs	Lost of the "institutional memory" in the base partners of the project, where there was a large staff turnover.
1.4: Flagship diagnostics carried out to inform policy options on national response to globally agenda, including with analysis of sustainability and risk resilience, with post-2015 poverty eradication commitments and targets specified	The extent, the scope and depth of these reforms are still being identified. This uncertainty creates risks that the national partners for the implementation of the project may not be able to deliver the outputs and activities as per the agreed arrangement of the current project documents.
1.5: Prepare of analytical reports (studies, policy briefs, etc.) and policy publications (published and disseminated)	Lost of the "institutional memory" in the base partners of the project, where there was a large staff turnover.

26. From this list of assumptions for neutralizing risks, we can note several basic points:

- **Commitment:** for the success of the project, there was a need for the commitment of OPU Government bodies, Think-tanks and NGOs for localize of SDGs; transition to a broad discussion of project initiatives, based on international best practice, with stakeholders; submission of concrete proposals to the Government;
- **Institutionalization:** To be effective in improve understanding and development of policy solutions on pressing issues of sustainable development through extensive and participatory policy dialogue, the activities supported by the project should have been institutionalized;
- **Adaptation:** for the development of national targets and indicators, as well as facilitating the adoption, implementation, and monitoring of national programmes (action plans) to achieve the SDGs, as well as ensuring the sustainability of the project's results in the long term, the project needed to carry out targeted efforts to popularize SDGs;
- **Capacity development of relevant personnel:** as part of its activities to development of National Programme for SDG implementation, the project should also develop the capacity of relevant staff of OPU, CERR, MEI, MAR, MWR, SEEPC, SCS, other think tanks involved in the application and maintenance of project achievements.

27. The moments that were identified at the design stage and gave the correct direction to the project management will be discussed in section 4.3 of the achievements report (results). The Atlas-UNDP system has activated and regularly updates the risk journal, including assessing each risk as "critical" or not, by periodically analyzing the external environment that could affect the project's implementation.

28. The project supported the process of localization of SDGs and improve understanding and development of policy solutions on pressing issues of sustainable development and accumulation of knowledge and policy options to address them through extensive and participatory policy dialogue, stronger communication and outreach.

Were observed a strong commitment of the Government (partnership), early institutionalization of the project results and development of the potential of the relevant personnel. This approach allowed to get a good perspective of long-term sustainability of the project achievements (see. Subsection 4.3.5.).

29. Focusing on strengthening the capacity of the national partners, the project was able to influence the Government's persuasion process, about the need for development of national targets and indicators, as well as facilitating the adoption, implementation, and monitoring of national programmes (action plans) to achieve the SDGs (See Annex 7).

However, high turnover of staff in national partners and other Government agencies during the project implementation period continue to remain relevant to this day.

30. Due to the project manager's efforts, coordination and synergy between other projects and technical assistance was established. In practice, another UN agencies and UNDP projects contributed to the material strengthening of CER. But, this is not worth considering as a kind of duplication of effort.

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
S	MS	MS	S	L	ML	R

4.1.3. Lessons from other Relevant Projects incorporated into Project Design

31. While the immediate target (beneficiary) group of the project are staff of the think tanks, the ultimate beneficiaries of the project constitute the Government policy makers, ministries, agencies implementing national policies, as well UN and UNDP, which are mandated to support the national SDG implementation process and promote sustainable development.

32. The project is being implemented since 2017 within the frameworks of UNDAF 2016-2020 and Country Programme Document (CPD) 2016-2020. This project is a logical continuation of the work carried out by the Office of the UN Representative in 2014-2015, on the transition from the MDGs to the SDGs, in accordance with the resolution of the UN General Assembly in September 2015.

33. The main output of the Project is OUTPUT 1: National data collection, measurement and analytical systems improved to monitor progress on the post-2015 Agenda and SDGs⁵. The project is in harmony with Output 2 of CPD 2016-2020⁶. The primary goal of the project - strengthen national capacities to undertake and pursue sustainable economic and social development through improved evidence-based policy analysis and research.

34. Before discussing lessons from other relevant projects, it is important to consider that this project specifically addresses some of the priorities identified in the partnership between UNDP and Government of Uzbekistan, which has been ongoing since mid 1990's. UNDP has been supporting Government efforts to build and deepen national capacities for policy analysis in Uzbekistan's think tanks - primarily the CERR, but extending support to other think tanks (including the IFMR, since 2009) as well. There is clear evidence indicating that the Government's and UNDP's efforts have paid off, in terms of think-tank development.

But, things have changed in the 17 years since CERR was founded. The numbers of dedicated think tanks, research institutes and private consultancy firms dealing with socio-economic development issues in Uzbekistan has increased - along with their abilities to apply modern statistical, analytical, and econometric tools for evidence-based policymaking. At the same time, UNDP-Uzbekistan's ability to provide significant funding to CERR (and other think tanks) has declined precipitously.

Other relevant projects

35. Given the multi-sector and multi-disciplinary nature of SDGs, the project was heavily rely on close partnerships with the Government ministries and agencies, other groups of national stakeholders, as well as UN agencies other than UNDP. In addition to the goals and targets that are the framework for the project, several other projects, including those of ongoing UNDP CO, were used in the course of its development. The list of such projects includes (but is not limited to):

- UNDP Partnership Support Office in Russia;
- EU Water UNDP project;
- Rural housing project;
- Investment Climate project;
- The Green Climate Fund (GCF);
- Relevant UNDP SDC projects.

36. The effectiveness of the project, as well as the synergy effect, has grown through close partnerships with other international organizations and national partners, including through the mobilization of their resources and technical support.

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
S	S	S	S	S	ML	R

⁵ By 2020, equitable and sustainable economic growth through productive employment, improvement of environment for business, entrepreneurship and innovations expanded for all. (Outcome 1 of the UNDAF 2016-2020).

⁶ Country Programme Document for Uzbekistan (2016-2020), Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services. 20 May 2015, New York.

4.1.4. Planned Stakeholder Participation

37. The National Executive Partner of the Project - The President's Office of the Republic of Uzbekistan (OPU). Government bodies, key state institutions and NGOs, universities and private companies were involved:

- Ministry of Economy and Industry (former Ministry of Economy)
- Ministry of Employment and Labor Relations
- Ministry of Innovative Development
- Ministry of Finance
- SCS
- CBU
- CERR
- IFMR
- IFR
- CDS
- UN agencies

This list was confirmed at the initial stage and these stakeholders were involved in the project through their participation in the PRSD Council (see subsection 4.1.8.).

4.1.5. Replication Approach

38. The replication of the results of the PRSD was discussed in the project document and was mainly aimed at national SDG localization process. The focus was on launch and regular updates of a web-portal on national SDGs, targets and indicator, in order to ensure better visibility of knowledge products to wider range of stakeholders and general public.

39. At the national level, Government think tanks have been chosen as key partners. They can ensure institutional memory and long-term capacity for the knowledge.

40. In future, flagship knowledge products of the PRSD will be used for discusses through Development Dialogues involving wider groups of stakeholders including representatives of international organizations.

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
HS	S	MS	S	S	ML	R

4.1.6. UNDP Comparative Advantage

41. The project is based on UNDP experience in SDG localization facilitaties and development of National Programmes for SDG Implementation, and advocating for SDGs. Important is experience to support Government efforts to build and deepen national capacities for policy analysis in Uzbekistan's think tanks.

42. The main areas of the UNDP Strategic Plan for 2014-2017 in the field of Utilizing sustainable human development as frame of reference, integrating each of the social, economic and environmental strands, guided by national ownership and capacity with countries making decisions on how best to meet their people's aspirations and with UNDP helping to develop the policies, leadership skills, partnering abilities and institutional capacities that can sustain results over time, including reflect the pivotal significance of gender equality and women's empowerment.

43. Given that the focus of this project is on support SDG localization and development of National Programme, advocating for SDGs through dedicated policy research and PR, UNDP CO has previously made extensive experience in building capacity for for SDG Implementation in Uzbekistan, including the work in 2014-2015 on the transition from the MDGs to the SDGs.

44. UNDP CO was responsible for ensuring transparency and good governance in the implementation of the PRSD. Staff and consultants were hired in accordance with the established rules and regulations of the United Nations and all financial transactions and agreements were similarly in accordance with the same rules and regulations.

It is quite obvious that UNDP CO has comparative advantages when implementing such projects. He has the necessary set of skills and knowledge to guide the implementation of similar projects.

4.1.7. Linkages between the Project and other Interventions within the Sector

45. PRSD and its Activities have been developed in accordance with national activities in the sector and are largely adapted to them.

As a result of the negotiations between UNDP CO, the Government, OPU and donors participating in the design phase, activities were planned that were almost "linked" to the reform activities included in the relevant Government programs (see Annex 4).

46. The project is consistent with the objectives of the National Programs:

– *Following the Government's Resolution to localize SDGs (issued on 15 February 2016), a Coordination Committee headed by MEI has been set up, together with six Working Groups, which correspond to the six thematic groups of UNDAF 2016-2020.*

– *Government has adopted a medium-term Action Strategy on Further Development of the Republic of Uzbekistan for 2017-2021⁷, which covers five important directions: 1. Public administration and civil reform; 2. Rule of law and judicial reforms; 3. Development and liberalization of economy; 4. Social sector development; and 5. Security, tolerance, and foreign policy. Clearly, these have strong linkages with the global 2030 Agenda and SDGs and targets.*

– *During 2016-2017, in accordance with the decisions of the President and Government, a number of measures were taken to improve organization, management and financing of research activities in Uzbekistan.*

47. It should be noted that all these prerequisites were "Excellent Basis" for positioning PRSD within the framework of Government reform and undoubtedly contributed to its success.

With a relatively small budget for business environment reform, the project was able to develop synergies with the overall reform program implemented by the Government.

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
S	S	S	S	S	L	R

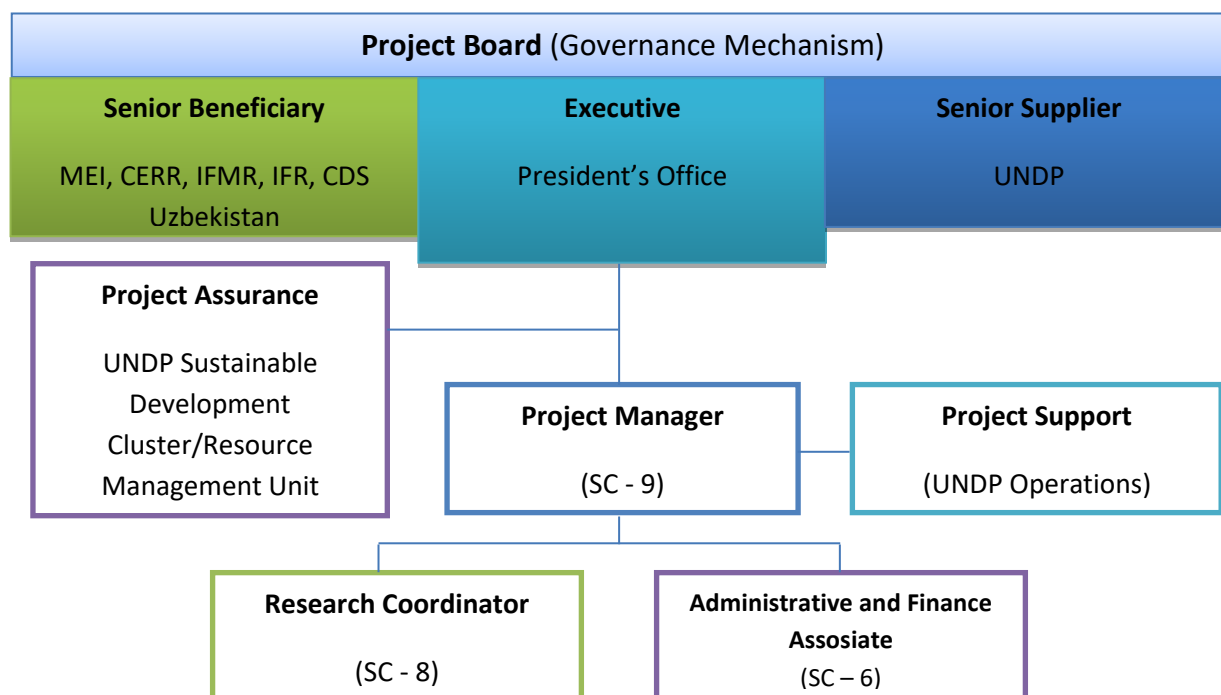
4.1.8. Management Arrangements

48. The project strategy is largely based on the past successful cooperation and support to process of national consultation for preparation of the National MDG Report. Based on the OPU's political and institutional authority, as well as the capacity of Government agencies, it was agreed that the implementation mechanisms for PRSD would be within the National Implementation Model (NIM). Management arrangements were planned at the beginning of the PRSD implementation and included:

Implementing Partner: The President's Office of the Republic of Uzbekistan (OPU) is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

In general, the organizational structure of project management is consistent with the scheme in Fig. 3.

⁷ <http://strategy.regulation.gov.uz/ru/document/1>

Figure 3: Project Organisation Structure.

PRSD National Coordinator (NPC): The OPU appoints the National Project Coordinator (NPC). The direct responsibility of the NPC is to provide strategic advice and coordinate project activities, taking into account the interests of the OPU. Almost all of PRSD’s activities, including research, were in response to Government requests. From the beginning, OPU actively participated in preparation of ProDoc, and also organizationally supported the process of developing program documents.

Project Board (PB): The Project Board contains three roles, including (1) an executive: individual representing the project ownership to chair the group; (2) senior supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project; and (3) senior beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project.

PB is an advisory group responsible for decision-making on the basis of consensus for the PRSD, when the Project Manager (PM) requires management involvement, including recommendations for approving plans and reviewing the structure of the PRSD.

In order to ensure maximum accountability of UNDP CO, the decisions of the Project Board are made in accordance with standards that should ensure the best value for money, fairness, transparency of integrity and effective international competition. If a consensus can not be reached, the final decision is given to the UNDP Resident Representative. Efforts must be made to ensure a gender balance among the members of the Project Board.

Senior Beneficiary: The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. This role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets.

Project Management Unit (PMU): The PMU was created and administered by the PM. The PMU was located in the office provided by the CERR as part of the financing in-kind of the PRSD. The PM was work under the direct supervision of the UNDP Head of SDC and the overall guidance of the NPC. The PM responsibilities include smooth and timely delivery of operations in accordance with annual and quarterly workplans of the PRSD. Since September 2019, PM combines the work of the Programm Coordinator in UNDP CO.

The *Project Support* role provides project administration, management and technical support to the PM as required by the needs of the individual project or PM. The provision of any Project Support on a formal basis is optional. It was necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

For the effective implementation of project activities and coordination of work to achieve the PRSD targets, *Research Coordinator* and *Administrative and Finance Associate* were hired in accordance with the project documentation. They are work under the direct supervision of the PM.

The *Research Coordinator* was ensure delivery of outputs of the project activities, including on introduction of the methodology for mid-term budget planning, further promotion of programme-based budgeting and increasing fiscal transparency in line with the annual and quarterly project plan of activities.

The *Administrative Finance Associate* (AFA) provides financial services ensuring high quality, accuracy and consistency of work. The AFA works in close collaboration with the Government Counterparts, project, operations, and UNDP Programme's personnel in the Country Office to exchange information and ensure consistent service delivery.

Consultants were recruited as required (based on pre-agreed ToRs and selection processes) in the admission committee, which included UNDP CO and OPU. The choice was carried out by unanimous agreement. In general, over the period of PRSD activities, 111 consultants were recruited to implement activities within the designated AWP.

Of these, 32 were women (or 29% of the total), which indicates that the project practically ensured compliance with the threshold for hiring in the light of the UNDP gender development mandate⁸.

Table 3: Gender composition of the consultants hired by the project in 2017-2019.

Consultants	2017	2018	2019	Total	%
IC (male)	28	30	21	79	71%
IC (female)	14	9	9	32	29%
Total	42	39	30	111	100%

Consultations with Stakeholders

Stakeholder consultations were held at several levels, including stakeholder participation in PB and expert working groups. In addition, the project organized public consultations (round tables and seminars) to inform and receive feedback from interested parties, as well as their necessary institutional structures, on the development (implementation) of activities within the PRSD AWP.

49. These governance mechanisms have provided the project with clear roles and responsibilities, mechanisms for stakeholder participation. Adaptive management was used at the initial stage to streamline these mechanisms and provide an effective approach to supervising the implementation of PRSD. Stakeholders were involved and "good links" were established with the Government to adopt the necessary legislation for SDGs localization.

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
HS	S	MS	S	S	ML	NR

⁸ Indicator 1.3: the gender gap in labour force participation rate, in %. Annex A: UNDAF results and resources Framework. United Nations Development Assistance Framework for the Republic of Uzbekistan 2016–2020 — Tashkent: Baktria press, 2015. — 80 p.

4.2. PROJECT IMPLEMENTATION

50. The project was officially launched after signing the ProDoc on June 20, 2017. The activities of the PM and AFA began in fact on August, 2017 with the start of PRSD activities, the Research Coordinator was hired on December, 2017.

4.2.1. Use of Adaptive Management

51. Monitoring the overall objectives of the project and adaptive management has been well applied since the start of PRSD implementation. There was a well-organized interaction between UNDP CO, OPU, NPC and PMU. The partners were focused and active in identifying possible problems, searching for opportunities to implement alternative action plans throughout the duration of the project.

52. Throughout the implementation period, PMU has used adaptive management extensively and effectively. During this time four important steps deserve attention.

The first step was taken at the initial stage. The project manager launched PRSD with RBM: the objectives of the project were tied strictly to the interests of the CERR, while not compromising the mandate and mission of UNDP. The project manager was able to establish stable partnership with implementing partner, which became the basis for deepening the cooperation.

The second important step - MAPS Mission in 2018, when 9 experts from 5 UN agencies diagnosed the SDGs, the roadmap and indicators, and the degree of readiness for a Government decision to nationalize the SDGs. In addition, Uzbekistan came up with an initiative to prepare a Voluntary National Review (VNR) to achieve the SDGs in 2020. This is an indicator of PMU effectiveness.

Good cooperation was carried out with the MID was third step, the result of which was the development of the Strategy for Innovative Development of the Republic of Uzbekistan until 2021⁹. KPIs that harmonize with the SDGs have been applied here.

The fourth step was that PM was able to create partnerships and synergies in supporting 17 issues of the Economic Review journal in 2018-2019, including financially. At the same time, funds were raised from various UNDP SDC projects, which were able to benefit by reporting on the results of their activities. This has especially helped to illuminate materials on the environment and ecology, as there is simply no other relevant magazine in Uzbekistan.

However, planning of the annual activities of the project, including the procurement plan, took more time at the beginning of the annual cycles. But, as a result, the project had a clear financial plan which was effective for all periods (financial years) of PRSD activities.

53. PB also made several recommendations for improving the implementation of PRSD. PMU and UNDP CO reviewed these recommendations and prepared a management response to address these recommendations which were then included in the AWP of 2017 and 2018, and became part of the daily implementation of PRSD.

