

<b>I. Job Information</b>	
Job Title:	International Consultant to Conduct Mid-term Review of UNDP's "Preventing corruption through effective, accountable and transparent governance institutions in Uzbekistan" Project
Type:	Individual Contract
Project Title/Department:	"Preventing corruption through effective, accountable and transparent governance institutions in Uzbekistan" # 00110170
Duration of the assignment:	30 working days during October – December 2020
Duty station:	Home-based
Reports to:	Project Manager
<b>II. Background</b>	
<p>Uzbekistan has put forward an ambitious goal to become an upper-middle-income country by 2030 with a specific focus on promoting decent work and improved well-being of the most disadvantaged groups. Resilient, agile and adaptive government institutions are needed to cope smartly with current social and economic transformations, and to ensure sustainable development and the inclusion of the entire society in the benefits of development. Therefore, in 2016-2017 the President of the Republic of Uzbekistan initiated a full scale reform in Uzbekistan's governance system. The need for an efficient, responsive, transparent and accountable public administration was acknowledged by the Government of Uzbekistan as one of the main preconditions for sustainable development and a key component for achieving the Action Strategy 2017-2021. The new leadership of the country has set forth the mid-term priorities on public administration reform, access to quality public services and public information, and judicial and legal reform. The Government adopted the Concept of Administrative Reform that outlines steps to create an effective and transparent public administration system. The UN Development Assistance Framework (2016-2020), as well as the Action-oriented Roadmap (2017-2020) signed between the Government of Uzbekistan and United Nations are guided by the Government's people-centered development vision "to build an open democratic and law-governed state with a stable developing economy".<sup>2</sup></p> <p>Prevention of Corruption through Effective, Accountable and Transparent Governance Institutions in Uzbekistan (PCEAT) Project was launched by UNDP Country office in Uzbekistan jointly with the Ministry of Justice of Uzbekistan on March 22, 2018, with policy and advisory support of UNDP's Global "Anti-Corruption for Peaceful and Inclusive Societies" (ACPIS) project and UNDP's Istanbul Regional Hub (IRH).</p> <p>The PCEAT project is the largest UNDP initiative on anti-corruption in Europe and CIS region funded by the Government of Uzbekistan with a total budget of \$8mln. The project aims to provide anticorruption policy and program support to Uzbekistan to prevent and curb corruption countrywide. The key output of the project is "<b>Anti-corruption solutions, principles and tools are integrated in the public administration systems, public service delivery, civil service performance, system of lawmaking and rule-making</b>". The implementation of the PCEAT project</p>	

<sup>2</sup> Uzbekistan, UN Development Assistance Framework (UNDAF) 2016-2020.

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is supported by UNDP's global and regional anti-corruption teams, who provide policy and programme support.

In line with Uzbekistan's Action Strategy 2017-2021 and commitments under the 2030 Agenda, the PCEAT project focuses on strengthening the national corruption prevention system and monitoring the implementation of the UNCAC and OECD Istanbul Plan of Action in an integrated manner.

In particular, the PCEAT project:

1. Provides legislative and policy support to integrate anti-corruption solutions in the process of law-making, rule-making, and policy advice.
2. Strengthens the capacity, knowledge and skills of civil servants to prevent corruption.
3. Supports the digitalisation of public service delivery and interaction in government entities to ensure effective flow of documents and transparency of public services.
4. Promotes a culture of intolerance towards corruption in the society through knowledge and advocacy, and active cooperation between government, civil society and private sector.

### III. Scope of work/ Outputs

#### **KEY TASKS AND RESPONSIBILITIES:**

Against this background, during the mid-point of PCEAT's implementation an independent mid-term review is envisioned to be undertaken as per the project document. The goal of the mid-term review is to assess the overall progress of the PCEAT project and inform the national counterparts, including the Ministry of Justice of Uzbekistan, the General Prosecutor's office of Uzbekistan, UNDP Uzbekistan senior management, project management and implementation team, as well as partners on how to improve PCEAT performance (in terms of its activities, process and results) going forward. Thus, the review shall document intermediate results, lessons learned and provide recommendations for strengthening the projects overall performance.

