

8. Annexes

8.1 Terms of Reference



TERMS OF REFERENCE

Country:	Tajikistan
Description of Assignment:	International and National Consultants for conduction of Final evaluation of the UNDP Project “Promotion of social and economic opportunities for women and youth in Zerafshan Valley of Tajikistan”.
Period of assignment/services:	20 working days within October - December 2019 (13 working days for home/desk work and 7 working days of in-country mission (3 days in Dushanbe and 4 days in the target districts))
Duty station:	Dushanbe, Tajikistan
Type of Contract:	Individual Consultant (IC)

BACKGROUND:

In July 2017, UNDP has started implementation of 2,5-year project “Promotion of social and economic opportunities for women and youth in Zerafshan Valley of Tajikistan” funded through the UNDP-Russia Trust Fund for Development. The project aims to promote socio-economic opportunities for women and youth in Ayni and Kuhistoni Mastchoh districts of Sugd region of the Republic of Tajikistan.

The “Promotion of social and economic opportunities for women and youth in Zerafshan Valley of Tajikistan” project is implemented by UNDP in the Republic of Tajikistan within the period of July 2017 – December 2019. The overall objective of the project is to address socio-economic issues, through increased income and job opportunities, enhanced access to education, healthcare, social services and reinforced capacities to effectively address migration issues, which in turn contributes to improvement of livelihood of population, according to priorities at national and local levels. The “Promotion of social and economic opportunities for women and youth in Zerafshan Valley of Tajikistan” envisages to address economic and social disparities of the most vulnerable population in two districts of Zerafshan Valley (Ayni and Kuhistoni Mastchoh) through demonstration and promotion of efficient integrated local development solutions to improve livelihoods and social opportunities for women and youth through strengthened business skills and vocational education, better access to education and health services, and effective addressing of labour migration issues including mitigation of its social consequences. It assists local communities, women and youth especially, with economic empowerment, improving quality of social services and support for creation of jobs at local level. The project helps to improve the efficiency of producers and processor of agricultural goods and will help to increase employment and development of business practice in target districts, taking into consideration their social and economic needs. The focus is given also to the issues related to enabling business environment for women and youth by conducting tailored business trainings, financial literacy courses, institutional capacity-building of knowledge organizations (VTLs, Adult Education Centres), and businesses on local economic development. Development of entrepreneurship and investment promotion are relevant to rural areas of Tajikistan.

The main long-term outcome (impact) of the project is livelihood improvement of rural population in target districts of the Republic of Tajikistan. To achieve this result, in the medium term (Project outcome), project will directly contribute to increasing employment and business development in view of their existing needs and economic capacity. Indirectly, the project will help to reduce social and economic vulnerabilities of target communities, especially of women and youth, and the flow of unskilled labour migrants from Tajikistan to other CIS countries, including the Russian Federation.

The above goal achieved through following Outputs:

1. *Increased income and job opportunities for rural women and youth through business skills development, vocational trainings and access to finance.*

Under this component the Project creates an enabling environment for business development skills for women and youth through conducting tailored training courses based on actual needs, provision of technical assistance to knowledge institutions such as Vocational Training Lyceum, Adult Education Centre, provision of micro-capital grants for women and youth-headed small and medium-size businesses and to enable supportive environment and local income generating initiatives resulting in creation of decent jobs for local women and youth.

2. *Improved access to social services for rural women and youth through enhanced capacities of local health and education facilities and increased community engagement for promotion of healthy lifestyles and education for all.*

Under this component the Project supports improved access to social services for local communities through construction and or rehabilitation of secondary schools including strengthening energy efficiency and safety conditions of rural schools, through supply of energy efficient technologies (e.g. windows), improvement of heating, water supply and sanitation systems and installation of solar panels. Improvement of access to healthcare

facilities through construction and or rehabilitation of medical houses in remote and rural areas, provision of technical assistance, and procurement of ambulance vehicles.

3. *Improved awareness of rural women and youth on employment issues.*

Under this component the Project aims to strengthen partnership with local public organizations and community groups to discuss, plan and implement activities aimed at addressing challenges and social consequences of unorganized and low-qualified migration in target districts. Conducting of awareness raising campaigns among rural women, migrants' wives and young people, schoolchildren attending 09-11 grades on various social issues, including an unorganized migration and its social consequences, advanced diagnosis of HIV/AIDS and other infectious, sexually transmitted diseases. Provision of legal aid through conducting of mobile consultations for women and youth in rural and remote areas on negative consequences of labour migration resulting in divorce, discrimination, domestic violence, abandonment, non-registration of marriages and divorces, settlement of alimony disputes, etc.