54. All this demonstrates PMU's ability to use adaptive controls to adapt PRSD to new circumstances without losing sight of the overall expected goal and the planned results of the project.

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
HS	S	S	S	S	L	R

4.2.2. Partnership Arrangements

55. Partnership strategy of PRSD was successfully implemented and all key local stakeholders and decision-makers actively participated in its implementation.

⁹ Approved by Decree of the President of the Republic of Uzbekistan dated September 21, 2018 No. UP-5544

56. MEI, MAR, MWR, SEEP, SCS, CERR, IFR, IFMR, CDS and others actively participated in PRSD initiatives (PB, seminars, development of appropriate regulatory framework, etc.), and extensive and regular exchange of information between the project and relevant departments of other relevant Government agencies was carried out. These relations have played an important role in the adoption of some legislative recommendations, and the adoption by the Government bodies of a new methodology on SDGs.

57. The management mechanisms created at the beginning of the project (see subsection 4.1.8.) led to effective partnership agreements. PB was created with clear roles and responsibilities. The members of PB met twice: in December 2017 and December 2018. It included all key stakeholders to monitor the implementation of PRSD, including representatives of the private sector, which were affected by the planned results of the project:

- Head of Sector of OPU (NPC);
- UNDP Resident Representative;
- Representatives of MEI, SCS, MELR, MID, CBU, etc.;
- Director of CERR;
- Director of IFR;
- Representatives of NGOs.

58. PMU has established good relations with key project partners that contributed to the project's success in advancing to the objectives. So, PMU worked closely with:

WB / UN. MAPS Mission in 2018. The task of the MAPS mission included: (1) the adaptation of the SDGs to Uzbekistan's national circumstances and their alignment with Uzbekistan's national development processes; (2) the identification of SDG acceleration opportunities; (3) the identification of SDG financing options; and (4) the establishment of a national SDG monitoring and evaluation (M&E) framework. The MAPS mission team included thematic specialists from UNDP, the World Bank, UNICEF, UNODC, WHO, UNESCO and the regional UNDGs' issue-based coalitions on data and gender equality. As part of the mission, 3-days training (2018) with international experts was held for local specialists involved in the nationalization of the SDGs. In report¹⁰ reflects the findings and conclusions of the MAPS mission team, based on its engagement and rich interactions with senior-level representatives of 27 national institutions. Reflecting the integrated nature of the 2030 Agenda and the national Action Strategy's reform aspirations, the recommendations presented in the report and its summary should be read as a whole rather than in isolation. (see subsection 4.3.1.).

UNDP Partnership Support Office in the Russian Federation. This collaboration became the basis for the recruitment of 2 Experts (2019) on Shadow Economy and dedicated to the consequences of Uzbekistan joining the WTO. Conducting research data has become a possible project effort. For the first time, they used methods of multivariate data analysis and other methods that were not previously used in conducting assessment activities. The results of these researches are in demand by the Government and the Central Bank, and can make significant adjustments in the preparation of relevant decisions. The UNDP project “Support to Investment Climate Improvement in Uzbekistan” also involved in the process of hiring consultants.

EU Programme on “Sustainable Management of Water Resources in rural areas in Uzbekistan”. The main gap in data collection for SDG-6 (environmental indicators). There are 8 out of 47 indicators. Features suffer indicators to monitor the purity of water resources and their use. There is practically no tracking system, although earlier this work was well organized at the state level. Therefore, by joint efforts, a training “How to Build Data Collection for the Water Management Complex” was organized for experts from SCS, MEI, MWR, MAR, SEEP and the Hydrometeorological Center, with the involvement of UNCE and UNEP capabilities. This workshop was also useful from the point of view of developing recommendations on the nationalization of SDG-6 regarding effective water use.

¹⁰ Mainstreaming, Acceleration and Policy Support (MAPS) for Achieving the Sustainable Development Goals in Uzbekistan (19 October 2018).

http://www.un.uz/files/UN%20in%20Uzbekistan/MAPS%20Report%202018/UZB-MAPS%20Report%20-%20Final_Eng.pdf

UNDP “Market Transformation for Sustainable Rural Housing” project. In partnership with this partnership, and with the assistance of UNDP Indonesia, a Regional Advisor on Climate Innovation Financing was brought in. An expert from Indonesia explored the possibilities and shared her experience in introducing innovative financing instruments, namely “green” Islamic bonds (“Green Sukuk”). This was a continuation of the project’s efforts to support the potential of the Government of Uzbekistan in developing new financial instruments for financing the SDGs and exploring the possibilities of Islamic finance in Uzbekistan.

South-South and Triangular Cooperation (SSC/TrC). The project attracted the capabilities of UN South South (SSC/TrC), between the cities of the Marine and Continental Great Silk, to conduct a needs assessment for the development of urban infrastructure in Chust, Namangan Region, for exploring the development opportunities of the green city. Uzbekistan, through South-South cooperation, can successfully exchange technical know-how and establish innovative partnerships, which, if strengthened, can play a crucial role in achieving the SDGs.

UN Habitat / UNDP. In order to study international experience in the field of urbanization, to ensure the harmonization of urbanization policies with the National SDGs, a joint mission of UN-Habitat experts to Uzbekistan was organized with MEI. A workshop was also organized where international experience was presented in various areas of urban development.

UNESCAP. Twinning was held in Tbilisi to exchange experience and methodologies for the preparation of the VNR, which Uzbekistan will present in 2020 at the high-level Political Forum. Twinning enabled Member States to mobilize multilateral support by building partnerships to accelerate progress on the implementation of the 2030 Agenda and the SDGs. Materials were presented for the preparation of the VNR in Georgia, monitoring of the SDG indicators and a reporting mechanism for the preparation of VNR were presented.

The Green Climate Fund (GCF) / UNDP CO SDC projects. PRSD was able to create partnerships and synergies in supporting 17 issues of the Economic Review magazine in 2018-2019, including financially. At the same time, funds were raised from various UNDP SDC projects, which were able to benefit by reporting on the results of their activities. This made it possible to create the necessary content for publications on the Internet, especially on the journal’s website www.review.uz and on page <https://www.facebook.com/ecoboz/> in the Facebook (about 9100 followers).

PRSD held a series of negotiations to attract additional funds for the implementation of the project, including with Embassies of USA and UK. For example, there was a project proposal for the Green City strategy elaboration (Chust city was selected) for the one of the regional cities (British Embassy); Monitoring of the SDGs’ implementation through the development of indicators and targets (British Embassy). However, cooperation in this direction has not been established.

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
HS	S	S	MU	S	ML	R

4.2.3. Project Finance

59. Previous work experience in UNDP projects as Project Manager and Administrative / Finance Assistant contributed to professional management and project administration. Selective analysis of financial statements shows ordered and well-managed records. Since the UNDP projects are administered through the ATLAS-UNDP accounting system, the project is not a subject to the regular financial auditing.

After the upgrade, the ATLAS system can provide financial information for PMU. The system was established by type of activity and is further broken down into such items as fees for local consultants, travel tickets, printing and publications, utilities, etc.

60. The financial statements indicate that the total current budget of PRSD is USD 400,208.00, with a planned budget of USD 400,000.00 (or 100% of the planned budget) at the beginning of implementation. The budget will be spent 100% by the end of PRSD in December 2019, after 30 months since starting the project. The distribution of project costs by results and by year is presented in Table 4.

Table 4: The Breakdown of the Project Expenditures by Activities and by Years.

Item	Total Budget	2017 Actual	2018 Actual	2019 Actual	Total
1.1 Activity	115,000.0	17,626.90	44,194.05	29,132.0	90,952.95
1.2 Activity	140,000.0	40,825.98	86,852.05	56,614.0	184,292.03
Management / Admin	145,000.0	27,563.64	49,389.55	48,010.0	124,963.19
Total	400,000.0	86,016.52	180,435.65	133,756.0	400,208.17

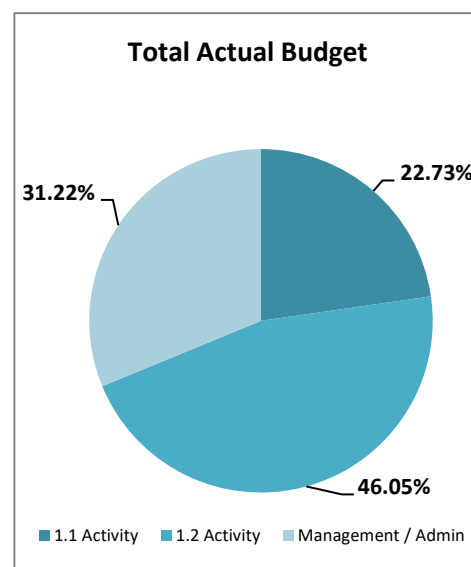
Source: Project Documents.

61. Analysis of financial indicators shows that:

22.73% of PRSD budget was spent on implementation of measures of the Activity 1.1 which provides for the 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;

46.05% was spent for the Activity 1.2, which was aimed to improve understanding and development of policy solutions on pressing issues of sustainable development and accumulation of knowledge and policy options to address them through extensive and participatory policy dialogue, stronger communication and outreach;

Finally, 31.22% of the budget was spent on project management / administration.



62. When comparing, the actual indicators of budget are significantly different from the original budget. So, for activity 1.1 20.9% less money was spent; for Management / Admin expenses - by 13.8%. At the same time, on Activity 1.2 - 31.6% more funds were spent than on initial budget. This was due, first of all, to the fact that during the project implementation period, UNDP underwent changes aimed at reducing the number of staff and, accordingly, costs. Therefore, the project budget was cut by USD 20,000.0. On the other hand, in accordance with the requests of the beneficiaries and the decisions of PB, the priorities for the ongoing research were changed. This may have led to a reduction in the number of research conducted, but did not affect their quality.

63. The project was funded from sources identified in the Prodoc. The largest share of expenses was financed by UNDP TRACK – USD 277,062.0 and IRH Catalytic Fund Facility SDG (incl. 8% GMS) – USD 91,884.0. In addition, through the project funds were also spent on balances of previous relevant UNDP projects in the amount of USD 29,936.0, в том числе CER C/S funds (incl. 3% GMS) – USD 16,085.0, EU/EC funds – USD 12,166.0, IFMR C/S funds (incl. 3% GMS) – USD 1,685.0 and GOV C/S funds – USD 1,327.0.

Partners In-kind contributions

64. As described in subsection 4.1.8., the size and methods of mobilizing PRSD resources have changed during implementation. PMU stated that, despite the difficulties in assessing the value of in-kind contributions from project partners, these partners fulfilled the promises.

65. Raising funds from partners, including in kind, allowed to significantly increasing the effectiveness of the PRSD. It was to raise funds in the amount of USD 89,580.0 as a whole. The distribution of funds raised is shown in table 5.

Table 5: Co-financing from Project Partners In-kind.

Partner	Funding	Actual Commitments, USD	Share, %
MAPS Support to SDG in Uzbekistan	3-days training (2018) with international experts and recruitment of local consultants to prepare Ifs report	25,000.0	27,91
UNDP Partnership Support Office in Russia	Recruitment of 2 Experts (2019) on Shadow Economy and WTO	19,630.0	21,91
EU Water UNDP project	Provided CoA for SDG6 3-day seminar	2,000.0	2,23
Rural housing project	Learning hours on SDG financing	1,400.0	1,56
Investment Climate project	Recruitment of 2 consultants (2019) on Shadow Economy and WTO	3,250.0	3,63
UNDP CO	Islamic pre-scoping mission in 2019	1,000.0	1,12
EU Water UNDP project	3 day Workshop of SDG Environmental in June 2019	4,600.0	5,14
The Green Climate Fund (GCF)	Attraction of funds for publishing of 8-12 issues of Economic review magazine in 2018	9,900.0	11,05
UNDP CO SDC projects	Attraction of funds for 1-12 issues of Economic review magazine in 2019	22,800.0	25,45
Total co-financing:		89,580.0	100.0

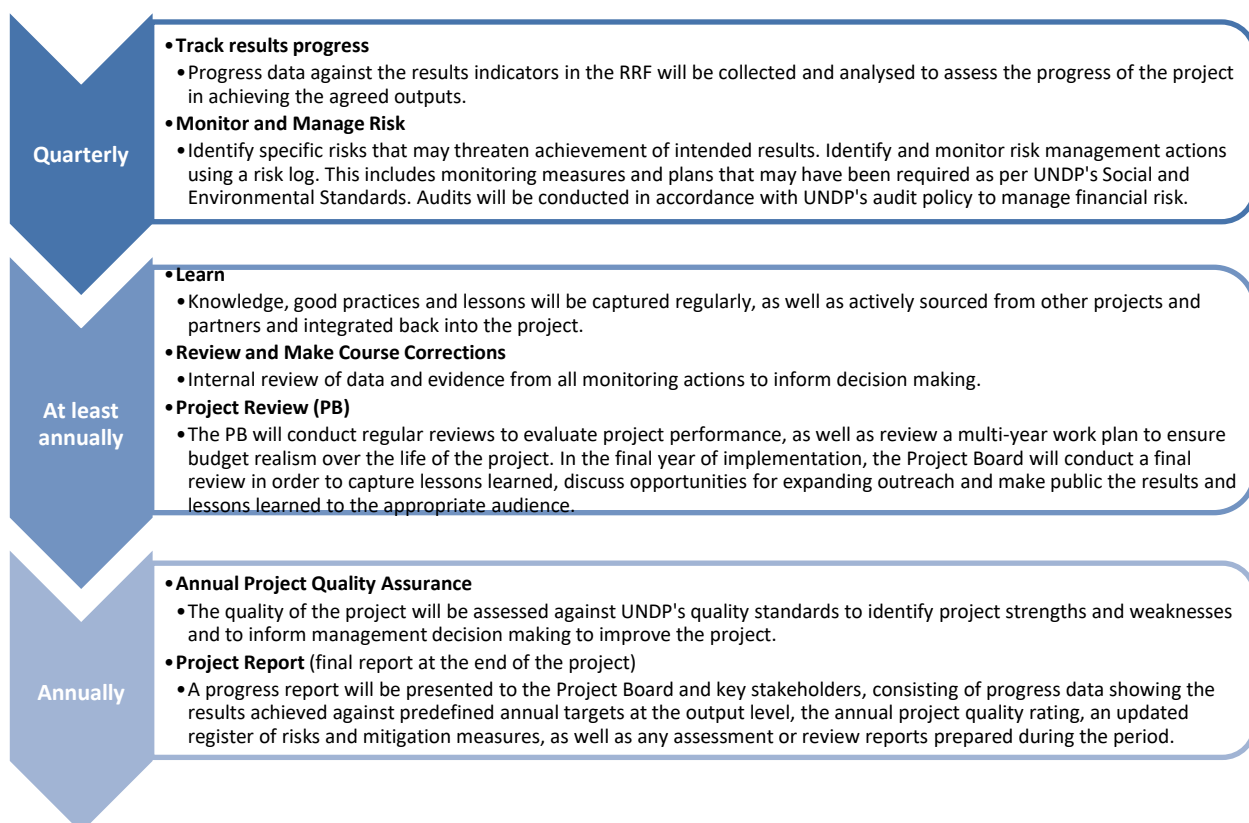
Source: Project Documents.

66. In general, it can be stated that the total amount of funding for project implementation, taking into account contributions in-kind, amounted to USD 489 788.00

Effectiveness	Efficiency	M&E	GM	Impact	Sustainability	Relevance
HS	S	S	S	S	L	R

4.2.4. Monitoring and Evaluation (M&E) Approach

67. The M&E plan was developed during the design phase in accordance with UNDP's programming policies and procedures, the operational conditions of which are as follows.



68. On a quarterly basis (later on a semi-annual basis), quality assessment recorded progress in achieving key results based on Quality Assurance Questions. The problem log was activated offline and updated by the Project Manager to facilitate tracking and resolving potential problems or requests for changes that could be raised on the PB. Based on the initial risk analysis presented in ProDoc, the risk journal was activated in Atlas-UNDP and updated regularly, by analyzing the external environment.

69. Quarterly Progress Reports (QPR) are submitted by the Project Manager in PB through the Head of Sustainable Development Cluster (SDC) using the standard report format available in Executive Snapshot. PRSD Implementation Lesson was activated and regularly updated to provide continuous learning and internal adaptation, and to facilitate the preparation of the Lesson Report at the end of the project.

70. A set of performance indicators (implementation of activities) within the components of PRSD was reviewed at the initial stage, in June 2017, and documented in the original ProDoc. The initial set of 17 performance indicators (implementation of activities) was presented (see Table 6).

Table 6: List of Performance Indicators.

Project Strategy		Performance Indicators
OUTPUT 1: National data collection, measurement and analytical systems improved to monitor progress on the post-2015 Agenda and SDGs.		1. The National SDGs implementation Programme launched.
Activity 1: SDG localization facilitated and development of National Programme for SDG Implementation supported.	1.1: Development of National Programme for SDG implementation	2. Formulation of national SDGs, targets, and indicators finalized for the adopted by the Government; 3. National Programme for SDG implementation developed; 4. The National SDG implementation programme launched.
	1.2: Development of data collection/analysis methodologies providing sex/age-disaggregated data to monitor progress on national SDGs	5. Formulation of national SDGs, targets, and indicators finalized for the adoption by the Government; 6. Baseline data for group I and II national SDG indicators collected and published; 7. Data collection methodologies for group III national SDG indicators finalized and respective data collected and published; 8. Baseline data for all national SDG targets and indicators collected and published.
	1.3: Development of an online database for regular monitoring of nationalized SDGs	9. Design of the database agreed, available SDG targets and indicators uploaded; 10. Baseline data for group I and II national SDG indicators uploaded to the database; 11. Baseline data for Group III national SDG indicators uploaded to the database; 12. Regular SDG implementation progress monitoring mechanism with online platform is in place.
Activity 2: Advocating for SDGs through dedicated policy research and PR.	1.4: Flagship diagnostics carried out to inform policy options on national response to globally agenda, including with analysis of sustainability and risk resilience, with post-2015 poverty eradication commitments and targets specified	13. Publication on employment and labour market; 14. Publication on new poverty definition; 15. Publication on Green Economy; 16. Publication the Topic TBA.
	1.5: Prepare of analytical reports (studies, policy briefs, etc.) and policy publications (published and disseminated)	17. 9 analytical reports (studies, policy briefs, etc.) and policy publications published by CER, IFMR, ISR, CDS, and disseminated.

71. The evaluation of these indicators shows that some of them may be SMARTer¹¹, which is especially true for the indicators 1.2, 1.3, 1.5. But, these improvements require more time and resources. However, this set of indicators, accompanied by the Atlas-UNDP evaluation card, is a good basis for monitoring PRSD and assessing progress, achieved in the development of the Government's potential (MEI, SCS, CERR, IFMR, IFR, etc.).

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
S	S	S	MS	S	L	R

4.2.5. Contribution by Implementing and Executing Agencies

72. UNDP CO provided the necessary project support for PMU to ensure the effective use of the project's resources, and also actively participated in the activities of the PB.

UNDP CO provided the necessary recommendations for the application of UNDP project management procedures, such as procurement, hiring consultants and contracting. It also provides a global link to access and exchange of international experience.

UNDP CO played the role of quality assurance in the implementation of PRSD, ensuring that the required quality is maintained for the project activity. It also provided guidance for reporting on the progress of the project and played an important role in enhancing the effectiveness of PRSD.

73. OPU, as an Executing Partner, played a key role in the project's effectiveness. OPU supported active leadership and commitment throughout the implementation of PRSD, in fact sharing responsibility with PMU and UNDP CO in strategic planning and project management. The Head of Sector of OPU presided at PB, at the same time OPU (CERR) was directly benefiting from the achievements of the project.

Overall, OPU provided an organizational context for facilitating the process of SDG localization and development of National Programme for SDG Implementation.

The implementation process of PRSD was closely linked to the Government's medium-term Action Strategy for 2017-2021, which covers five important directions:

1. *Public administration and civil reform;*
2. *Rule of law and judicial reforms;*
3. *Development and liberalization of economy;*
4. *Social sector development;*
5. *Security, tolerance, and foreign policy.*

74. Due to the efforts by PRSD the potential of think tanks, and others relevant Government bodies, who are involved in the process SDG localization and development of National Programme, was strengthened.

At present, these organizations are better equipped with a new methodology, adequate legislation to for SDG Implementation in Uzbekistan (see Annex 7).

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
S	S	MS	S	S	L	R

¹¹ SMART: Specific, Measurable, Achievable, Realistic and Timely. SMART is giving criteria to guide in the setting of objectives, for example in project management, employee-performance management and personal development. Doran, G. T. (1981). "There's a S.M.A.R.T. way to write management's goals and objectives". Management Review. AMA FORUM. 70 (11): 35–36. Yemm, Graham (2013). Essential Guide to Leading Your Team : How to Set Goals, Measure Performance and Reward Talent. Pearson Education. pp. 37–39.

4.3. PROJECT RESULTS

75. This section discusses the evaluation of the results of PRSD: effectiveness, efficiency, sustainability, impact and gender mainstreaming, i.e. how effective was the project to achieve the expected results, and how sustainable these achievements will be in the long term.

4.3.1. Overall Achievements / Results

76. As presented in the sections above, PRSD had one Output in terms of two activities, which were further divided into 5 Indicative activities. The key results of the activities are performance indicators that were used to assess the progress of the project and the relevant targets planned for the end of PRSD (see also Annex 7).

77. According to the Consultant, in order to adequately assess the most significant achievements of the project, it is advisable to consider these results in the context of all PRSD activities.

78. On the implementation of 1.1 Activity: SDG localization facilitated and development of National Programme for SDG Implementation supported.

The project assisted six working groups in preparing a draft resolution of the Cabinet of Ministers of the Republic of Uzbekistan, which was adopted on 20.10.2018 No. 841 "On measures to implement the National goals and objectives in the field of sustainable development for the period until 2030." By a Decision of the Presidium of the Cabinet of Ministers No. 38 dated April 9, 2018, a Work Plan was approved to ensure the effective implementation of the Roadmap of Practical Measures for the further development of cooperation between the Republic of Uzbekistan and the UN for 2018-2020. The basic direction of the document is the implementation of the SDGs.

By the decision of the Coordination Council meeting on the implementation of the National Sustainable Development Goals and Tasks for the period up to 2030, dated 12.24.2018, the composition of Expert Groups and distribution by groups were approved. The composition of the Interdepartmental Working Group on the Development and Monitoring of National Indicators of the SDGs was also approved. In addition, Uzbekistan came up with an initiative to prepare a Voluntary National Review (VNR) to achieve the SDGs in 2020.

79. The project provided practical assistance in the preparation of draft indicators for the national SDGs. 206 indicators for the National SDGs were approved in 2019, a "Road Map" for fixed indicators was adopted in each ministry and department. Methodologies for SDG indicators 1, 6 and 10 have been prepared. In Uzbekistan, there is data collection on only 70 indicators out of 206(!) In addition, there is the problem of incompatibility of national indicators with Global indicators, especially those developed on the basis of global indicators, for which there is no methodology.

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
HS	S	S	S	S	L	R

80. The concept of the SDG portal has been prepared, agreed with the SCS. Prior to the start of the portal, the ToR were prepared, Consultants for the development of the SDG portal were hired: Stage I - design and creation of a beta version of the portal; Stage II - testing the beta version of the portal; Stage III - finalization and launch of the final version of the portal.

On the basis of SCS web portal www.stat.uz, a web portal www.nsdg.stat.uz of the national SDGs was created. Here, information is concentrated on 206 indicators on 16 of the 17 SDGs. The CDS is currently monitoring the implementation of nationalized indicators in relation to the SDGs targets. An important reason was the fact that about 98% of the SDG indicators (except for environmental indicators) overlap with the Action Strategy for 2017-2021. The SDGs are almost linked to the implementation of the State budget, as 72% of indicators correspond to budget execution indicators.

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
S	MS	MS	MS	S	L	R

81. On the implementation of 1.2 Activity: Advocating for SDGs through dedicated policy research and PR. The key results of the activities are conducted research. Here are the main points of the results of studies conducted as part of the implementation of this Activity.

Sustainable employment in Uzbekistan: state, problems and solutions. This was a major achievement of the project, where the term “precarious employment” was first defined. The main results are published in 4 articles in the journal Economic Review. A lot of issues on women's employment were considered in conjunction with the increase in the birth rate and the number of children in the family. The results of the study may become the basis for amending the Labor Code. The work critically examined the issue of “quotas” of former conscripts, where there was discrimination for girls. This publication has contributed to a review by the Government of quotas and gender mainstreaming.

An important step was the conduct of a study to assess the poverty of the population, where the world practice was first used to determine the subsistence level, the relative poverty line and the multi-dimensional poverty line, which is used for developing poor countries. In order to help develop a methodological framework for measuring the SDGs affecting poverty and inequality, an analytical report was prepared that proposes new criteria for measuring poverty and inequality in Uzbekistan.

Earlier in Uzbekistan, the product poverty line was used, which does not meet the UN methodology and is not comparable when conducting poverty statistics. However, there was no publication, which reduces the significance of the results. This work is especially in demand by the ME, which uses data for planning.

Report based on the Global System for Modeling International Futures (IFs model, taking into account the context of Uzbekistan). The Analytical Note on the topic “Scenario analysis for Uzbekistan based on the Action Strategy for 2017-2021” was prepared, where the main accelerators (accelerators) of the SDGs were identified. A round table was held to discuss the main results of the analysis.

Report on measuring the Shadow Economy and Government measures to reduce it. The results were discussed and had a good response among specialists and the public, as well as the media. During the study, 9 methods for determining the level of the shadow economy were tested for the first time.

Optimization of customs tariff rates in the conditions of liberalization of foreign trade with the entry of Uzbekistan into the WTO. A report was prepared on the topic “Optimization of customs tariff rates in the conditions of liberalization of foreign trade upon entry of Uzbekistan into the WTO”.

The report examined the impact on: the textile and clothing industries; chemical industry; crop and livestock industry; food industry.

An analytical review of Statistical tools on the Green Economy used in international practice has been prepared. This made it possible to expand the national statistical capacity for monitoring the green SDGs in Uzbekistan.

Analysis of the impact of macroeconomic policy instruments on indicators of economic development of Uzbekistan based on the “Cost-Release” tables and the matrix of social accounts (SAM). An analytical report has been prepared and sent to ministries and departments, international organizations. The main results are published in the journal Economic Review.

82. The results of the work of the research groups showed that, with the involvement of individuals who received PhD in foreign universities as a team leader and experts, it significantly improves the quality of research and popularizes the results.

83. It is important that UNDP CO abandons the practice of conducting research based on outdated and questionable data, or those that were prepared during the period of “widespread” data limitations in the country. This data is not accurate enough. Their use will lead to the preparation of low-quality and unclaimed documents.

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
S	S	MS	HS	S	ML	R

84. The PRSD took an active part in the development of Government policy documents relevant to the SDGs. Together with MID, a Strategy for Innovative Development of the Republic of Uzbekistan until 2021¹² was developed. The efforts of the project provided assistance in the development of the Concept of tax policy of the Republic of Uzbekistan¹³.

85. The PRSD provided practical assistance in the development and adoption of the Concept of socio-economic development of the region¹⁴, assisted in the development of a draft Concept for the Development of the Republic of Karakalpakstan until 2030, where methods based on the comparative (competitive) advantages of the republic were used. In particular, emphasis was placed on the development of the transport and logistics system, education, tourism, where there are large development gaps.

The project assisted in the development of the draft Bukhara Region Development Concept, where development goals were linked to the SDGs.

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
S	S	S	S	S	ML	R

86. For prepare of analytical reports (studies, policy briefs, etc.) and policy publications, its publishing and dissemination, PRSD organized regular visibility, outreach, and discussion events. At the beginning of the project in 2017, 4 studies were launched on the following topics: Study of the labor market with a focus on vulnerable populations in Uzbekistan; Improving existing approaches to measuring poverty and inequality in Uzbekistan; Development of the Matrix of social accounts of Uzbekistan; Enhanced national statistical capacity for monitoring the green SDGs in Uzbekistan.

In the second half of 2018, new studies were launched: Economic, social and environmental benefits of introducing green economy tools in Uzbekistan; Building a general equilibrium model for analyzing the labor market in Uzbekistan; Uzbekistan fiscal policy: long-term perspective; Prospects for the transition to a digital economy in Uzbekistan; Inflation processes in Uzbekistan: analysis of monetary and non-monetary inflation factors.

87. The first National Innovation Research Competition on the Action Strategy for 2017-2021 and the SDGs was organized jointly with the MID, CDS and Westminster University in Tashkent. The amount of one research grant is up to 20 million soums. The total number of grants is 15 (3 grants for each of 5 directions). A total of 162 studies were received. The winners of the contest were announced on October 25 as part of the INNOWEEK 2018 (Innovation Ideas Week).

88. At the request of the OPU, based on the world's leading large-scale studies, five issues of the Economic Digest were developed: "Industrial Development in the CIS, Sustainable Energy Solutions and Environmentally Sound Technologies in Eastern Europe, the Caucasus and Central Asia"; "Entrepreneurship development / business conditions and antitrust policy"; "Financial Policy"; "Investment Policy"; "Trade".

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
S	S	MS	HS	S	L	R

89. PRSD was able to create partnerships and synergies in supporting 17 issues of the Economic Review journal in 2018-2019, including financially. At the same time, funds were raised from various UNDP SDC projects, which were able to benefit by reporting on the results of their activities. This has

¹² This document was developed together with the UNDP project "Improving the investment climate in the Republic of Uzbekistan", and was approved by the Decree of the President of the Republic of Uzbekistan of 21.09. 2018. No. UP-5544.

¹³ This document was approved by the Decree of the President of the Republic of Uzbekistan No. UP-5468 29.06.2018 "On the Concept of improving the tax policy of the Republic of Uzbekistan".

¹⁴ Presidential Decree No. PP 3437 of 18.12.2017 "On the Implementation of a new procedure for the formation and financing of State Development Programs of the Republic of Uzbekistan" was adopted.

especially helped to illuminate materials on the environment and ecology, as there is simply no other relevant magazine in Uzbekistan.

Although such journals are always subsidized, UNDP needs to abandon such practices. In future, priority should be changed based on the new Journal Concept.

The solution may be the transition of the magazine to online and accordingly online subscription. This will provide an opportunity to reach a wider circle of readers, especially young experts. At the same time, it is possible to divide the magazine into two parts (the scientific almanac with a limited edition and the popular economic online magazine). It needs constant work with the authors and the preparation of articles based on the new research policy (needs) of CERR. It is important to publish a magazine in the Uzbek language, which will increase its demand among the population.

90. All the events in the two Activities described above were accompanied by the necessary set of trainings, seminars and study tours for the involved national experts. This has had a positive effect on capacity building for employees of basic beneficiaries. Almost all research results were publicly discussed, with the participation of basic think tanks and NGOs, including through round tables.

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
HS	S	MS	S	S	L	NR

4.3.2. Attainment of the Project Objective

91. Before assessing how well the goal is achieved, it is interesting to consider the rationale for PRSD at the development stage that was described in the project document: «*The primary aim of the 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*».

92. Indeed, after more than 2,5 years of implementation of PRSD, the results of the assessment indicate that the objective of the project was achieved according to the scheduled plan (see Annex 8).

93. Recognizing that bureaucracy and high turnover of staff in national partners may be a very serious barrier for the project for legislative base formation, this project has benefited from the strong commitment of state partners and OPU to SDG localization and development of National Programme for SDG Implementation.

94. Interviews conducted in the process of preparation of this report show that stakeholders appreciate the results of PRSD activities. The project carried out specific measures to launch the National SDGs implementation Programme, there was no dispersion of resources, which is observed in many similar projects.

95. PMU has operational experience in Government agencies and better understanding of the Government functioning. A project, where the skills of staff and consultants with state knowledge and experience are applied, benefits from this. As a result, it was easier to link the project with the newly created and restructured state and public bodies, and effectively carry out activities. This is especially important when the "institutional memory" is lost in the base partners of the project, where there was a large staff turnover.

96. Two main factors were critical for PRSD's success: (i) the use of adaptive management in project implementation (see subsection 4.2.1.). PMU was able to adapt the project to the local context and improve the efficiency of its implementation; (ii) partnerships with OPU, as a national implementing partner, as well as with think tanks and other Government bodies (main beneficiaries).

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
HS	S	S	S	S	L	R

4.3.3. Gender equality and empowerment of women

97. When implementing PRSD, the gender aspect was taken into account to a large extent, however, one aspect that PRSD has not changed is the low participation of women in socio-economic research and policy making. In recent years, UNDP, other international organizations and the Government have made considerable efforts¹⁵ to ensure gender development in all areas of the economy. However, this issue is still relevant and political dialogue continues; although any change can only happen in the long run.

98. In general, we can state that even if an excellent inclusive system is developed, it may not work in Uzbekistan. The following barriers exist for involving women in the process of conducting research in the field of socio-economic development and policy making: the backlog of social capital in the country; family bias towards a woman leader; family priority to a career; lack of knowledge and research skills in women.

99. However, there is still a significant imbalance in the participation of women in research. In our opinion, the need has arisen for the creation of a target group of female researchers (critical mass) in the context of each region of the country, with particular emphasis on women educated in foreign universities.

It is necessary to put work with this group on a long-term basis in order to create a new generation of women researchers and a “New Female Face” of National Science. At the same time, UNDP itself should not carry out such a project, but should be involved in the process “pointwise”, including through the involvement of international experts.

This will undoubtedly create a multiplier effect for decision-making and policy development.

It is necessary to create conditions when 50/50 experts of both sexes will participate in each research project. For these purposes, it is necessary to study the world practice of increasing the involvement of women, and on this basis to develop national quotas that will be used by international donors to fund research.

<i>Effectiveness</i>	<i>Efficiency</i>	<i>M&E</i>	<i>GM</i>	<i>Impact</i>	<i>Sustainability</i>	<i>Relevance</i>
MS	MS	MS	MS	M	ML	R

4.3.4. Effectiveness and Efficiency of the Project

100. The project has strengthened and significantly expanded cooperation with OPU and interested state bodies on the SDG localization and development of National Programme for SDG Implementation, including with MEI and SCS. For these purposes, conditions have been created for establishing a dialogue between the Government and UN, successfully implemented internationally recognized analytical tools and methodologies. The researches results were used by beneficiaries to develop legislative and regulatory proposals (see Annex 7).

101. The project was timely, as in the period 2015-2017 there was a little “swing” in the implementation of the SDGs and the nationalization of indicators. New SDG indicators are new to the GCS. The UN methodology is different from national methodologies, therefore, constant work is needed with almost all ministries and departments. The involvement of foreign experts (from Belarus, Russia and Georgia) had a good effect, as these countries have already passed through the stage of nationalization and development of indicators.

¹⁵ On August 23, 2019, the Law «On guarantees of equal rights and opportunities for men and women» was adopted, which establishes the equality of both sexes in all spheres of life, from hiring to households, and also defines discrimination based on sex. Now, upon admission to public service in the republic, equal access for women and men is ensured according to qualifications and professional training, the use of temporary quotas is also allowed, taking into account the categories of positions of employees. The law says that when holding competitions for filling civil service posts, including managerial ones, equal access for women and men should be ensured. Now in Uzbekistan, both spouses have the right to participate equally in the maintenance, upbringing and education of children.

102. After the adoption of the National SDGs, 206 indicators and a database formation, the work on coordinating the implementation of the SDGs is transferred to the UNRCO. PRSD began to focus on supporting goal analysis based on the SDGs (shadow economy, green economy, consequences of WTO accession). At present, there is a need to process information provided by departments on 50% of the 206 indicators. It is important to organize a study of methodologies for new indicators for Uzbekistan.

103. An important achievement is that Uzbekistan came up with an initiative to prepare a Voluntary National Review (VNR) to achieve the SDGs in 2020. For the high-quality organization of this work, it is advisable to conduct highly specialized trainings for experts in preparing the VNR. And international expert support for the preparation of the report will also be required. This work needs to be organized by the UNRCO in conjunction with the MEI and the SCS.

104. Similar projects will be in demand in the future. UNDP and the OPU (Government) are interested in incorporating the SDGs into every program document. The main thing is the sequence and completion of the research started. Another urgent task is to ensure financing adequate to needs.

The creation of the Institute of Fiscal Researches (IFR) can be assessed as a positive signal. In fact, a new research center has emerged to explore the possibilities of financing the SDGs. Gradually, it is necessary to move from narrow studies to studies of problems and challenges that the Government will face in the medium term (desertification, quality and cost of drinking water, consequences of privatization, consequences of the development of renewable energy sources, etc.). This aspect fully complies with p. 2.3.21 of UNDAF 2016-2020.¹⁶

4.3.5. Long-Term Sustainability of Achievements

105. Prospects for long-term sustainability of the achievements of PRSD are very likely. Most of the achievements have already been institutionalized and can be used. The relevance of the SDGs will not be lost until 2030, and the results of research have already formed the basis of many Government policy documents. Now we need to think about a lot of analytical work on monitoring the implementation of the national SDGs until 2030.

106. An important reason for sustainability is the fact that about 98% of the SDG indicators (except for environmental indicators) have something in common with the Action Strategy for 2017-2021. The SDGs are practically linked to the implementation of the State budget. More than 72% of indicators correspond to budget execution indicators, in the light of the Government's budgetary obligations and fiscal sustainability (result oriented budget).

Roadmaps have been developed for each indicator, but there is some uncertainty and no continuity can be traced. An integrated approach and vision are needed here. It is necessary to determine a long-term executor for each: Goal of the SDGs - Task - Indicator.

107. An important achievement of the project is the launch of the web-site on the basis of SCS web portal www.stat.uz. On www.nsdg.stat.uz information is concentrated on 206 indicators on 16 of the 17 SDGs. The project assisted SCS in developing the platform and preparing content. It is necessary to continue work on improving the site by interface, content, supplement with infographics and maps.

Risk Assessment of Sustainability

108. Using UNDP recommendations for the Final Evaluation, sustainability is generally considered to be a probability for continuing benefits after completion of PRSD. However, such an assessment should take into account risks that may affect the continuation of project results; three areas are considered risky related to sustainability:

¹⁶ ¹⁶ «Specifically, the governance and public administration system will be developed so as to improve the accessibility and quality of public services for people and businesses alike. A special role in this context will be played by the e-governance initiative, which will contribute to a more accurate regulation of procedures for public services, including wider introduction of contactless forms of interaction of citizens and business entities with Government agencies».

- **Socio-economic risks.** Currently, due to intensification of reforms in Uzbekistan, there are very limited socio-economic risks that threaten the long-term sustainability of the achievements of PRSD. Again, all interested parties interviewed during this evaluation expressed their strong support for these changes. However, an important factor is capacity building for the implementation of VNR-2020. In addition, 30-40% of the national SDG indicators out of 206 can be prepared based on the results of surveys: a. in the census process; b. Multiple Indicator Cluster Survey (MICS), which is held every 5 years (well-being assessment, UNICEF methodology). In the process of transforming think tanks, the Institute for Social Research was liquidated, which could become a gap in the conduct of sociological research in the field of SDGs. It is important to increase the potential of experts, participants in working groups of law enforcement agencies in the field of SDG-16 "Peace, justice and strong institutions" (shadow economy, security, corruption, elimination from the shadows by economic methods).

- **Financial risks.** Given the nature of PRSD and its achievements, while ensuring long-term sustainability of these achievements, a number of financial risks may arise. Not all SDG indicators can be developed right away, because it is necessary to introduce high-quality data collection and accounting. For example, to account for the degree of air purity, it will be necessary to install additional expensive equipment, the purchase of which requires significant financial resources. Many indicators of nationalized SDGs will be closely linked to the financial capacity of the Government.

- **Institutional framework and management risks.** The necessary legal structures and management processes to support and implement Nationalized SDGs were also part of the opportunities that were developed by the project. As discussed in Subsection 4.3.4, the implementation approach is holistic, having an impact at all levels where capacity development is required. However, the accumulated potential of think tanks and main beneficiaries, in the process of reform can be largely lost due to the observed high turnover (shortage) of personnel, which can also negatively affect the continuity of the achievements of PRSD.

Possible ways to ensure long-term sustainability of results

109. Based on a review of these three risky areas that may pose a threat to the long-term sustainability of PRSD's achievements, it is likely that continuing the project's activities, or covering a similar project in these areas, will contribute to leveling out risks as well as increasing the effect of scale in the medium term.

The results of the project will also be in demand in the future, especially if consolidate the efforts of other donors (WB, EBRD, IFC, IDB, EU), which will intensify their activities in the field of in-depth research. In the future, needed an "umbrella project" - a single coordinator of research on the SDGs. The project actually laid the foundation for Evidence Based policy making. In addition, UNDP should also focus on promoting the SDGs among the general public, including targeted retraining of national cadres in foreign research centers.

Another factor is the ongoing restructuring of the system of program analysis and socio-economic research at the macro level. Newly created centers - CERR, IFR, IFMR require capacity building. First of all, it is about involving leading international experts in the process of "becoming", organizing targeted training of local experts in modeling, forecasting, system analysis and the use of quantitative analysis methods.

Therefore, UNDP CO can become a kind of "part of the team" of the process, which largely corresponds to paragraphs 2.3.20., 2.3.21. and 2.3.22. of UNDAF 2016-2020, aimed at further support in strengthening national capacities in the development of sound policies, assistance in the development of integrated national development strategies, as well as p. 3.5. of the Action Strategy for 2017-2021¹⁷.

110. To reduce the impact of financial risks, as well as achieve the national SDGs, the Government will require external technical assistance and financial support. Now, UNDP directs resources, experience and knowledge to the implementation of three major priority tasks: developing

¹⁷ Annex No. 1 to the Decree of the President of the Republic of Uzbekistan No. UP-4947 as of 07.02.2017 "On the Strategy of Actions for the Further Development of the Republic of Uzbekistan".

sustainable development paths, building democratic governance institutions, and strengthening countries' resilience to shock¹⁸. Such UNDP support occurs in many countries.

The experience of implementing projects to achieve the SDGs can be studied and successfully reproduced in Uzbekistan, as part of other projects. With regard to the organization of co-financing these sphere, in addition to the traditional donors, can work with the WB, EBRD and IDB, which significantly intensify their activities in Uzbekistan.

111. Government understands the need for experts. It needed a full-fledged project to increase the capacity of researchers and employees of institutes, especially women. In this context, the implementation of recommendations by the Government on strengthening and equalizing the gender balance in all spheres of human activity (economy, education, cultural aspects, especially within the framework of reaching the SDGs) is of great importance. Government funding is needed to increase the motivation of experts, especially youth.

There is a clear relationship between the UNDAF 2016-2020, the National goals and targets in the field of sustainable development until 2030 (Goal 4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; Goal 5 - Gender equality and the empowerment of all women and girls)¹⁹, and of p 4.2. of Action Strategy for 2017-2021.

4.3.6. Contribution to Capacity Development

112. PRSD has made a significant contribution to the development of beneficiaries and think tank's potential for more effective activities in the sphere of national SDGs and targets, including by strengthening the capacity of the newly created CERR, IRF, CDS.

113. The integrated approach used by the project is aimed at transferring its skills and knowledge at different levels to achieve long-term sustainability. Using lessons learned from previous relevant projects, PRSD was influence the process of localization of SDGs, together with national targets and indicators, as well as facilitating the adoption, implementation, and monitoring of national programmes (policies and legislation) (see Annex 7).

114. PRSD has largely benefited from the support of many Government agencies and organizations, especially after the intensification and deepening socio-economic reforms, started in autumn of 2016, which in effect imply the construction of a new "open" economic model in the country.

115. In assessing the approach taken by PMU to develop OPU capacity, it can be stated that it meets many of the attributes of a well-developed capacity development initiative. It is necessary to highlight the features that are taken into account when planning capacity development measures²⁰:

- *assume a systematic approach to the potential and needs of the organization;*
- *require the participation of many parties, often from several sectors, to ensure holistic development;*
- *launch and support more long-term internal system processes and, accordingly, entail the definition and understanding of the system's internal potential, regardless of external experts;*
- *identify and systematically strengthen specific skills within the framework of the results-based management framework;*
- *promote the transfer of information and knowledge in the public sphere, especially for the development of innovation and involvement in capacity assessment work.*

116. Capacity-building is the sum of a number of conditions, intangible assets and relationships that are part of an organization or system and are distributed at different levels:

¹⁸ https://www.undp.org/content/dam/undp/library/corporate/UNDP-in-action/2015/UNDP_AR2015_RU.pdf

¹⁹ Approved by Appendix No. 1 to the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 841 dated 20.10.2018 "On measures to implement the National goals and objectives in the field of sustainable development for the period until 2030".

²⁰ "Methodology for assessing the capacity of national development assistance agencies". Ed. E.V. Levkina, Bulletin of International Organizations. 2011. № 2 (33).

- *Individuals possess personal abilities and attributes or competencies that contribute to the operation of the system;*
- *Organizations (systems) have a wide range of collective attributes, skills, abilities and experience (for example, policy analysis, resource assessment, financial resource management).*

117. As discussed in subsection 4.3.1, the level of achievement of PRSD, the approach to capacity development used to implement project activities and support the change process, will provide sustainable results for Government in the long term.

The review of achievements shows that all the necessary opportunities to continue supporting the process of changes facilitated by the project are available. The necessary legislation exists, the revised methodology is approved and institutionalized, and staff of beneficiaries and think tanks has the skills and knowledge to perform their duties using a new approach.

4.3.7. Catalytic Role and Long-Term Impact

118. Given the high degree of convergence of the Action Strategy for 2017-2021 with the SDGs, especially the ongoing reform in the field of social development and investment in human capital, the catalytic role of the project is increasing. Good preparation for prioritizing the SDGs made it possible to quickly adapt and localize the SDGs for Uzbekistan. The nationalization of the SDGs will undoubtedly have a positive multiplier effect in solving problems that impede progress towards national development priorities. Now it is necessary to coordinate the work of UNDP CO, especially in promoting and awareness of the SDGs in the Senate, NGOs, the media, and civil society.

The MAPS team took these national priorities as a starting point for identifying “areas of acceleration”²¹. Within this framework, this report and its recommendations are structured around three broad “acceleration areas”: (1) towards more efficient and accountable governance systems; (2) social policy for inclusive development; and (3) sustainable and resilient natural resource management.

119. Based on the achievements of PRSD in the context of development National SDGs and targets, the prospect of a long-term impact of these achievements is significant. Using a good approach to stakeholder participation, the project demonstrated the benefits of consulting with them. An integrated approach to capacity development at all levels has allowed the project to address some of the gaps; including a supportive environment, institutional mechanisms, and finally, staff with the necessary skills and knowledge.

An important driver of sustainable development at the national level is the study, adaptation and application of international best practices. In this context, the preparation of VNR-2020 will undoubtedly give an additional impetus to the development of the methodological base for the effective monitoring of the SDG indicators. The results of the VNR Uzbekistan will become the basis for determining further actions to achieve the national SDGs until 2030, and preparation UNDAF 2021-2026.

It is envisaged that the achievement of the SDGs will be monitored through the joint efforts of central and local Government bodies, with NGOs and international partners also involved in the activities. Key aspects in this regard are the strengthening of the statistical capacity of Uzbekistan and coordination and collaboration between different participants in sustainable development processes.

This creates a good synergistic basis and impact for the implementation of the “National Strategy for the Development of Statistics 2020-2026”²², which was developed with the help of the World Bank. An important catalytic role will be played by the updated web-portal www.nsdg.stat.uz. This website will reflect the needs of both internal and external clients of statistical information, including in relation to the achievement of national SDGs, as well as relevant indicators.

²¹ Mainstreaming, Acceleration and Policy Support (MAPS) for Achieving the Sustainable Development Goals in Uzbekistan. MAPS Report (19 October 2018). http://www.un.uz/files/UN%20in%20Uzbekistan/MAPS%20Report%202018/UZB-MAPS%20Report%20-%20Final_Eng.pdf

²² <https://stat.uz/ru/press-tsentr/novosti-komiteta/7690-statistikani-rivojlantirishning-milliy-strategiyasi-2020-2026>

V. MAIN CONCLUSIONS

120. The final assessment shows a very successful project that delivered more than anticipated, including good prospects for the long-term sustainability of these achievements. The detailed assessments required in the ToR for this Final Evaluation are summarized in the table presented in Annex 9. The main conclusions are presented below:

Conclusion 1: The results of the project as a whole correspond to the expected results of the UNDAF 2016-2020 and CPD 2016-2020, as well as the objectives included in the relevant Government programs (from 2017 to 2019) in the frame of realization the Action Strategy for the five priority development directions of the Republic of Uzbekistan in 2017-2021²³.

Conclusion 2: The project has a great importance in the process of SDG localization facilitaties and development of National Programme for SDG Implementation, also advocating for SDGs through positioning within the framework of the Government reform was an excellent approach and undoubtedly contributed to its success.

Conclusion 3: Four key concepts that were defined at the design stage, in fact, have become critical factors for success: commitment, institutionalization, adaptation and capacity building of relevant personnel.

Conclusion 4: Project Management used actively and effectively an adaptive management, the Project Manager used Results-Based Management (RBM), change management, and linking the project's objectives to the interests of OPU and Government, while not compromising the mandate and mission of UNDP.

Conclusion 5: The aims and several key results planned according to the project were achieved in scheduled timeframe. These achievements exceeded the goals in which the project played a leading role, as evidenced adoption of a Government decree on National Sustainable Development Goals and Tasks for the period up to 2030 (approval of 16 SDGs with 137 tasks, and 206 nationalized indicators) and initiative to prepare a Voluntary National Review (VNR) of Uzbekistan to achieve the SDGs in 2020.

Conclusion 6: Having estimated the approach, wich was taken by PMU to develop capacity, it can be stated that from the UNDP point of view, the following components of capacity development are of particular importance: organizational and functional positioning of UNDP CO; horizontal and vertical coordination; evaluating Government requests within the prism of the SDGs and the UNDAF until 2025.

Conclusion 7: Most of the project achievements have been institutionalized and using already. Having based on the project's achievements in the context implementing the National Sustainable Development Goals and Tasks for the period up to 2030, the long-term impact of these achievements is significant.

Conclusion 8: In case of continuing its activity the project will be a central part on promoting Roadmap directed at the implementation of the National SDGs and objectives, including by strengthening the capacity of local experts.

Conclusion 9: One aspect of the project that remained unchanged is the low participation of women in the research process on key issues of socio-economic development and policy development. Nevertheless, the project practically ensured compliance with the threshold for hiring women recommended by UNDP.

²³ Annex No. 1 to the Decree of the President of the Republic of Uzbekistan No. UP-4947 as of 07.02.2017 "On the Strategy of Actions for the Further Development of the Republic of Uzbekistan". An important reason was the fact that about 98% of the SDG indicators (except for environmental indicators) overlap with the Action Strategy for 2017-2021, and 72% of indicators correspond to the performance indicators of the State budget.

VI. LESSONS LEARNED

121. Having based on the review of project documents, interviews with key informants and analysis of collected information, the following lessons should be learned:

- Development of the project document (ProDoc), including PRSD strategy, as well as guidelines concerning the development of the necessary capacities at three levels - individual, organizational and system-ensures the effective implementation of measures with a holistic approach and sustainability of results.
- An establishing of the clear relationship with a major Government initiative on national development (implementing the National Sustainable Development Goals and Tasks for the period up to 2030) enabled UNDP CO to develop, with limited resources and time, a small, well-thought-out and goal-oriented project to ensure long-term sustainable results.
- A providing clear roles and duties to the project, as well as adequate mechanisms to participate by stakeholder at the initial stage and ensuring an effective approach to monitor the implementation by PRSD, served as a basis for "good links" with the Government for enacting the necessary legislation.
- When developing similar projects in the future, real, relevant requests from the Government should be taken into account, which should be evaluated through the prism of the UNDP mandate and the achievement of the SDGs, as well as strictly based on the UNDAF until 2025.
- Any achievements of PRSD in the form of initiatives, recommendations or proposals by the end of the project have a limited chance to be sustainable in the future and can quickly disappear after the project is finished. Therefore, in order to increase the level of long-term impact and sustainability of project results, it is extremely important that the achievements are institutionalized and approved by the Government in the course of the project implementation.
- Use of adaptive management and flexible models of promotion of initiatives, include facilitating on co-financing and in-kind contributions, allows the project to manage events effectively and at the same time to maintain its effectiveness.
- There is a clear link between the performance of PRSD and the extent to which the project meets the national priorities. The project was implementing in the national priorities and needs in SDGs area, which affected its efficiency.
- In general, we can state that even if an excellent inclusive system is developed, it may not work in Uzbekistan. The following barriers exist for involving women in the process of conducting research in the field of socio-economic development and policy making: the backlog of social capital in the country; family bias towards a woman leader; family priority to a career; lack of knowledge and research skills in women.
- When the project staff has operational experience in Government agencies, there is a better understanding of the Government functioning. A project, where the skills of staff and consultants with state knowledge and experience are applied, benefits from this. As a result, it is easier to link the project with the newly created and restructured state and public bodies, and effectively carry out activities. This is especially important when the "institutional memory" is lost in the base partners of the project, where there was a large staff turnover.
- Establishment of the multi-channelled co-financing of activities with strict adherence to UNDP project management procedures (mandate), such as procurement, recruitment and contracting, as well as a global link with access and exchange of international experience, may be preferable for the national partner-executor and the basis for increasing co-financing.

VII. RECOMMENDATIONS

122. Based on the results of this final evaluation and bearing in mind that the project is being completed, a few recommendations are given below:

Recommendation No. 1

It is recommended to organize a seminar for exchanging of experiences on implementation of this type of the project (in EN and RU), with participation of potential beneficiaries, international development organizations, as well as donors and possibly other countries of the RBEC / CA (UNDP) region, with publication of the report.

Recommendation No. 2

It is recommended all research results created by the project and not being confidential be published in paper format and distributed. Information products on them should be posted on the UNDP CO and OPU web portals.

Recommendation No. 3

It is recommended to periodically conduct consultations in the “focus group” format (with participate heads of ministries and departments) on the relevance of studies planned by UNDP. It is important to increase synergies among UN agency projects, conducts joint discussions of action plans in order to eliminate duplication, and achieve the effectiveness of the work of interdepartmental teams.

Besides, UNDP CO needs to rethink its approaches and take a more meticulous approach to the recruitment process. Here, it becomes critical to participate as a team leader of an expert who received a PhD in leading Western universities, has skills in modeling and econometrics, and systems analysis methods.

Recommendation No. 4

It is recommended in the future to consolidate the efforts of other donors (WB, EBRD, IFC, IDB, EU, etc.) in the field of in-depth research, with a special emphasis on the Evidence-based policy (EBP) development. Taking into account the great need for a unified coordination of efforts to promote and awareness of the SDGs (in the Senate, NGOs, Mass-media, civil society), as well as the initiative of Uzbekistan to prepare a Voluntary National Review (VNR) on the SDGs achievement in 2020, UNDP CO needs to continue to work in the following areas.

a. Creating conditions for enhancing the potential of experts involved in the nationalization of the SDGs and tracking indicators, including by:

i. *Methodological assistance on nationalization of indicators and adaptation of methodologies, direction for advanced training and knowledge in the field of SDGs;*

ii. *Seminars for employees of territorial divisions of ministries and departments on the implementation of the SDGs, methods for calculating and nationalizing indicators;*

iii. *Rendering assistance to newly created centers (CERR, IFR, IFMR) in capacity building by involving leading international experts in the process of “becoming” and organizing targeted training;*

iv. *Abandonment of the practice of conducting research on the basis of outdated and questionable data, which were prepared during the period of “widespread” restriction of access to data in the country.*

b. Assistance in the quality preparation of the Voluntary National Review (VNR) on achieving the SDGs in 2020:

i. *The provision of methodological and technical assistance in the preparation of VNR-2020;*

ii. *Conducting online courses in the context of the SDGs and the preparation of VNR;*

iii. *PR-events to promote the SDGs in the media and in the Parliament;*

iv. *Support of works on improving the site www.nsdg.stat.uz, on the interface, content updating, additions with infographics and maps.*

VNR-2020 should demonstrate the relationship between the nationalization of the SDGs and ongoing reforms. That is, there is a need to compare Global indicators and National indicators in order to create a single matrix to track the results of the achievement of the SDGs.

Recommendation No. 5

It is recommended that UNDP consider establishing, together with the Government, a project to increase the capacity of women researchers. There is a need to create a target group (critical mass) with which they will work on a long-term basis to create a “new female face” of science in the context of each region of the country.

The multiplicative effect to strengthen and equalize the gender balance can be achieved by:

- a. Involvement of women educated in foreign universities in the process;
- b. Creating the conditions under which the participation of experts of both sexes will be ensured in each research project (50/50).
- c. “Point-by-point” involvement of UNDP in attracting international experts;
- d. Adequate funding from the Government to increase the motivation of experts, especially youth.

Annex 1: Terms of Reference



UNITED NATIONS DEVELOPMENT PROGRAMME

TERMS OF REFERENCE

Annex I

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.

Evaluation Ratings:			
1. Assessment of intervention:	rating	2. Sustainability	rating
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	
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: 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	Sustainability ratings: 4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	Relevance ratings 2. Relevant (R) 1. Not relevant (NR) 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?
- 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"> • The evaluation strategy and content of the final report is elaborated, discussed and agreed. <p>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.</p> <ul style="list-style-type: none"> • 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. • First draft evaluation report is submitted, presented and discussed in UNDP with engagement of key stakeholders to verify the findings. <p>Note: 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 two installments to plastic card in Uzbek sums by UN exchange rate on the date of payment.**

VII. Qualification Requirements

Education:	<ul style="list-style-type: none"> • Master or Graduate Degree in the field of economy, finance, business, management, public administration, finance, law, sociology.
Work experience:	<ul style="list-style-type: none"> • 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 one behind; human rights, gender equality and women's empowerment; sustainability and resilience; and accountability), UNDP's results-based evaluation policies, procedures; • Experience in drafting conceptual documents, rules, regulations specifically in the area of Sustainable development; • Experience in writing, editing of analytical reports.
Language Requirements:	<ul style="list-style-type: none"> • Fluency in Russian and Uzbek, good command of English language.
Others:	<ul style="list-style-type: none"> • 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.

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

VIII. Signatures - Post Description Certification

Incumbent:

Name:

Ulyshev Kemalteliev

Signature

7/11/2019

Date

Supervisor:

Hurshid Rustamov

Head of Sustainable Development Cluster,
UNDP Uzbekistan

Signature

12.11.2019

Date

Annex 2: Evaluation Matrix

The evaluation matrix below served as a general guide for the evaluation. It provided directions for the evaluation; particularly for the collect of relevant data. It was used as a basis for interviewing people and reviewing project documents. It also provided a basis for structuring the Final Evaluation Report as a whole.

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
Evaluation criteria: RELEVANCE - How the Project is related to the basic tasks of UNDP and is support the Government of Uzbekistan in implementation of strategic research, as well as formulation, planning and monitoring of for the Post-2015 period Sustainable Development Agenda?				
Does the project in line with UNDP objectives of improving understanding and developing strategic solutions to pressing issues of Sustainable Development in Uzbekistan?	<ul style="list-style-type: none"> How does the Project support the objectives of UNDP in this sector? 	<ul style="list-style-type: none"> Existence of a clear relationship between the project objectives and capacity development objectives of UNDP in policy research, formulation, planning and monitoring for the post-2015 sustainable development agenda, in particular the Sustainable Development Goals (SDGs), and their localization. 	<ul style="list-style-type: none"> Project documents UNDP strategies and programme Government decisions Relevant documents 	<ul style="list-style-type: none"> Documents analyses Interviews with Government officials and other partners
Does the project in line with the goals of improving the National System for collecting, measuring and analyzing data in order to monitor progress in achieving the Post-2015 Development Agenda?	<ul style="list-style-type: none"> How does the Project support the development goals of Uzbekistan? To what extent were national partners involved in the design of the Project? Does the Project adequately take into account national realities, both in terms of institutional framework and programming, in its design and its implementation? 	<ul style="list-style-type: none"> Degree to which the project support national objectives for developing Sustainable Development Goals (SDGs) and their localization Degree of coherence between the project and national priorities in policy research, formulation, planning and monitoring for the post-2015 sustainable development agenda Level of involvement of Government officials and other partners into the project Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities 	<ul style="list-style-type: none"> Project documents National laws, policies, strategies and programmes Research results of Think-tanks 	<ul style="list-style-type: none"> Documents analyses Interviews with Government officials and representatives of think tanks
Does the project reflect the needs of the target beneficiaries?	<ul style="list-style-type: none"> How does the Project support the needs of target beneficiaries? Is the implementation of the Project been inclusive of all relevant Stakeholders? Are local beneficiaries and stakeholders adequately involved in Project design and implementation? 	<ul style="list-style-type: none"> Strength of the link between Project expected results and the needs of target beneficiaries Degree of involvement and inclusiveness of beneficiaries and stakeholders in Project design and implementation 	<ul style="list-style-type: none"> Beneficiaries and stakeholders program documents Needs assessment studies Project documents 	<ul style="list-style-type: none"> Documents analysis Interviews with beneficiaries and stakeholders
Was the project useful in conducting interagency work in developing the nationalized SDGs and launching the National SDG Implementation Program?	<ul style="list-style-type: none"> What tools does the project use when conducting effective interdepartmental work? Is the length of the Project conducive to achieve Project outcomes? Does the effect create a dialogue between Government agencies to implement simplified procedures to facilitate business? 	<ul style="list-style-type: none"> Level of coherence between Project expected results and Project design internal logic Level of coherence between project design and project implementation approach 	<ul style="list-style-type: none"> Programmes and Project documents Key project stakeholders 	<ul style="list-style-type: none"> Document analysis Key Interviews

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
Does the project have the ability to consolidate the potential of other development donors to fulfill their project objectives?	<ul style="list-style-type: none"> Does the Project remain relevant in terms of areas of focus and targeting of key activities? How do funds of donors help to fill gaps (or give additional stimulus) that are crucial? 	<ul style="list-style-type: none"> Degree to which Programme was coherent and complementary to other donor programming in country List of Programmes and funds in which the future developments Ideas and partnerships of the project are eligible 	<ul style="list-style-type: none"> Other Donors' policies and programming documents Other Donor representatives Project documents 	<ul style="list-style-type: none"> Documents analyses Interviews with other Donors
What are the possible activities for such projects in the future?	<ul style="list-style-type: none"> Are there opportunities for the continuation of the project in the future? What lessons have been learned and what changes can be made to the project in order to strengthen coherence between the priorities and activities of the Project and its partners? Does the project meet the needs of its national partners in light of intensified reforms in the country and monitoring progress towards the National SDGs? How could the project better navigate and address the priorities and objectives of the developing targeted beneficiaries? 	<ul style="list-style-type: none"> degree of opportunities for the continuation of the project opportunities to changes to the project in order to strengthen coherence between the priorities and activities of partners the real needs of national partners in light of progress towards the National SDGs degree of address the priorities and objectives of the developing targeted beneficiaries 	<ul style="list-style-type: none"> Data collected throughout evaluation Needs assessment studies Project documents 	<ul style="list-style-type: none"> Data analysis Key Interviews
Evaluation criteria: EFFECTIVENESS — To what extent have the expected results been achieved from the implementation of the Project?				
How do you evaluate the effectiveness of the project and its achievement of the expected results?	<ul style="list-style-type: none"> on the development of nationalized SDGs, the completion of Tasks and Indicators for approval by the Government, which proceeded from the situation at the end of 2016, were discussed with all interested parties and presented to the Government; on the development and launch of the National SDG Implementation Program, which was discussed with all interested parties and approved by the Government; on the development of data collection / analysis methods that disaggregate data by gender / age in order to monitor progress towards the national SDGs; to launch an open online database for regular monitoring of nationalized SDGs; conducting diagnostic studies in order to provide information support for decisions when choosing strategic options for a national response to the Global Development Agenda, as well as preparing analytical reports and publications of research centers on the topic of strategies. 	<ul style="list-style-type: none"> New methodologies, skills and knowledge Change in capacity for information management: Knowledge acquisition and sharing; Effective data gathering, methods and procedures for reporting. Change in capacity for awareness raising Stakeholder involvement and Government awareness Change in local stakeholder behavior Change in capacity in policy making and planning Legislation/regulation change for National Programme for SDG Implementation Change in capacity in implementation and enforcement strategies and action plans through adequate institutional frameworks and their maintenance 	<ul style="list-style-type: none"> Project documents Key stakeholders including UNDP CO, OPU, CERR, IFR, IFMR, Project Team, Representatives of Gov. and other Partners Research findings 	<ul style="list-style-type: none"> Documents analysis Meetings with main Project Partners Interviews with project beneficiaries

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
What risks arose during the implementation of the project and what was done to reduce the risks?	<ul style="list-style-type: none"> Was there any difficulty in convincing the Government of the need to develop nationalized SDGs, develop and launch a National SDG Implementation Program? What impact did the observed high staff turnover in Government agencies - project partners have on the implementation of project components? What impact did the frequent changes in the functionality and tasks of the basic beneficiaries have on the project? Did the duplication of project efforts with other development and technical assistance projects related to the National SDG Implementation Program? Was there synergy between them? The effectiveness of the project was dependent on resource mobilization and partnerships with a number of other UNDP projects and international donors. How do you rate these project efforts? 	<ul style="list-style-type: none"> Completeness of risk identification and assumptions during Project planning Quality of existing information systems in place to identify emerging risks and other issues Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> Project documents and evaluations UNDP CO, OPU, Project Staff and other Project Partners 	<ul style="list-style-type: none"> Document analysis Interviews
Future directions for achieving the effectiveness of such projects?	<ul style="list-style-type: none"> What lessons have been learned for the project to achieve its results? What changes could be made to a new project (if it takes place) in order to strengthen the achievement of this project and specify the expected results? 	<ul style="list-style-type: none"> Main lessons learned for the project to achieve its results Degree opportunities of design a new project (if it takes place) in order to strengthen the achievement of this project 	<ul style="list-style-type: none"> Data collected throughout evaluation UNDP CO, CERR, Project Staff and other Project Partners 	<ul style="list-style-type: none"> Data analysis Document analysis Interviews
Evaluation criteria: EFFICIENCY — How efficiently is the Project implemented?				
Was there a need for adaptive project management to ensure efficient use of resources?	<ul style="list-style-type: none"> Are the project framework and work plans logically connected, as well as any adjustments made as management tools during the project implementation? Have accounting and financial systems been established (based on UNDP requirements) to manage the project and obtain accurate and timely financial information? Were reports on the work done in exact accordance, in a timely manner, on reporting requirements, including adaptive management changes? Are financial resources used efficiently? Could financial resources be used more efficiently? 	<ul style="list-style-type: none"> Change in mobilizing resources Creation of an effective system of relationships, including transparent reporting and adequate management Leverage of resources human resources, appropriate practices, mobilization of advisory services Timeliness and adequacy of reporting provided 	<ul style="list-style-type: none"> Project documents and evaluations UNDP CO, OPU, Project Staff and other Project Partners 	<ul style="list-style-type: none"> Document analysis Interviews
How was result-based management used during the project implementation period?	<ul style="list-style-type: none"> Did the Project logical framework and work plans and any changes made to them use as management tools during implementation? How was RBM used during Programme and Project implementation? What are the achievements (planned or actual)? 	<ul style="list-style-type: none"> Availability and quality of financial and progress reports Quality of RBM reporting (progress reporting, monitoring and evaluation) Availability and quality of PB meetings 	<ul style="list-style-type: none"> Project documents and evaluations UNDP CO, OPU, CERR, Representatives of Gov. and Project Staff Beneficiaries and Project partners 	<ul style="list-style-type: none"> Document analysis Key Interviews

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
Evaluation criteria: EFFICIENCY — How efficiently were the partners' resources used?				
Have co-financing of partners been used in the implementation of the project?	<ul style="list-style-type: none"> ▪ Was the leveraging of funds (co-financing) happened as planned? ▪ Have financial resources been used effectively? ▪ Could financial resources be used more efficiently? 	<ul style="list-style-type: none"> – Adequacy of project choices in view of existing context, infrastructure and cost – Planned vs. actual funds leveraged – Degree of financing in-kind 	<ul style="list-style-type: none"> –Project documents and evaluations –UNDP CO, CERR, Project Staff and other Project Partners 	<ul style="list-style-type: none"> –Document analysis –Interviews
To what extent have partnerships / links between institutions (organizations) been encouraged and maintained?	<ul style="list-style-type: none"> ▪ Have institutional or informal feedback mechanisms been in place to ensure that conclusions, lessons learned and recommendations regarding the effectiveness and efficiency of the project are discussed between the project stakeholders, UNDP and the Presidential Administration, other relevant organizations for ongoing adjustment and improvement of the project? ▪ What partnerships / relationships have been facilitated? Which one can be considered sustainable? 	<ul style="list-style-type: none"> – Cost in view of results achieved compared to costs of similar projects from other organizations – Cost associated with delivery mechanism and management structure compare to alternatives 	<ul style="list-style-type: none"> –Project documents and evaluations –UNDP CO, OPU, Project Staff and other Project Partners 	<ul style="list-style-type: none"> –Document analysis –Interviews
Future directions for improving the efficiency of similar projects?	<ul style="list-style-type: none"> ▪ What lessons can be learned from the project on effectiveness? ▪ How could the project more effectively address its key priorities (in terms of management structures and procedures, partnership agreements, etc.)? ▪ Has an appropriate balance been established between the use of international experience as well as local capacity? ▪ Did the project take into account local scientific and expert potential in the development and implementation of the project? 	<ul style="list-style-type: none"> – Base lessons learned from the project on effectiveness – Key priorities in terms of management structures and procedures, partnership agreements, etc. – Degree of balance between use of international experience as well as local capacity (local scientific and expert potential) 	<ul style="list-style-type: none"> – Data collected throughout evaluation – UNDP CO, CERR, IFR, CDS, Project Staff and other Project Partners 	<ul style="list-style-type: none"> – Data analysis – Interviews
Evaluation criteria: IMPACTS — What are the positive and negative, foreseeable (unforeseen) changes and consequences, the potential impact of the project?				
Will the project be able to achieve its goals of nationalizing the SDGs and relevant national targets and indicators, as well as assisting in the implementation and monitoring of national programs (action plans) to achieve the SDGs?	<ul style="list-style-type: none"> ▪ Will the project achieve in order to nationalizing the SDGs and relevant national targets and indicators? ▪ Will the project achieve assisting in the implementation and monitoring of national programs (action plans) to achieve the SDGs? 	<ul style="list-style-type: none"> – Change in capacity to pool/mobilize resources for related policy making in SDGs area and implementation of related laws and strategies – Change in use and implementation of sustainable alternatives 	<ul style="list-style-type: none"> – Project documents – Key Stakeholders – Research findings; if available 	<ul style="list-style-type: none"> – Documents analysis – Meetings with UNDP, Project Team and Project Partners –Interviews with project beneficiaries and other stakeholders

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
How does the project affect the improvement of understanding and development of strategic solutions to pressing issues of sustainable development in Uzbekistan?	<ul style="list-style-type: none"> the accumulation of knowledge and options for strategies to resolve such problems through a wide and integrated strategic dialogue, improved communication and information coverage in this area the labor market issues and employment promotion 	<ul style="list-style-type: none"> Provide specific examples of impacts at those three levels, as relevant: <ul style="list-style-type: none"> resource efficiency; equitable inclusive growth with a focus on the poor; an assessment of poverty and inequality; stimulating a Green Economy and Green Jobs; Green climate financing and effective institutions. 	<ul style="list-style-type: none"> Project documents Key Stakeholders Research findings 	<ul style="list-style-type: none"> Data analysis Interviews with key stakeholders
Future, possible positive and negative aspects of the implementation of such projects?	<ul style="list-style-type: none"> How could the Project build on its obvious successes and learn from its weaknesses in order to increase the potential impact of current and future initiatives? 	<ul style="list-style-type: none"> Evidence/Quality of sustainability strategy Degree to which Project activities and results have been taken over by local counterparts or institutions / organizations 	<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Data analysis Interviews with key stakeholders
Evaluation criteria: GENDER MAINSTREAMING - Future, possible positive and negative aspects of the implementation of such projects?				
Did the project, when implementing its components, apply the main gender aspects to their implementation?	<ul style="list-style-type: none"> Were Gender Mainstreaming issues integrated into the design and implementation of the Project? What degree is there of gender issues of initiatives and results? 	<ul style="list-style-type: none"> Degree of Gender Mainstreaming issues integrated into the design and implementation of the Project Basic gender issues of initiatives and results on project results 	<ul style="list-style-type: none"> Project documents and evaluations UNDP, project staff and Project Partners Data collected throughout evaluation 	<ul style="list-style-type: none"> Document analysis Interviews
Has the international experience of gender mainstreaming been used in the implementation of the project?	<ul style="list-style-type: none"> Did the project take into account the local scientific and expert potential of female in the development and implementation of the project? Were at least 30 per cent of the personnel hired by the project, regardless of contract type, female? 	<ul style="list-style-type: none"> Degree of using the local scientific and expert potential of female in the development and implementation of the project List of the personnel hired by the project, regardless of contract type 	<ul style="list-style-type: none"> Project documents Key Stakeholders Research findings 	<ul style="list-style-type: none"> Data analysis Interviews with key stakeholders
Evaluation criteria: SUSTAINABILITY - Do the initiatives and results of the project allow the Government to benefit from equal and sustainable economic growth for all by creating productive employment, improving the conditions for entrepreneurship and innovation?				
Are sustainability issues for project outcomes adequately integrated into the project?	<ul style="list-style-type: none"> Were sustainability issues integrated into the design and implementation of the Project? Were the results of efforts made during the Project implementation period well assimilated by organizations and their internal systems and procedures? Is there evidence that Project partners will continue their activities beyond Project support? What degree is there of local ownership of initiatives and results? 	<ul style="list-style-type: none"> Evidence/Quality of sustainability strategy Evidence/Quality of steps taken to address sustainability Degree to which Project activities and results have been taken over by local counterparts or institutions / organizations 	<ul style="list-style-type: none"> Project documents and evaluations UNDP, project staff and Project Partners Beneficiaries 	<ul style="list-style-type: none"> Document analysis Interviews

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
Did the project comply with adequate requests for financial and economic sustainability?	<ul style="list-style-type: none"> Are the legislative framework, policies and project implementation frameworks reviewed to ensure the sustainability of key initiatives and reforms in improving the national system for collecting, measuring and analyzing data in order to monitor progress towards the Post-2015 Development Agenda? Has the project contributed to the creation of key blocks of social and political sustainability? Are project activities and results being implemented elsewhere and / or expanded? 	<ul style="list-style-type: none"> Level and source of future financial support to be provided to SDGs issues in Uzbekistan after Project end? Evidence of commitments from international partners, Governments or other stakeholders to financially support relevant sectors of activities after Project end Level of recurrent costs after completion of Project and funding sources for those recurrent costs 	<ul style="list-style-type: none"> Project documents and evaluations UNDP, project staff and Project Partners Beneficiaries 	<ul style="list-style-type: none"> Document analysis Interviews
What areas / activities of the project show the strongest potential for long-term results?	<ul style="list-style-type: none"> Were laws, policies and frameworks addressed through the Project, in order to address sustainability of key initiatives and SDGs? Were the necessary related capacities for lawmaking and enforcement built? What is the level of political commitment to build on the results of the project? Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of the results achieved to date? 	<ul style="list-style-type: none"> Efforts to support the development of relevant laws and policies State of enforcement and law making capacity on National SDGs program implementation Elements in place in those different management functions, at the appropriate levels (regional, national and local) in terms of adequate structures, strategies, systems, skills, incentives and interrelationships with other key actors 	<ul style="list-style-type: none"> Project documents and evaluations UNDP, project staff and Project Partners Beneficiaries Capacity assessments available, if any 	<ul style="list-style-type: none"> Document analysis Interviews
Sustainability risks for future projects?	<ul style="list-style-type: none"> What are the main problems that may impede the sustainability of the project efforts and partners? Is there evidence that the project partners will continue to operate in addition to supporting the project? Is the potential of the project beneficiaries - leading analytical centers (Center for Economic Research, Institute for Forecasting and Macroeconomic Research, Institute for Social Research, Center "Development Strategy") for ensuring the sustainability of the results achieved so far? What are the main problems and obstacles to ensuring the sustainability of the results of project initiatives that need to be addressed directly and quickly? 	<ul style="list-style-type: none"> Main problems that may impede the sustainability of the project efforts opportunities of project partners to continue to operate on SDGs sphere in future potential of the project beneficiaries - leading analytical centers – CERR, IFR, IFMR, CDS for ensuring the sustainability of the results Main problems and obstacles to ensuring the sustainability of the results of project initiatives that need to be addressed directly and quickly 	<ul style="list-style-type: none"> Data collected throughout evaluation UNDP, CERR, IFR, IFMR, CDS, project staff and Project Partners Beneficiaries 	<ul style="list-style-type: none"> Data analysis Document analysis Interviews

Annex 3: List of Documents Reviewed

- Country Programme Document for Uzbekistan (2016-2020), Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services. 20 May 2015, New York.
- Global Go To Think Tank Index Report (2014). <http://qotothinktank.com/dev1/wp-content/uploads/2014/01/GoToRerjor.2013.pdf>
- Handbook on Planning, Monitoring and Evaluating for Results, UNDP (2009);
- IFAD "Conflict of Interests of Consultants and Expansion of the Circle of Evaluation Specialists";
- Independent Evaluation Group and the DAC System "Handbook on the Evaluation of Global and Regional Partnership Programmes: Indicative Principles and Standards". The World Bank. The material is available at: <http://siteresources.worldbank.org/EXTGLOREGPARPRO/Resources/Sourcebook.pdf>.
- Integrated Results and Resources Framework: Methodology and 2017 Results. Annex 2 responds to Executive Board decisions regarding the integrated results and resources framework (IRRF) presented as Annex II of the UNDP Strategic Plan (document DP/2013/40) approved in September 2013. <https://www.undp.org/corporate/Annual-session>
- Law of the Republic of Uzbekistan as of 09.12.2015 No. ZRU-395 "On Electronic Government" (Adopted by the Legislative Chamber on 18.11.2015, approved by the Senate on 03.12.2015);
- Mainstreaming, Acceleration and Policy Support (MAPS) for Achieving the Sustainable Development Goals in Uzbekistan. MAPS Report (19 October 2018). http://www.un.uz/files/UN%20in%20Uzbekistan/MAPS%20Report%202018/UZB-MAPS%20Report%20-%20Final_Eng.pdf
- OCHA "Guidelines: Planning and Monitoring, Results-oriented", 2007, p. 11
- OECD "An Effective Practice of Evaluation with the Participation of Numerous Donors", Paris, France, 2000. The material is available at: <http://www.oecd.org/dataoecd/10/28/2667318.pdf>.
- OECD, DAC "Criteria for Assessing Development Assistance". The material is available at: http://www.oecd.org/document/22/0,2340/en_2649_34435_2086550_1_1_1_1,00.html.
- OECD, DAC "Glossary of Basic Terms Used in Evaluation and Management, Result Oriented", Paris, France, 2002. The material is available at: <http://www.oecd.org/dataoecd/29/21/2754804.pdf>. 201
- OECD, DAC "Principles of the DAC for the Assessment of Development Assistance", Paris, France 1991. The material is available at: <http://www.oecd.org/dataoecd/21/32/41029845.pdf>.
- Order of the Cabinet of Ministers of the Republic of Uzbekistan dated 15.02.2016 №111-f.
- Order of the President of the Republic of Uzbekistan No. R-4849 of 14.02.2017 "On organizational measures for the implementation of the Strategy of Action for the five priority development directions of the Republic of Uzbekistan in 2017-2021";
- Order of the President of the Republic of Uzbekistan of 15.08.2017 No. R-5024 "On measures for the further implementation of the Strategy of Action for the five priority development directions of the Republic of Uzbekistan in 2017-2021";
- PRSD, APRs for 2017-2019;
- PRSD, QPRs for IVQ.2017-IIIQ.2019;
- PRSD, QWPs for 2017-2019;
- PRSD, Revised AWP for 2017-2019;
- Resolution of the Cabinet Of Ministers of the Republic of Uzbekistan dated 06/03/2016 No. 188 "On further measures to implement the Law of the Republic of Uzbekistan "On e-Government";
- Resolution of the Cabinet Of Ministers of the Republic of Uzbekistan dated August 12, 2016 No. 262 "On measures to create an interdepartmental network for transmitting electronic Government data";
- Strategy of actions on five priority directions of development of the Republic of Uzbekistan in 2017-2021 (Annex N 1 to the Decree of the President of the Republic of Uzbekistan of 07.02.2017 No. UP-4947);
- T. Beck "Evaluation of Humanitarian Activity using OECD / DAC Criteria", 2006.
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- "Financial Policy";
- "Investment Policy";
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Annex 4: Linkage between Project and the Government's action plan

Government Action Plan	Project Activities
<p>Realization the Action Strategy for 2017-2021 (Annex No. 1 to the Decree of the President of the Republic of Uzbekistan No. UP-4947 as of 07.02.2017 "On the Strategy of Actions for the Further Development of the Republic of Uzbekistan").</p> <p>Following the Government's Resolution to localize SDGs (issued on 15 February 2016), a Coordination Committee headed by the Ministry of Economy has been set up, together with six Working Groups, which correspond to the six thematic groups of UNDAF 2016-2020.</p>	<p>OUTPUT 1: National data collection, measurement and analytical systems improved to monitor progress on the post-2015 Agenda and SDGs.</p>
<p>UNDP, as part of the UN Country Team, has actively supported the Coordination Committee and the working groups in conducting the initial research, mapping of national programmes and priorities with SDGs. With the set of national SDGs and corresponding targets and indicators formulated, 24 there is big work ahead on coordinating and approving them with the Government and among Government agencies, developing and incorporating the localized SDGs into national policies and programmes, as well as developing necessary local capacities to plan, monitor and evaluate the programs and SDG implementation. In addition, there is a pressing need to address critical data and methodological gaps to inform the above process.</p>	
<p>Following the Government's Resolution to localize SDGs (issued on 15 February 2016), a Coordination Committee headed by the Ministry of Economy has been set up, together with six Working Groups, which correspond to the six thematic groups of UNDAF 2016-2020.</p>	<p>1.1: Status of development of National Programme for SDG implementation</p> <p>1.2: Status of development of data collection/analysis methodologies providing sex/age-disaggregated data to monitor progress on national SDGs</p>
<p>In the national context, the Government has recently adopted a comprehensive medium-term Action Strategy for 2017-2021, which covers five important directions: 1. Public administration and civil reform; 2. Rule of law and judicial reforms; 3. Development and liberalization of economy; 4. Social sector development; and 5. Security, tolerance, and foreign policy.</p>	
<p>In accordance with Article 51 of the Law of the Republic of Uzbekistan "On State Statistics" and the Regulation on the State Statistics Committee of the Republic of Uzbekistan, approved by the Cabinet of Ministers dated January 8, 2003, the forms of state statistical reporting for 2017 were approved.</p>	
<p>In 2015, an Interdepartmental e-Government data transmission network was created for interaction between departmental and interdepartmental information systems and information resources of Government bodies providing electronic Government services and central e-Government databases. This network was created in order to implement the Law of the Republic of Uzbekistan "On e-Government".</p>	<p>1.3: Status of development of an online database for regular monitoring of nationalized SDGs</p>
<p>A single integrator was created to create and support state information systems on the basis of the Uzinfocom Center for the Development and Implementation of Computer and Information Technologies.</p>	
<p>The Center for Economic Research, the Institute for Forecasting and Macroeconomic Research, and the Institute for Social Research have begun activities to analyze data on indicators of national Sustainable Development Goals.</p>	

²⁴ <https://my.gov.uz/ru/getPublicService/332?itemId=1312&action=view>

Government Action Plan	Project Activities
<p>Under the State Committee of the Republic of Uzbekistan on Statistics, a permanent working group was created to collect indicators of the national Sustainable Development Goals. With the support of the UN, work has begun to create a regularly updated open database of national Sustainable Development Goals.</p>	
<p>The numbers of dedicated think tanks, research institutes and private consultancy firms dealing with socio-economic development issues in Uzbekistan has increased—along with their abilities to apply modern statistical, analytical, and econometric tools for evidence-based policymaking.</p>	<p>1.4: Number of flagship diagnostics carried out to inform policy options on national response to globally agenda, including with analysis of sustainability and risk resilience, with post-2015 poverty eradication commitments and targets specified</p>
<p>Government has established a new think tank to oversee and help coordinate the implementation and monitoring of the new national medium-term Action Strategy for 2017-2021 - Center on Development Strategy (CDS). As this "infant industry" has matured, signs of greater quality, competition, and specialization have appeared.</p>	
<p>National think tanks constitute a crucial part of the national capacities for evidence-based policy research, and given the strong linkages, which UNDP has maintained with the national think tanks of Uzbekistan in promoting the national and global development agenda.</p>	
<p>The role of the think tanks has been to provide necessary intellectual support, providing critical research and policy recommendations contained in their respective studies and knowledge products, as well as to identify and knowledge and resource gaps for further resource mobilization and technical support.</p>	<p>1.5: Number of analytical reports (studies, policy briefs, etc.) and policy publications published and disseminated</p>

Annex 5: Interview Guide

Introduction

The project "Supporting Strategic Research for Sustainable Development" was aimed at supporting the Government's efforts to nationalize the SDGs and related national targets and indicators, as well as assisting in the approval, implementation and monitoring of national programs (action plans) to achieve the SDGs.

Over the past three years, this project has been a partner of the Office of the President of the Republic of Uzbekistan, the Ministry of Economics, a number of leading analytical centers (Center for Economic Research, Institute for Forecasting and Macroeconomic Research, Institute for Social Research, Center "Development Strategy") in the implementation of strategic studies, as well as the formulation, planning and monitoring the post-2015 sustainable development agenda.

The project activity was also focused on improving understanding and developing strategic solutions to pressing issues of sustainable development in Uzbekistan, accumulating knowledge and options for strategies to resolve such problems through a wide and integrated strategic dialogue, improving communication and information coverage in this area.

Improving the national system of data collection, measurement and analysis - in order to monitor progress in achieving the post-2015 development agenda, is consistent with UNFPA Final Outcome 1.

At the launch of the Project, it was planned to contribute to the UNDAF Outcome 1 for 2016-2020: "By 2020, equitable and sustainable economic growth will be ensured for all by creating productive employment, improving the conditions for entrepreneurship and innovation."

It was planned to develop nationalized SDGs, complete tasks and indicators for approval by the Government, as well as develop and launch a National SDG Implementation Program. In particular, it was envisaged to develop methodologies for collecting / analyzing data, disaggregating data by gender / age, in order to monitor progress in achieving the national SDGs; creating an open online database for regular monitoring of nationalized SDGs.

In addition, in order to provide informational support for decisions when choosing strategic options for a national response to the Global Development Agenda, it was planned to conduct at least 4 diagnostic studies, followed by the publication of reports, as well as the publication of at least 9 analytical reports and publications of research centers on topic of strategies that should have been disseminated.

This list of questions is the basis for creating a common matrix of expert evaluation of the project PRSD 00105734. However, not all questions will be asked to each of the interlocutors; the list is a guide for the interviewer about the type of information needed to complete an expert (qualitative) assessment, and a guide for preparing an interview.

QUESTIONNAIRE

for Final evaluate the UNDP Project "Support to Strategic Research for Sustainable Development"

I. RELEVANCE

Block A. How the Project is related to the basic tasks of UNDP and is support the Government of Uzbekistan in implementation of strategic research, as well as formulation, planning and monitoring of for the Post-2015 period Sustainable Development Agenda?

1. Does the project in line with UNDP objectives of improving understanding and developing strategic solutions to pressing issues of Sustainable Development in Uzbekistan?
2. Does the project in line with the goals of improving the National System for collecting, measuring and analyzing data in order to monitor progress in achieving the Post-2015 Development Agenda?
3. Does the project reflect the needs of the target beneficiaries?
4. Was the project useful in conducting interagency work in developing the nationalized SDGs and launching the National SDG Implementation Program?
5. Does the project have the ability to consolidate the potential of other development donors to fulfill

their project objectives?

Block B. What are the possible activities for similar projects in the future?

6. Are there opportunities for the continuation of the project in the future?
7. What lessons have been learned and what changes can be made to the project in order to strengthen coherence between the priorities and activities of the Project and its partners?
8. Does the project meet the needs of its national partners in light of intensified reforms in the country and monitoring progress towards the National SDGs?
9. How could the project better navigate and address the priorities and objectives of the developing targeted beneficiaries?

II. EFFECTIVENESS

Block C. To what extent have the expected results been achieved from the implementation of the Project?

10. How do you evaluate the effectiveness of the project and its achievement of the expected results?
 - i. on the development of nationalized SDGs, the completion of Tasks and Indicators for approval by the Government, which proceeded from the situation at the end of 2016, were discussed with all interested parties and presented to the Government;
 - ii. on the development and launch of the National SDG Implementation Program, which was discussed with all interested parties and approved by the Government;
 - iii. on the development of data collection / analysis methods that disaggregate data by gender / age in order to monitor progress towards the national SDGs;
 - iv. to launch an open online database for regular monitoring of nationalized SDGs;
 - v. conducting diagnostic studies in order to provide information support for decisions when choosing strategic options for a national response to the Global Development Agenda, as well as preparing analytical reports and publications of research centers on the topic of strategies.
11. What risks arose during the implementation of the project and what was done to reduce the risks?
 - i. Was there any difficulty in convincing the Government of the need to develop a nationalized SDGs, develop and launch a National SDG Implementation Program?
 - ii. What impact did the observed high staff turnover in Government agencies - project partners have on the implementation of project components?
 - iii. What impact did the frequent changes in the functionality and tasks of the basic beneficiaries have on the project?
 - iv. Did the duplication of project efforts with other development and technical assistance projects related to the National SDG Implementation Program? Was there synergy between them?
 - v. The effectiveness of the project was dependent on resource mobilization and partnerships with a number of other UNDP projects and international donors. How do you rate these project efforts?

Block D. Future directions for achieving the effectiveness of such projects?

12. What lessons have been learned for the project to achieve its results?
13. What changes could be made to a new project (if it takes place) in order to strengthen the achievement of this project and specify the expected results?

III. EFFICIENCY

Block E. How efficiently is the Project implemented?

14. Was there a need for adaptive project management to ensure efficient use of resources?
 - i. Are the project framework and work plans logically connected, as well as any adjustments made as management tools during the project implementation?
 - ii. Have accounting and financial systems been established (based on UNDP requirements) to manage the project and obtain accurate and timely financial information?

- iii. Were reports on the work done in exact accordance, in a timely manner, on reporting requirements, including adaptive management changes?
- iv. Are financial resources used efficiently? Could financial resources be used more efficiently?
- 15. How was result-based management used during the project implementation period?
- 16. What are the achievements (planned or actual)?

Block F. How effectively were the partners' resources used?

- 17. Have co-financing of partners been used in the implementation of the project?
- 18. To what extent have partnerships / links between institutions (organizations) been encouraged and maintained?
 - i. Have institutional or informal feedback mechanisms been in place to ensure that conclusions, lessons learned and recommendations regarding the effectiveness and efficiency of the project are discussed between the project stakeholders, UNDP and the Presidential Administration, other relevant organizations for ongoing adjustment and improvement of the project?
 - ii. What partnerships / relationships have been facilitated? Which one can be considered sustainable?

Block J. Future directions for increasing the efficiency of similar projects?

- 19. What lessons can be learned from the project on effectiveness?
- 20. How could the project more effectively address its key priorities (in terms of management structures and procedures, partnership agreements, etc.)?
- 21. Has an appropriate balance been established between the use of international experience as well as local capacity?
- 22. Did the project take into account local scientific and expert potential in the development and implementation of the project?

IV. IMPACTS

Block H. What are the positive and negative, foreseeable (unforeseen) changes and consequences, the potential impact of the project?

23. Will the project be able to achieve its goals of nationalizing the SDGs and relevant national targets and indicators, as well as assisting in the implementation and monitoring of national programs (action plans) to achieve the SDGs?

24. How does the project affect the improvement of understanding and development of strategic solutions to pressing issues of sustainable development in Uzbekistan, the accumulation of knowledge and options for strategies to resolve such problems through a wide and integrated strategic dialogue, improved communication and information coverage in this area? Including related:

- *with the labor market issues and employment promotion;*
- *resource efficiency;*
- *equitable inclusive growth with a focus on the poor;*
- *an assessment of poverty and inequality;*
- *stimulating a Green Economy and Green Jobs;*
- *Green climate financing and effective institutions.*

Block I. Future, possible positive and negative aspects of the implementation of such projects?

25. How could the Project build on its obvious successes and learn from its weaknesses in order to increase the potential impact of current and future initiatives?

V. GENDER MAINSTREAMING

Block I. To what extent has an appropriate balance been established for using the potential of women in the implementation of the Project?

26. Did the project, when implementing its components, apply the main gender aspects to their implementation?
27. Has the international experience of gender mainstreaming been used in the implementation of the project?
28. Did the project take into account the local scientific and expert potential of female in the development and implementation of the project?
29. Were at least 30 per cent of the personnel hired by the project, regardless of contract type, female?

VI. SUSTAINABILITY

Block 10. Do the initiatives and results of the project allow the Government to benefit from equal and sustainable economic growth for all by creating productive employment, improving the conditions for entrepreneurship and innovation?

30. Are sustainability issues for project outcomes adequately integrated into the project?
31. Did the project comply with adequate requests for financial and economic sustainability?
 - i. Are the legislative framework, policies and project implementation frameworks reviewed to ensure the sustainability of key initiatives and reforms in improving the national system for collecting, measuring and analyzing data in order to monitor progress towards the Post-2015 Development Agenda?
 - ii. Has the project contributed to the creation of key blocks of social and political sustainability?
 - iii. Are project activities and results being implemented elsewhere and / or expanded?
32. What areas / activities of the project show the strongest potential for long-term results?

Block 11. Sustainability risks for future projects?

33. What are the main problems that may impede the sustainability of the project efforts and partners?
34. Is there evidence that the project partners will continue to operate in addition to supporting the project?
35. Is the potential of the project beneficiaries - leading analytical centers (Center for Economic Research, Institute for Forecasting and Macroeconomic Research, Institute for Social Research, Center "Development Strategy") for ensuring the sustainability of the results achieved so far?
36. What are the main problems and obstacles to ensuring the sustainability of the results of project initiatives that need to be addressed directly and quickly?