#### **More specifically, the objectives of this mid-term review are three-fold:**

- To document progress and results against the theory of change and results framework (impact, outcomes and outputs) and assess whether the activities and outputs delivered to date have been effectively implemented and how such have, or are likely to, contribute to outcomes and impact;
- To review the design and effectiveness of the project, e.g. whether activities, outputs, outcomes, objectives and performance indicators are sufficiently aligned to enable an assessment of project effectiveness;
- To review the modality, in terms of current project structure, existing processes among the implementing partners, as well as overall project's existing capacity according to set criteria and expectations.
- To review what worked and what did not and document good practices and lessons learned.
- To provide recommendations on how PCEAT could strengthen its results by better aligning its priorities and strengthening partnership as envisioned by both UNDP and the Government of

Uzbekistan.

### Key Evaluation Questions

The review will take into account criteria such as **relevance, effectiveness, efficiency, monitoring and evaluation, sustainability, gender equality, and impact** to review the mid-term results and progress of the project.

- *Relevance:* The mid-term review will assess the degree to which the project takes into account the local context and development problems. It will also review the extent to which the project design is logical and coherent, and it will assess the link between activities and expected results, and between results and objectives to be achieved.
- *Effectiveness:* The mid-term review will assess the extent to which the Project's objectives have been achieved to date, compared to the overall project purpose. In evaluating effectiveness it is useful to consider: 1) if the planning activities were consistent with the overall objectives and project purpose; 2) the analysis of principal factors influencing the achievement or non-achievement of the objectives.
- *Efficiency:* Using a range of cost analysis approaches, from the elaborate cost-effectiveness and cost-benefit analysis, to cost-efficiency analysis, to a quick cost comparison, the evaluation will assess how well did the project produce the products and services it committed itself to deliver; how do costs affect the sustainability of the results;
- *Impact:* The mid-term review will assess any credible evidence and the main impact effectively achieved by the Project in the context of reference.
- *Sustainability:* The mid-term review will assess the project capacity to produce and to reproduce benefits over time. In evaluating the project sustainability it is useful to consider to what extent intervention benefits will continue even after the project is concluded and the principal factors influencing the achievement or non-achievement of the project sustainability.
- *Monitoring & Evaluation:* The mid-term review will assess the robustness of the M & E system and whether it is generating credible information that is being used for management decision making, learning and accountability. Moreover, it should assess how M & E can be further strengthened in the current project and possible future anti-corruption related projects.
- *Gender equality:* The midterm review will assess to what extent the project is making a difference to gender equality and empowering women and girls, as well as promoting women's participation throughout project activities and how gender equality can be further included in the project design and implementation.
- *Human rights:* The mid-term review will assess to what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of the PCEAT project.

Moreover, the review will try to answer the following questions:

### Outcomes and impact:

- What are the key mid-term results and significant progress achieved against the results and resource framework of the project?
- How relevant is the project to the target groups' and beneficiaries' needs and priorities? (Gender dimension to be taken into account)
- What are the findings, conclusions and recommendations to ensure that the project will achieve its goal and objectives upon its completion and what practical steps should be undertaken to ensure its sustainability?
- What are the lessons learned and areas for improving results, impact, approaches and processes, particularly addressing the integration of anti-corruption in 2030 Sustainable Development Agenda?

### Project Design

- How clear is the intervention logic (i.e. the theory of change) and how effective is the logical and results framework?
- How effective are the current indicators for the purpose of tracking impact and output results?
- What are the emerging anti-corruption needs and priorities in Uzbekistan, and is the project in a position to effectively help address such priorities?

### Modality, Partnerships and Cooperation

- How effective are the organizational structures and operations, as well as policy mandates, between the implementing partners? E.g. support from the global anti-corruption team in Singapore, Istanbul regional hubs and UNDP Uzbekistan?
- To what extent have partnerships been established/supported with the government, non-state actors and international organizations/partners?
- What are the advantages and disadvantages to the current approach?

### Methodology:

Based on UNDP's policies and guidelines on M&E and the standard global practices on reviewing projects/programmes, the independent consultant will discuss and design the methodology to conduct the mid-term review with support from the ACPIS team and UNDP Uzbekistan. The review process will entail a combination of desk review of all relevant project related documents, advocacy and training materials, and knowledge products; interviews (Via Skype or phone) with the national counterparts, including Ministry of Justice of the Republic of Uzbekistan, General Prosecutor's Office and others, UNDP key staff, senior management, global and regional focal points on anti-corruption, partner organizations, civil society organizations or beneficiaries.

### IV. Deliverables / Timeframe

The following deliverables and indicative schedule are expected from the consultancy contract. Exact dates of beginning and completion stages as well as scope of works for each phase can be corrected by project manager based on reasonable justification by the consultant. The project reserves the right, if necessary, to amend the terms of reference of a consultant on a written agreement. The final schedule will be agreed upon in the beginning of consultancy assignment. All deliverables should be submitted to UNDP by the Consultant.

Deliverables Output-based payments	Due date	Installments
Mid-term inception report—an inception report should be prepared by the consultant before going into the full-fledged data collection exercise. It should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables.	October 20, 2020	20% (1 <sup>st</sup> installment)
First draft evaluation report which should be reviewed and approved by UNDP Uzbekistan senior management and ACPIS programme advisor on anti-corruption.	November 20, 2020	30% (2 <sup>nd</sup> installment)
Presentation of findings and recommendations of mid-term evaluation to UNDP (global, regional and country office respective staff) and the Government of Uzbekistan (Ministry of Justice and Prosecutor's Office respective officials)	<i>to be agreed with UNDP but no later than one week after submission of</i>	-

Final evaluation report, incorporating all the comments and inputs made to the previous drafts.	December 15, 2020	30% (3rd installment)
<p>The consultant will work closely with the ACPIS programme team and under direct supervision of the Global Anti-Corruption Programme Advisor and in close coordination with the ACPIS programme manager. The ACPIS team will provide all the necessary documents and facilitate the work of the consultant.</p> <p><b>Time frame:</b></p> <p>The consultancy will start on October 2, 2020 and the final product should be submitted no later than 15 December 2020. Total number of working days is 30.</p>		
<b>V. Payment conditions</b>		
<p>This is a lump sum contract that should include costs of consultancy and other costs required to produce the above deliverables.</p> <p><b>The consultant(s) will be paid in three tranches upon submission of the agreed deliverables</b></p> <ul style="list-style-type: none"> <li>• Upon submission and approval of the inception report (20% of the agreed fee);</li> <li>• Upon satisfactory submission and approval of first draft (30% of the agreed fee);</li> <li>• Upon satisfactory submission and approval of the final draft. (50% of the agreed fee).</li> </ul>		

<b>VI. Qualifications Requirements</b>	
Education:	<ul style="list-style-type: none"> <li>• Master's degree in public administration, law, political science, finance, economics, international relations, development studies, or related field</li> </ul>
Work experience:	<ul style="list-style-type: none"> <li>• At least 10 years of working experience in monitoring and evaluation and (in addition) policy support, programme management or design of governance and anti-corruption programmes/projects;</li> <li>• A prior record of producing research studies (preferably in governance and anti-corruption),</li> <li>• A prior record of conducting mid-term or final evaluations related to governance and preferably anti-corruption.</li> </ul>
Knowledge of languages:	Strong writing skills in English. Commanding Russian is desirable as the majority of interviewees may not speak English.
<b>Functional competencies:</b>	<ul style="list-style-type: none"> <li>• Excellent analytical skills;</li> <li>• Ability to work independently;</li> <li>• Ability to perform tasks in a timely manner and produce quality final product;</li> <li>• Strong interpersonal, communication and diplomacy skills;</li> <li>• Openness to change and ability to receive and integrate feedback.</li> </ul>

<b>Corporate Competencies:</b>	<ul style="list-style-type: none"> <li>• Demonstrates integrity by modeling the UN's values and ethical standards;</li> <li>• Promotes the vision, mission, and strategic goals of UNDP;</li> <li>• Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;</li> <li>• Treats all people fairly without favoritism;</li> </ul> <p>Fulfills all obligations to gender sensitivity.</p>
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UNDP is an equal opportunity employer. Qualified female candidates, people with disabilities, and minorities are highly encouraged to apply. UNDP Balance in Manage Policy promotes achievement of gender balance among its staff at all levels.

VII. Signatures- Post Description Certification			
Incumbent	Bunafsha Gulakova	<i>Bunafsha Gulakova</i>	11-Oct-2020
		Signature	Date
Supervisor	Kamila Mukhamedkhanova	<i>Kamila Mukhamedkhanova</i>	09-Oct-2020
Name / Title	Cluster leader	Signature	Date