These three components altogether contribute to promote social and economic opportunities for people living in rural and remote areas.

PURPOSE AND OBJECTIVES

The International Consultant is required to work in close consultation with and under the guidance of the UNDP Senior Economic Development Officer based at the UNDP Tajikistan and project staff of Field Project Office in Ayni district. The purpose of this assignment is 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.

Main objectives of the Final Project Evaluation include:

- To assess whether the project achieved or did not achieve outcomes and outputs stipulated in the Project Document and Results Framework;
- Identify factors that have contributed to achieving or not achieving project results;
- Analyse the effectiveness of the existing partnerships established/maintained with the Government, civil society, UN Agencies, donors and other key stakeholders. Identify lessons learnt, effectiveness of project partnerships, and provide recommendations as necessary
- Assesses to what extent the project has addressed gender considerations and promoted gender equality throughout its implementation.

In particular, the following key evaluation questions should be answered according to the OECD-DAC evaluation criteria:

Relevance

- Assess to what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan, UNDAF and SDGs?
- Assess to what extent the project's overall interventions address the needs and demands of the beneficiaries in gender disaggregated manner (i.e. for men and women, girls and boys).

- Assess the relevance and effect of technical assistance of project given to all the beneficiaries.

Effectiveness

- Review and analyse the achievement of Projects' results against set targets. Were the projects objectives and outputs clear, practical and feasible?
- Assess the performance of the Project with particular reference to qualitative and quantitative achievements of outputs and targets as defined in the Project documents and work-plans and with reference to the Project baseline.
- Assess the areas in which the project has the fewest and the greatest achievements?
- Analyse the underlying factors within and beyond implementing agency's (UNDP) control that affect the Project (including analysis of the strength, weaknesses, opportunities and threats affecting the achievement of the Project).
- Assess the extent to which the project partners been involved in project implementation? What has been the contribution of partners and other organizations to the outcome, and how effective have UNDP partnerships been in contributing to achieving the outcome?
- Assess to what extent capacities of local and regional authorities and service providers have been enhanced.
- Assess to what extent the Project contributed to economic empowerment of the target group, especially vulnerable women, young people, migrant families, etc.

Efficiency

- Assess whether the Project has utilized Project funding as per the agreed work plan to achieve the projected targets.
- Analyse the role of the Project Steering Committee (PSC) and whether this forum has been optimally used for decision making.
- Assess the timeline and quality of the reporting followed by the Project.
- Analyse the performance of the M&E mechanism of the Project and the use of various M&E tools (any socio-economic data available to the project etc.).
- Assess the qualitative and quantitative aspects of management and other inputs (such as equipment, monitoring and review and other technical assistance and budgetary inputs) provided by the project vis-à-vis achievement of outputs and targets.
- Identify factors and constraints, which have affected Project implementation including technical, managerial, organizational, institutional and socio-economic policy issues in addition to other external factors unforeseen during the Project design.

Sustainability and Impact

- Assess preliminary indications of the degree to which the Project results are likely to be sustainable beyond the Project's lifetime (both at the community and government level) and provide recommendations for strengthening sustainability.
- Assess the sustainability of the Project interventions in terms of their effect on environment.
- Analyse the emerging impact on the communities for both men and women in terms of food security, income and asset enhancement.

Network /Linkages

- Evaluate the level, degree and representation by the beneficiaries and stakeholders, (government and donor partners etc.) in the implementation of the Project (with particular attention to the development, testing of community-based approaches towards

assets creation and income diversification, especially for poor, youth and women and accessing technical assistance inputs outside the project).

- Assess the Project's knowledge management strategy and outreach and communications to all stakeholders.

Lessons learnt/ Conclusions

- Analyse areas for improved programme planning, especially with respect to setting targets, relevance and capacity of institutions for project decision making and delivery.
- Identify significant lessons or conclusions which can be drawn from the Project in terms of effectiveness, efficiency, sustainability and networking. Special attention may be given to the security situation and the coping strategies developed by the project to maintain work momentum.

METHODOLOGY AND THE SUGGESTED EVALUATION APPROACH

The evaluation will be based on the methodology described below, which will be further discussed with the key Project partners and validated by the UNDP. The proposed methodology employs results-oriented approach and integrates cross-cutting issues (human rights, gender equality, environment etc.) into the evaluation.

The key elements of the methodology to be used by the evaluation team will consist (but not limited to) of the following:

- Documentation review (desk study);
- Interviews with key partners and stakeholders;
- Focus groups;
- Field visits;
- Questionnaires;
- Participatory techniques, SWOT analysis and other approaches for gathering and analysis of data.