Annex 6: List of People for Interviews

#	Name	Position	Organization
1.	Mr. Obid Khakimov	<i>Deputy advisor of the President</i>	President' Administration
2.	Ms. Yulduz Abduganieva	<i>Head of Division</i>	Ministry of Economy
3.	Mr. Ruslan Abdullaev	<i>Researcher</i>	Center for Economic Research and Reforms
4.	Mr. Ashurali Khudoynazarov	<i>Head of Project</i>	Institute of Forecasting and Macroeconomic Research
5.	Mr. Jahongir Negmatov	<i>Director</i>	Institute of Fiscal Research
6.	Mr. Dilshod Xolmurodov	<i>Director of Department</i>	Central Bank
7.	Mr. Erkin Muhitdinov	<i>First deputy minister</i>	Ministry of Employment and Labor Relations
8.	Mr. Azimjon Nazarov	<i>Deputy Minister</i>	Ministry of Innovation Development
9.	Mr. Jasur Avezov	<i>Head of Department</i>	Ministry of Investment and Foreign Trade
10.	Mr. Habibulla Murodxodjaev	<i>Head of Department</i>	State Statistical Committee
National NGOs			
11.	Mr. Akmal Burhanov	<i>Chairman</i>	Nationwide movement «Yuksalish»
UN organizations, IFIs, Embassies, bilateral organizations			
12.	Mr. Hurshid Rustamov	<i>Head of Sustainable Development Cluster</i>	UNDP in Uzbekistan
13.	Mr. Iskender Trushin	<i>Economist</i>	World Bank
14.	Mr. Ľuboslav Mazurek	<i>Trade advisor</i>	Embassy of Czech Republic
15.	Mr. Ali Ihsan Caglar	<i>Head</i>	TIKA in Uzbekistan
UNDP Project “Support to Policy Research for Sustainable Development”			
16.	Ms. Diyora Kabulova	<i>Project Manager</i>	UNDP Project
17.	Mr. Orzimurod Gaybullaev	<i>Researcher Coordinator</i>	UNDP Project
18.	Ms. Olga Tarabrina	<i>Administrative/Finance Assistant</i>	UNDP Project

Annex 7: List of key Output Targets Delivered.

Output Targets	Indicative activities	Key Results
OUTPUT 1: National data collection, measurement and analytical systems improved to monitor progress on the post-2015 Agenda and SDGs.		
1.1 Activity: SDG localization facilitated and development of National Programme for SDG Implementation supported.		
<ul style="list-style-type: none"> • Provide technical support to the national Coordinator Council on SDG localization and the corresponding six thematic groups; • Support the development of a national action plan for the implementation of the national SDGs; • Recruit national consultants involved in the SDG localization. Develop TORs, ensure quality, and monitor their work. 	<p>1.1: Development of National Programme for SDG implementation</p>	<p><u>Creating a regulatory and institutional environment as part of the nationalization of the SDGs.</u></p> <p>Together with the office of the UN Resident Representative in the Republic of Uzbekistan, a UN and World Bank mission on updating, accelerating and supporting the SDG policy (MAPS) was organized on April 23-27, 2018, and the mission met with members of the Government of the Republic of Uzbekistan. As a result of this mission, experts prepared a report on MAPS and presented at a seminar on November 15, 2018 with the participation of representatives of the Government, ministries and departments of the Republic of Uzbekistan, international organizations.</p> <p>The project assisted six working groups in preparing a draft resolution of the Cabinet of Ministers of the Republic of Uzbekistan, which was adopted on 20.10.2018 No. 841 "On measures to implement the National goals and objectives in the field of sustainable development for the period until 2030."</p> <p>By a decision of the Presidium of the Cabinet of Ministers No. 38 dated April 9, 2018, a Work Plan was approved to ensure the effective implementation of the Roadmap of Practical Measures for the further development of cooperation between the Republic of Uzbekistan and the UN for 2018-2020. The basic direction of the document is the implementation of the SDGs.</p> <p>By the decision of the Coordination Council meeting on the implementation of the National Sustainable Development Goals and Tasks for the period up to 2030, dated 12.24.2018, the composition of expert groups and distribution by groups were approved. The composition of the Interdepartmental Working Group on the Development and Monitoring of National Indicators of the SDGs was also approved.</p> <p>In addition, Uzbekistan came up with an initiative to prepare a Voluntary National Review (VNR) to achieve the SDGs in 2020.</p> <p>Twinning was held in Tbilisi to exchange experience and methodologies for the preparation of the VNR, which Uzbekistan will present in 2020 at the high-level Political Forum. Twinning enabled Member States to mobilize multilateral support by building partnerships to accelerate progress on the implementation of the 2030 Agenda and the SDGs. Materials were presented for the preparation of the VNR in Georgia, monitoring of the SDG indicators and a reporting mechanism for the preparation of VNR were presented.</p> <p><u>Workshops & Seminars:</u></p> <p>A Workshop on Financing the Sustainable Development Goals was held on May 2019, under the leadership of Senior Advisor UNDP Regional Bureau for Europe and the CIS.</p> <p>On June 2019, UNDP, together with SCS, MEI, SCEE held a seminar on SDG indicators in the field of environment and economic well-being in close cooperation with UNEP, UNESCAP, UNU, FAO and UNECE.</p> <p>On November 2019, UNDP, together with the SCS and MEI, organized a seminar on SDG-6 indicators "Conservation and rational use of water resources"</p> <p>On December 17, 2019, a round table is planned as part of the study of the project on WTO issues with the participation of international expert, together with the IFR and the leading analytical centers.</p>

Output Targets	Indicative activities	Key Results
<ul style="list-style-type: none"> • Facilitate broad-based consultations of the thematic working groups involving national and international stakeholders through workshops and round-table discussions; • Involve international consultants as necessary to rectify any capacity and knowledge gaps, and/or bring international best practices and innovations; • Form teams of national consultants to undertake research, studies, policy documents, and trainings (including on green climate financing). 	<p>1.2: Development of data collection/analysis methodologies providing sex/age-disaggregated data to monitor progress on national SDGs</p>	<p><u>Development of documents with SDGs integration.</u></p> <p>In 2017, the SDG Nationalization Working Group was created, which provided methodological support for the nationalization of the SDGs, targets and indicators.</p> <p>In order to nationalize the SDGs and localize indicators, by the beginning of 2018, metadata, methodologies for measuring level 2 indicators, basic and target indicators were prepared.</p> <p>The project prepared a draft of indicators for the national SDGs: a list of indicators and their methodology for categories I and II; A roadmap has been prepared for the development of a methodology and data collection for category III indicators.</p> <p>In 2017-2019 a series of workshops on SDG indicators were held. The project made a significant contribution to increasing the potential of researchers, especially officials and the SCS, in the issues of methodology, modeling for SDGs monitor.</p> <p>Methodologies for SDG indicators 1, 6 and 10 have been prepared. In Uzbekistan, there is data collection on only 70 indicators out of 206(!) In addition, there is the problem of incompatibility of national indicators with Global indicators, especially those developed on the basis of global indicators, for which there is no methodology.</p> <p>The project provided practical assistance in the preparation of draft indicators for the national SDGs. 206 indicators for the National SDGs were approved in 2019, a "Road Map" for fixed indicators was adopted in each ministry and department.</p> <p><u>Workshops & Seminars:</u></p> <p>In 2017, a seminar was held on the topic "Nationalization of the SDG indicators" with the participation of more than 80 representatives of ministries and departments, UN agencies and the invitation of an expert from the UNDP Istanbul office.</p> <p>As a result of the seminar, the following decision was made: to amend the draft Government decision on the nationalization of the SDGs taking into account the recommendations of the seminar; MEI, SCS, together with UN agencies, continue to work on updating indicators, establishing data sources, as well as organizations that will collect data and ensure monitoring and evaluation of data.</p> <p>Together with the office of the UN Resident Representative in the Republic of Uzbekistan, a UN and World Bank mission on updating, accelerating and supporting the SDG policy (MAPS) was organized on April 23-27, 2018, a seminar for representatives of ministries and departments.</p> <p>In order to help develop a methodological framework for measuring the SDGs affecting poverty and inequality, a study tour was organized by representatives of MEI, SCS and ISR to the Czech Republic in April 2018. Maint goal - study the experience of the Czech Republic and the European Union.</p> <p>A training seminar to study the Global System for Modeling International Futures (IFs model) and its application in Uzbekistan was organized with the participation of international experts in October of 2018.</p> <p>On September 10-11, 2019, in order to support the potential of the Government of Uzbekistan to develop new financial instruments to finance sustainable development goals, a mission of international experts was organized to study the possibilities of Islamic finance in Uzbekistan.</p>

Output Targets	Indicative activities	Key Results
<ul style="list-style-type: none"> Recruit a web-developer company to design and launch an open-data web-portal for national SDGs (with targets, indicators, baselines, and meta-data) 	1.3: Development of an online database for regular monitoring of nationalized SDGs	<p><u>Contributing to the establishment of a national data collection, measurement and analysis system to monitor progress on the SDGs.</u></p> <p>The concept of the SDG portal has been prepared, agreed with the SCS. Prior to the start of the portal, the ToR were prepared, Consultants for the development of the SDG portal were hired: Stage I - design and creation of a beta version of the portal; Stage II - testing the beta version of the portal; Stage III - finalization and launch of the final version of the portal.</p> <p>On the basis of SCS web portal www.stat.uz, a web portal www.nsdg.stat.uz of the national SDGs was created. Here, information is concentrated on 206 indicators on 16 of the 17 SDGs. There is information for 2016 and 2017. The project assisted SCS in developing the platform and preparing content. It is necessary to continue work on improving the site by interface, content, supplement with infographics and maps.</p> <p>The CDS is currently monitoring the implementation of nationalized indicators in relation to the SDGs targets. An important reason was the fact that about 98% of the SDG indicators (except for environmental indicators) overlap with the Action Strategy for 2017-2021. The SDGs are almost linked to the implementation of the State budget, as 72% of indicators correspond to budget execution indicators.</p> <p><u>Workshops & Seminars:</u></p> <p>A series of seminars were held for representatives of local Government bodies and universities in the regions, together with the Development Strategy Center to promote and popularize the National Sustainable Development Goals and the Action Strategy for the five priority areas of development of the Republic of Uzbekistan in 2017-2021.</p>
1.2 Activity: Advocating for SDGs through dedicated policy research and PR.		
<ul style="list-style-type: none"> Recruit Research Coordinator (SC8); Recruit teams of experts, national consultants, journalists, publishers, designers for the Economic Review magazine; Recruit company to conduct surveys and studies; Arrange for streamlined preparation of materials (analytical articles, news data, graphs, infographics, etc.), which amongst other things promote the post-2015 development agenda (eg, SDGs, green economy, resource efficiency, social inclusion, innovation, modernization, and transformation). 	1.4: Flagship diagnostics carried out to inform policy options on national response to globally agenda, including with analysis of sustainability and risk resilience, with post-2015 poverty eradication commitments and targets specified	<p><u>Conducted research:</u></p> <p><u>Sustainable employment in Uzbekistan: state, problems and solutions.</u> This was a major achievement of the project, where the term "precarious employment" was first defined. Studies have been carried out in the following areas: (1) labor migration; (2) youth employment; (3) women's employment; (4) taxation and informal employment. An Analytical Note and an Analytical Report were published and sent to ministries and departments, international organizations. The main results are published in 4 articles in the journal Economic Review.</p> <p>A publication came out, which in practice has become a handbook for the MELR. The SDG Policy Dialogue was organized in conjunction with the MELR with the participation of representatives of ministries and departments, international organizations.</p> <p>A lot of issues on women's employment were considered in conjunction with the increase in the birth rate and the number of children in the family. The results of the study may become the basis for amending the Labor Code. The work critically examined the issue of "quotas" of former conscripts, where there was discrimination for girls. This publication has contributed to a review by the Government of quotas and gender mainstreaming.</p> <p><u>An important step was the conduct of a study to assess the poverty of the population</u>, where the world practice was first used to determine the subsistence level, the relative poverty line and the multi-dimensional poverty line, which is used for developing poor countries. In order to help develop a methodological framework for measuring the SDGs affecting poverty and inequality, an analytical report was prepared that proposes new criteria for measuring</p>

Output Targets	Indicative activities	Key Results
		<p>poverty and inequality in Uzbekistan. Earlier in Uzbekistan, the product poverty line was used, which does not meet the UN methodology and is not comparable when conducting poverty statistics. However, there was no publication, which reduces the significance of the results. This work is especially in demand by the ME, which uses data for planning.</p> <p><u>Report based on the Global System for Modeling International Futures</u> (IFs model, taking into account the context of Uzbekistan). The Analytical Note on the topic "Scenario analysis for Uzbekistan based on the Action Strategy for 2017-2021" was prepared, where the main accelerators (accelerators) of the SDGs were identified. A round table was held to discuss the main results of the analysis.</p> <p><u>Report on measuring the shadow economy and Government measures to reduce it.</u> The results were discussed and had a good response among specialists and the public, as well as the media. During the study, 9 methods for determining the level of the shadow economy were tested for the first time. A report was prepared on 160 pages, and a Policy brief on 30 pages. In addition, the Ministry of Economics received an effective tool (questionnaire) to assess the degree of shadow economy and began conducting surveys among enterprises.</p> <p><u>Optimization of customs tariff rates in the conditions of liberalization of foreign trade with the entry of Uzbekistan into the WTO.</u> A report was prepared on the topic "Optimization of customs tariff rates in the conditions of liberalization of foreign trade upon entry of Uzbekistan into the WTO". The report examined the impact on: the textile and clothing industries; chemical industry; crop and livestock industry; food industry.</p> <p><u>An analytical review of statistical tools on the green economy used in international practice has been prepared.</u> This made it possible to expand the national statistical capacity for monitoring the green SDGs in Uzbekistan.</p> <p><u>Analysis of the impact of macroeconomic policy instruments</u> on indicators of economic development of Uzbekistan based on the "Cost-Release" tables and the matrix of social accounts (SAM). An analytical report has been prepared and sent to ministries and departments, international organizations. The main results are published in the journal Economic Review.</p> <p><u>Development of strategic documents and integration with the SDGs.</u></p> <p>Together with MID, a Strategy for Innovative Development of the Republic of Uzbekistan until 2021 was developed. This document was developed together with the UNDP project "Improving the investment climate in the Republic of Uzbekistan", and was approved by the Decree of the President of the Republic of Uzbekistan of 21.09.2018. No. UP-5544.</p> <p>The efforts of the project provided assistance in the development of the Concept of tax policy of the Republic of Uzbekistan. This document was approved by the Decree of the President of the Republic of Uzbekistan No. UP-5468 29.06.2018 "On the Concept of improving the tax policy of the Republic of Uzbekistan".</p> <p>The project provided practical assistance in the development and adoption of the Concept of socio-economic development of the region. Subsequently, Presidential Decree No. PP 3437 of 18.12.2017 "On the Implementation of a new procedure for the formation and financing of State Development Programs of the Republic of Uzbekistan" was adopted.</p> <p>The project assisted in the development of a draft Concept for the Development of the Republic of Karakalpakstan until 2030, where methods based on the comparative (competitive) advantages of the republic were</p>

Output Targets	Indicative activities	Key Results
		<p>used. In particular, emphasis was placed on the development of the transport and logistics system, education, tourism, where there are large development gaps. A draft Concept has been prepared along with a joint UN program "Strengthening the resilience of the population affected by the Aral Sea crisis through the creation of the Multi-Partner Fund for Human Security for the Aral Sea Region".</p> <p>The project assisted in the development of the draft Bukhara Region Development Concept, where development goals were linked to the SDGs. A draft Concept for the development of the Bukhara region was prepared in conjunction with the UNDP project "Improving the investment climate in the Republic of Uzbekistan".</p>
<ul style="list-style-type: none"> Organize regular visibility, outreach, and discussion events (ie, Development Dialogues, round-table discussions, presentation of reports); Develop and implement a comprehensive communication strategy to ensure as wide as possible involvement of stakeholders and outreach of policy discussion and recommendations. 	<p>1.5: Prepare of analytical reports (studies, policy briefs, etc.) and policy publications, its publishing and dissemination.</p>	<p><u>Organized regular visibility, outreach, and discussion events:</u></p> <p><u>At the beginning of the project in 2017, 4 studies were launched on the following topics:</u></p> <p><i>Study of the labor market with a focus on vulnerable populations in Uzbekistan;</i></p> <p><i>Improving existing approaches to measuring poverty and inequality in Uzbekistan;</i></p> <p><i>Development of the Matrix of social accounts of Uzbekistan;</i></p> <p><i>Enhanced national statistical capacity for monitoring the green SDGs in Uzbekistan.</i></p> <p><u>In the second half of 2018, new studies were launched:</u></p> <p><i>Economic, social and environmental benefits of introducing green economy tools in Uzbekistan;</i></p> <p><i>Building a general equilibrium model for analyzing the labor market in Uzbekistan;</i></p> <p><i>Uzbekistan fiscal policy: long-term perspective</i></p> <p><i>Prospects for the transition to a digital economy in Uzbekistan;</i></p> <p><i>Inflation processes in Uzbekistan: analysis of monetary and non-monetary inflation factors.</i></p> <p>The first National Innovation Research Competition on the Strategy for Action and the SDGs was organized jointly with the MID, CDS and Westminster University in Tashkent. The amount of one research grant is up to 20 million soums. The total number of grants is 15 (3 grants for each of 5 directions). A total of 162 studies were received. The winners of the contest were announced on October 25 as part of the INNOWEEK 2018 Innovation Ideas Week.</p> <p>At the request of the OPU, based on the world's leading large-scale studies, <u>five issues of the Economic Digest were developed:</u></p> <p>"Industrial Development in the CIS, Sustainable Energy Solutions and Environmentally Sound Technologies in Eastern Europe, the Caucasus and Central Asia";</p> <p>"Entrepreneurship development / business conditions and antitrust policy";</p> <p>"Financial Policy";</p> <p>"Investment Policy";</p> <p>"Trade".</p> <p>PRSD was able to create partnerships and synergies in supporting <u>17 issues of the Economic Review journal</u> in 2018-2019, including financially. At the same time, funds were raised from various UNDP SDC projects, which were able to benefit by reporting on the results of their activities. This has especially helped to illuminate materials on the environment and ecology, as there is simply no other relevant magazine in Uzbekistan.</p>

Output Targets	Indicative activities	Key Results
		<p><u>Capacity Building Events:</u></p> <p>On March - June 2019, an international transport expert from Canada was hired: Mr. Roland Wong, as part of a mission to assist in developing the concept of a project proposal for the development of urbanization and sustainable low-carbon transport in Uzbekistan</p> <p>On April 2019, a round table was organized at MEI on the theme: "The Concept of Urbanization 2030 and National Sustainable Development Goals".</p> <p>On July 4-6, 2019, a study tour of 2 specialists of MEI was organized to participate in the 2019 Moscow City Forum "Quality of Life. Projects changing cities", dedicated to the discussion of issues and presentations proposed by the administrations of cities, enterprises, citizens, which are aimed at ensuring a balanced and sustainable development of cities, improving the quality of life through the implementation of large-scale projects.</p> <p>On September 2019, a round table was organized to discuss the results of a study of the experience of Uzbekistan and the Russian Federation in measuring the shadow economy and Government measures to reduce it with the participation of an expert from the Russian Federation, who took part in the work of the study preparation group.</p> <p>On November 2019, in order to support the Government's potential to develop the Concept of Urbanization, UNDP, together with the South-South and Triangular Cooperation (UTS) project between the cities of the Sea and Continental Great Silk for Sustainable Development, the United Nations Office for South Cooperation - The South (UNSUN) organized a mission to explore the development opportunities of the green city of Chust in the Namangan region.</p>

Annex 8: Status of output / Component delivery as per measurable indicators.

Objective	Measurable Indicators from Project Log-frame	Status of Delivery*	Rating**
OUTPUT 1: National data collection, measurement and analytical systems improved to monitor progress on the post-2015 Agenda and SDGs.	1.1: Status of development of National Programme for SDG implementation	Completed	Highly Satisfactory
	1.2: Status of development of data collection/analysis methodologies providing sex/age-disaggregated data to monitor progress on national SDGs	Completed	Satisfactory
	1.3: Status of development of an online database for regular monitoring of nationalized SDGs	Completed	Satisfactory
	1.4: Number of flagship diagnostics carried out to inform policy options on national response to globally agenda, including with analysis of sustainability and risk resilience, with post-2015 poverty eradication commitments and targets specified	Completed	Highly Satisfactory
	1.5: Number of analytical reports (studies, policy briefs, etc.) and policy publications published and disseminated	Expected completion	Satisfactory
	Capacity development rating	• Capacity for (0 or 1): Engagement: 1 Generate, access and use information and knowledge: 1 Strategy, policy and legislation development: 1 Management and implementation: 1 Monitor and evaluate: 1 Total Score: 5/5	
1.1: Status of development of National Programme for SDG implementation	1. The National SDGs implementation Programme launched	Completed	Highly Satisfactory
	2. Formulation of national SDGs, targets, and indicators finalized for the adopted by the Government	Completed	Highly Satisfactory
	3. National Programme for SDG implementation developed	Completed	Highly Satisfactory
	4. The National SDG implementation programme launched	Completed	Satisfactory
1.2: Status of development of data collection/analysis methodologies providing sex/age-disaggregated data to monitor progress on national SDGs	5. Formulation of national SDGs, targets, and indicators finalized for the adoption by the Government	Completed	Satisfactory
	6. Baseline data for group I and II national SDG indicators collected and published	Completed	Satisfactory
	7. Data collection methodologies for group III national SDG indicators finalized and respective data collected and published	Expected completion	Satisfactory
	8. Baseline data for all national SDG targets and indicators collected and published	Completed	Satisfactory
1.3: Status of development of an online database for regular monitoring of nationalized SDGs	9. Design of the database agreed, available SDG targets and indicators uploaded	Completed	Highly Satisfactory
	10. Baseline data for group I and II national SDG indicators uploaded to the database	Completed	Satisfactory
	11. Baseline data for Group III national SDG indicators uploaded to the database	Expected completion	Satisfactory

Objective	Measurable Indicators from Project Log-frame	Status of Delivery*	Rating**
	12. Regular SDG implementation progress monitoring mechanism with online platform is in place	Expected completion	Satisfactory
1.4: Number of flagship diagnostics carried out to inform policy options on national response to globally agenda, including with analysis of sustainability and risk resilience, with post-2015 poverty eradication commitments and targets specified	13. Publication on employment and labour market	Completed	Highly Satisfactory
	14. Publication on new poverty definition	Completed	Highly Satisfactory
	15. Publication on Analysis of the implementation of priority areas of socio-economic policy, including the SDGs, within the framework of the adapted IFs model.	Completed	Highly Satisfactory
	16. Publication on Shadow economy in Uzbekistan: causes, scope and reduction	Completed	Highly Satisfactory
1.5: Number of analytical reports (studies, policy briefs, etc.) and policy publications (published and disseminated)	17. 9 analytical reports (studies, policy briefs, etc.) and policy publications published by CER, IFMR, ISR, CDS, and disseminated.	Expected completion	Satisfactory

* STATUS OF DELIVERY COLORINGS CODES:

Green / completed - indicator shows successful achievement

Yellow - indicator shows expected completion by the end of the project

Red - Indicator show poor achievement - unlikely to be complete by end of Project

Annex 9: Required Detailed Ratings for Evaluation Criteria*

Evaluation criteria	Code	Value	Summary of Supporting Evidence
1. Assessment of intervention:			
Relevance	R	36/38	Initially, the project was logically structured in accordance with the requirements of the LFA. Given the multi-sector and multi-disciplinary nature of SDGs, the project was heavily rely on close partnerships with the Government ministries and agencies, other groups of national stakeholders, as well as UN agencies other than UNDP. Four key notions, i.e. commitment, institutionalization, adaptation and development of potential of appropriate personnel are the crucial factors for success. The project and its activities were developed according to the national measures of a sector, and are adapted to them by many issues. PRSD was implemented within the framework of NIM. As a result of the negotiations between UNDP CO, the Government, OPU and donors participating in the design phase, activities were planned that were almost "linked" to the reform activities included in the relevant Government programs. The project has significantly contributed to development of the think tanks potential with the aim of effective activity in SDG localization facilities, development of National Programmes for SDG Implementation, and advocating for SDGs.
Effectiveness	HS	102/114	The project has strengthened and significantly expanded cooperation with OPU and interested state bodies on the SDG localization and development of National Programme for SDG Implementation, including with MEI and SCS. New SDG indicators are new to the GCS. The UN methodology is different from national methodologies, therefore, constant work is needed with almost all ministries and departments. The involvement of foreign experts (from Belarus, Russia and Georgia) had a good effect, as these countries have already passed through the stage of nationalization and development of indicators. On www.nsdg.stat.uz information is concentrated on 206 indicators on 16 of the 17 SDGs. The project assisted SCS in developing the platform and preparing content. An important achievement is that Uzbekistan came up with an initiative to prepare a Voluntary National Review (VNR) to achieve the SDGs in 2020. For the high-quality organization of this work, it is advisable to conduct highly specialized trainings for experts in preparing the VNR - 2020.
Efficiency	S	92/114	<p>Later more than 2.5 years since start-up of the project, results of the project's activity in a whole correspond to the expected results of UNDAF 2016-2020 and CPD 2016-2020 as well as included into relative Government programmes and conducted in Uzbekistan in 2017-2019. There is a clear link between the performance of PRSD and the extent to which the project meets the national priorities. The project was implementing in the national priorities and needs in SDGs area, which affected its efficiency.</p> <p>Two main factors were critical for PRSD's success: (i) the use of adaptive management in project implementation. PMU was able to adapt the project to the local context and improve the efficiency of its implementation; (ii) partnerships with OPU, as a national implementing partner, as well as with think tanks and other Government bodies (main beneficiaries). The project actually laid the foundation for Evidence Based policy making.</p>
Overall project Outcome rating	HS	78/89	The project was very effective and efficient, and lessons should be learnt from. There one may observe clear link between PRSD effectiveness and to what extent the project correspond to the national priorities. The project supported SDG localization and development of National Programme for SDG Implementation having provided the resolute adherence of the Government (partnership), early institutionalization of the project's results and development of potential of relative staff.

Evaluation criteria	Code	Value	Summary of Supporting Evidence
2. Sustainability:			
SDG adaptation progress in Uzbekistan	L	13/16	<p>The review of achievements shows that all the necessary opportunities to continue supporting the process of SDGs facilitated by the project are available. The necessary legislation exists, the revised methodology is approved and institutionalized, and staff of beneficiaries and think tanks has the skills and knowledge to perform their duties using a new approach.</p> <p>The following components are of particular importance: organizational and functional positioning of PRSD and UNDP CO; creation of favorable legal basis; horizontal and vertical coordination; basic business processes. Among other priorities, there development of think tanks and beneficiaries potential within the framework of PRSD includes: (i) acquiring skills and knowledges by individuals; (ii) improving institutional structures; (iii) consolidating enabling system with appropriate policy. Now Government is better provided with new methodology in sphere National SDGs, targets and indicators.</p> <p>The results of the project will also be in demand in the future, especially if consolidate the efforts of other donors (WB, EBRD, IFC, IDB, EU), which will intensify their activities in the field of in-depth research. In the future, needed an "umbrella project" - a single coordinator of research on the SDGs.</p>
Research capacity development of leading think tanks of Uzbekistan	ML	20/24	<p>The level of PRSD achievements, overall approach to development of potential used for conducting activity related to researches and support changes will provide think tanks with stable results in the long-term perspective.</p> <p>Capacity-building is the sum of a number of conditions, intangible assets and relationships that are part of an organization or system and are distributed at different levels: consultants abilities and attributes or competencies that contribute to the operation of the system; think tanks have a wide range of collective attributes, skills, abilities and experience (for example, policy analysis, resource assessment, financial resource management).</p> <p>PRSD has made a significant contribution to the development of beneficiaries and think tank's potential for more effective activities in the sphere of national SDGs and targets, including by strengthening the capacity of the newly created CERR, IRF, CDS.</p> <p>PRSD was able to create partnerships and synergies in supporting 17 issues of the Economic Review magazine in 2018-2019, including financially. At the same time, funds were raised from various UNDP SDC projects, which were able to benefit by reporting on the results of their activities. This made it possible to create the necessary content for publications on the Internet, especially on the journal's website www.review.uz and on page https://www.facebook.com/ecoboz/ in the Facebook (about 9100 followers).</p>
Financial resources	L	12/12	<p>The financial statements indicate that the total current budget of PRSD is USD 400,208.00, with a planned budget of USD 400,000.00 (or 100.05% of the planned budget, after 30 months since starting the project). Analysis shows that: 22.58% of PRSD budget was spent on implementation of measures of the Activity 1.1; 46.27% was spent for the Activity 1.2; Finally, 31.15% of the budget was spent on management / administration.</p> <p>When comparing, the actual indicators of budget are significantly different from the original budget. So, for activity 1.1 21.6% less money was spent; for Management / Admin expenses - by 14.2%. At the same time, on Activity 1.2 - 31.9% more funds were spent than on initial budget. Therefore, the project budget was cut by USD 20,000.0. On the other hand, in accordance with the requests of the beneficiaries and the decisions of PB, the priorities for the ongoing research were changed. This may have led to a reduction in the number of research conducted, but did not affect their quality.</p> <p>PMU has established good relations with key project partners that contributed to the project's success in advancing to the objectives.</p>

Evaluation criteria	Code	Value	Summary of Supporting Evidence
			Raising funds from partners, including in kind, allowed to significantly increasing the effectiveness of the PRSD. It was to raise funds in the amount of USD 89,580.0 as a whole. In general, it can be stated that the total amount of funding for project implementation, taking into account contributions in-kind, amounted to USD 489,788.0. However, planning of the annual activities of the project, including the procurement plan, took more time at the beginning of the annual cycles. But, as a result, the project had a clear financial plan which was effective for all periods (financial years) of PRSD activities.
Policy and regulatory frameworks	L	36/40	<p>Providing the project with clear roles and duties as well appropriate mechanisms for participation of interested sides is the basis for good links with the Government to adopt the necessary legislative acts. The project assisted six working groups in preparing a draft resolution of the Cabinet of Ministers of the Republic of Uzbekistan, which was adopted on 20.10.2018 No. 841 "On measures to implement the National goals and objectives in the field of sustainable development for the period until 2030." By a Decision of the Presidium of the Cabinet of Ministers No. 38 dated April 9, 2018, a Work Plan was approved to ensure the effective implementation of the Roadmap of Practical Measures for the further development of cooperation between the Republic of Uzbekistan and the UN for 2018-2020. The basic direction of the document is the implementation of the SDGs.</p> <p>By the decision of the Coordination Council meeting on the implementation of the National Sustainable Development Goals and Tasks for the period up to 2030, dated 12.24.2018, the composition of Expert Groups and distribution by groups were approved. The composition of the Interdepartmental Working Group on the Development and Monitoring of National Indicators of the SDGs was also approved. In addition, Uzbekistan came up with an initiative to prepare a Voluntary National Review (VNR) to achieve the SDGs in 2020.</p> <p>The project provided practical assistance in the preparation of draft indicators for the national SDGs. 206 indicators for the National SDGs were approved in 2019, a "Road Map" for fixed indicators was adopted in each ministry and department. Methodologies for SDG indicators 1, 6 and 10 have been prepared.</p> <p>Good preparation for prioritizing the SDGs made it possible to quickly adapt and localize the SDGs for Uzbekistan. The nationalization of the SDGs will undoubtedly have a positive multiplier effect in solving problems that impede progress towards national development priorities.</p> <p>An important driver of sustainable development at the national level is the study, adaptation and application of international best practices. In this context, the preparation of VNR-2020 will undoubtedly give an additional impetus to the development of the methodological base for the effective monitoring of the SDG indicators. The results of the VNR Uzbekistan will become the basis for determining further actions to achieve the national SDGs until 2030, and preparation UNDAF 2021-2026.</p>
Overall likelihood of sustainability	L	20/23	Based on a review of these three risky areas that may pose a threat to the long-term sustainability of PRSD's achievements, it is likely that continuing the project's activities, or covering a similar project in these areas, will contribute to leveling out risks as well as increasing the effect of scale in the medium term. Newly created centers - CERR, IFR, IFMR require capacity building. First of all, it is about involving leading international experts in the process of "becoming", organizing targeted training of local experts in modeling, forecasting, system analysis and the use of quantitative analysis methods. Therefore, UNDP CO can become a kind of "part of the team" of the process, which largely corresponds to paragraphs 2.3.20., 2.3.21. and 2.3.22. of UNDAF 2016-2020, aimed at further support in strengthening national

Evaluation criteria	Code	Value	Summary of Supporting Evidence
			capacities in the development of sound policies, assistance in the development of integrated national development strategies, as well as p. 3.5. of the Action Strategy for 2017-2021. Government understands the need for experts. We need a full-fledged project to increase the capacity of researchers and employees of institutes, especially women. In this context, the implementation of recommendations by the Government on strengthening and equalizing the gender balance in all spheres of human activity (economy, education, cultural aspects, especially within the framework of reaching the SDGs) is of great importance. Government funding is needed to increase the motivation of experts, especially youth. There is a clear relationship between the UNDAF 2016-2020, the National goals and targets in the field of sustainable development until 2030 and of p 4.2. of Action Strategy for 2017-2021.
3. Monitoring and Evaluation:			
M&E design at entry	HS	19/19	<p>The M&E plan was developed during the design phase in accordance with UNDP's programming policies and procedures. On a quarterly basis (later on a semi-annual basis), quality assessment recorded progress in achieving key results based on Quality Assurance Questions. The problem log was activated offline and updated by the Project Manager to facilitate tracking and resolving potential problems or requests for changes that could be raised on the PB. Based on the initial risk analysis presented in ProDoc, the risk journal was activated in Atlas-UNDP and updated regularly, by analyzing the external environment.</p> <p>Quarterly Progress Reports (QPR) are submitted by the Project Manager in PB through the Head of Sustainable Development Cluster (SDC) using the standard report format available in Executive Snapshot. PRSD Implementation Lesson was activated and regularly updated to provide continuous learning and internal adaptation, and to facilitate the preparation of the Lesson Report at the end of the project.</p> <p>A set of performance indicators (implementation of activities) within the components of PRSD was reviewed at the initial stage, in June 2017, and documented in the original ProDoc. The initial set of 17 performance indicators (implementation of activities).</p>
M&E plan implementation	S	87/114	<p>The project structure being successive represents clear and logical links from viewpoint of management on the basis of results (RBM): set of indicators (results of measures) was directed at clear achievement of relevant objectives. The model "objectives and results" was used quarterly for UNDP Summary at the start-up of the project, and later, in the middle and end of the calendar year (the end of the calendar year of UNDP). The check-panel ATLAS-UNDP traced indicators of each year of the project realization. Thus it provided with on-line estimation of the middle results of the project.</p>
Overall quality of M&E	S	53/67	<p>Estimation of quality noted progress in achieving key results for half a year on the basis of Quality Assurance Questions. Registers on problems and lessons of implementation being widely used were regularly renewed, and that facilitated to do Summary at the end of the project. The evaluation of these indicators shows that some of them may be SMARTer, which is especially true for the indicators 1.2, 1.3, 1.5. But, these improvements require more time and resources. However, this set of indicators, accompanied by the Atlas-UNDP evaluation card, is a good basis for monitoring PRSD and assessing progress, achieved in the development of the Government's potential (MEI, SCS, CERR, IFMR, IFR, etc.). This year the review will be a final estimation. It will be necessary to identify to what extent the progress is achieved related to results, and that they (results) were conformed with relative as before. In practice any outside indicator to monitor changes and estimate the project results in the form of interviews, work by groups etc. were not done.</p>

Evaluation criteria	Code	Value	Summary of Supporting Evidence
4. Gender mainstreaming:			
GM strategy at entry	HS	19/19	When implementing PRSD, the gender aspect was taken into account to a large extent, however, one aspect that PRSD has not changed is the low participation of women in socio-economic research and policy making. In recent years, UNDP, other international organizations and the Government have made considerable efforts to ensure gender development in all areas of the economy. However, this issue is still relevant and political dialogue continues; although any change can only happen in the long run.
GM at implementation	MS	91/114	<p>PRSD consultants were recruited as required (based on pre-agreed ToRs and selection processes) in the admission committee, which included UNDP CO and OPU. The choice was carried out by unanimous agreement. In general, over the period of PRSD activities, 111 consultants were recruited to implement activities within the designated AWP.</p> <p>Of these, 32 were women (or 29% of the total), which indicates that the project practically ensured compliance with the threshold for hiring in the light of the UNDP gender development mandate.</p> <p>However, there is still a significant imbalance in the participation of women in research. In our opinion, the need has arisen for the creation of a target group of female researchers (critical mass) in the context of each region of the country, with particular emphasis on women educated in foreign universities.</p> <p>It is necessary to put work with this group on a long-term basis in order to create a new generation of women researchers and a "New Female Face" of National Science. At the same time, UNDP itself should not carry out such a project, but should be involved in the process "pointwise", including through the involvement of international experts.</p> <p>This will undoubtedly create a multiplier effect for decision-making and policy development.</p>
Overall quality of GM	S	55/67	In general, we can state that even if an excellent inclusive system is developed, it may not work in Uzbekistan. The following barriers exist for involving women in the process of conducting research in the field of socio-economic development and policy making: the backlog of social capital in the country; family bias towards a woman leader; family priority to a career; lack of knowledge and research skills in women. It is necessary to create conditions when 50/50 experts of both sexes will participate in each research project. For these purposes, it is necessary to study the world practice of increasing the involvement of women, and on this basis to develop national quotas that will be used by international donors to fund research.

*) The table below presents evaluation criteria with their corresponding ratings as per the rating requirements in the Terms of Reference for this final evaluation.