Documents to be reviewed

Some of the background documents to be reviewed as part of the outcome evaluation are as follows¹⁴:

- Country Programme Document (CPD) 2016-2020;
- United Nations Development Assistance Framework (2016-2021);
- Project Document "Promotion of social and economic opportunities for women and youth in Zerafshan Valley of Tajikistan;
- Annual Progress Reports for the 1st and 2nd years Project implementation (and semi-annual report for the 3rd year);
- Monitoring and Evaluation tools (Quarterly Progress reports, minutes of the Project Steering Committee meetings etc.).
- Other contextual materials on women economic empowerment;
- Publications and social networking resources

¹⁴ Final list of references and sources for desk review will be agreed and stipulated in inception report.

EXPECTED OUTPUTS AND DELIVERABLES

The consultant is expected to provide the following key deliverables within the period of his/her assignment:

- evaluation inception report including a workplan and evaluation schedule;
- draft evaluation report for comment;
- audit trail detailing how comments, questions and clarifications have been addressed (optional);
- final report (addressing comments, questions and clarifications); and
- presentations and other knowledge products.

It is expected that draft report will be submitted to the UNDP in two working weeks after the in-country mission, and the final report with all comments and recommendations incorporated submitted to UNDP for final endorsement not later that in two working weeks after receipt of consolidated formal feedback with comments to a draft from the UNDP (in the form of audit trail if required).

The draft Report and Final Reports: The Report should be logically structured, contain evidence-based findings, conclusions, lessons and reasonable number of recommendations, and should be free of information that is not relevant to the overall analysis. The Report should respond in detail to the key focus areas described above.

Presentation: For presenting and discussing the draft final report interactively, the consultants will facilitate a concluding workshop for the Project stakeholders.

This is the expected timeframe for the above deliverables:

ACTIVITIES	RESPONSIBILITY	TIME-FRAME (tentative)
The Project evaluation is expected to be implemented in the period from October-December 2019		
a. Desk review of the contextual and project-related documentation	International Consultant	by 10 November 2019
b. Submission of the Inception report including a workplan, evaluation schedule and tentative mission agenda		
c. 7-day in-country mission and presentation of findings at the end of the mission	International and National Consultants	by 30 November 2019
d. First draft of the Project Evaluation report submitted within 2 weeks after the mission.	International and National Consultants	by 15 December 2019
e. Final Project Evaluation report with the strategic and feasible recommendations in a form and substance satisfactory to UNDP, submitted within 2 weeks after the receipt of final comments from UNDP	International and National Consultant	By 30 December 2019

The exact delivery and sequence of the products will be determined in discussion with the Senior Economic Development Officer of UNDP, Communities Programme.

EVALUATION TEAM COMPOSITION

The Evaluation team will be comprised of the International Consultant (team leader) and independent National Consultant to support the mission of the International Consultant.

REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

Corporate Competencies

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

Functional Competencies

- Maintains and establishes network of contacts with national counterparts and development partners for information sharing and responding to capacity development request;
- Analyses and selects materials for strengthening strategic alliances with partners and stakeholders;
- Technical expertise in area-based development process;
- Demonstrates good knowledge of Integrated Rural Development strategies, and good understanding on Local Development issues;
- Relevant international experience and cross-cultural communication skills;
- Proven interpersonal skills;
- Attitude and ability to motivate people;
- Flexibility and resourcefulness;
- Computer skills (common software programmes).

Education

- Advanced university degree (at Master level or equivalent) in social sciences, economic development, management, sustainable development or related field is required.

Professional experience

- More than 10 years of professional experience in poverty reduction, economic development, good governance, public administration, local development issues, pro-poor economic development, private sector in development;
- Experience and expertise in project design, management, monitoring and evaluation, policy analysis;
- Knowledge of UN procedures and evaluation strategies will be additional asset;
- Good report writing skills, proven by evidence;
- Ability to make recommendations focused on results and impact;

- Familiarity with the political, economic, social and gender situation in Central Asia (preferably Tajikistan)

Knowledge of languages:

- Fluency in English, knowledge of Russian is an asset.

PAYMENT

Payments will be done upon completion of the deliverables/outputs and as per below percentages:

- Deliverable 1 [Inception Report]: 20% of total contract amount.
- Deliverable 2 [Country mission and presentation of findings]: 40% of total contract amount.
- Deliverable 3 [Comprehensive Evaluation Report]: 40% of total contract amount.

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed.