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TERMS OF REFERENCE International Consultancy for UNDAF 2018-2022 of the Kyrgyz Republic's Evaluation	
<b>Project Name</b>	UN Resident Coordinator's Office in the Kyrgyz Republic
<b>Short title of assignment</b>	International Evaluation Consultant for final evaluation of UNDAF 2018-2022 in the Kyrgyz Republic (Team Leader)
<b>Contract Type</b>	Individual Consultant (International)
<b>Duty station</b>	Home-based, online collaboration
<b>Duration of Contract</b>	40 working days during the period of July-September 2021

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## 1. Background:

The Kyrgyz Republic is a **land-locked, lower-middle-income country**<sup>1</sup> with population of 6.6 million people<sup>2</sup>. The population is young with an average age of 25, and predominantly rural, with about 63 percent of people living in rural areas<sup>3</sup>. GDP per capita is USD 1,168<sup>4</sup> that makes the Kyrgyz Republic one of the poorest countries in the region. However, it enjoys the lower middle-income level.<sup>5</sup> Over 20 percent of the population lived below the poverty line prior to the pandemic - this estimate is likely to have reached over 30-35 percent at the end of 2020. Together with rising unemployment, the reduction or loss of income experienced by over half of the population, combined with the reduced purchasing power due to higher prices (+17.3 percent for staple foods) and depreciation of the national currency (over -21 percent) have increased the risk of falling into poverty for vulnerable households.

Loss of income sources or a decrease in volume, enhances households' vulnerability as they are likely to adopt negative coping strategies, like reduction in food consumptions or other forms of asset depletion, which hinder their ability to cope with future shock, reduce the current and future productivity, and human capital formation. Kyrgyzstan's 2019 HDI of 0.697 is above the average of 0.631 for countries in the medium human development group and below the average of 0.791 for countries in Europe and Central Asia and ranked at **120<sup>6</sup> out of 189 countries**. From Europe and Central Asia, Kyrgyzstan is compared with Tajikistan and Uzbekistan, which have HDIs ranked 125 and 106, respectively.

**The economy is vulnerable to external shocks** owing to its reliance on one gold mine, Kumtor, which accounts for about 8 percent of GDP, and on worker remittances, equivalent to about 30 percent of GDP in 2019. The macroeconomic impacts of the pandemic are wide-ranging and include drops in private consumption, falling budget revenues (tax revenues were down 17% during January–April 2020 compared to the same period in 2019), and a series of export and import shocks, all of which are reducing aggregate demand.<sup>7</sup> On the other hand, the closure or reduced functioning of many businesses, and disruptions in supplies of raw materials and intermediate goods due to restrictions in border crossings (especially with the People's Republic of China) had reduced aggregate supply. Despite increased revenue from gold exports (which represent 37% of the country's export basket), declines in remittances inflows, exports (and re-exports) of other goods and services, and capital inflows, had all put downward pressures on the exchange rate, leading to a depreciation of the national currency by more than 10% in first quarter of 2020. The consumer price index, which characterizes the inflation rate, in December of the past year compared to the previous month amounted to 102.3 percent, and compared to December of the previous year - 109.7 percent. The current inflation rate in April 2021 is 4%.

<sup>1</sup> <https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>

<sup>2</sup> Total population is 6,618,300 (MLSD, 2020) <http://zanyatost.kg/Page/PageShow/1016>

<sup>3</sup> <https://data.worldbank.org/indicator/SP.RUR.TOTL.ZS>

<sup>4</sup> <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=KG>

<sup>5</sup> <https://data.worldbank.org/country/kyrgyz-republic>

<sup>6</sup> <http://hdr.undp.org/en/countries/profiles/KGZ#>

<sup>7</sup> UN COVID19 Socio-economic response framework in the Kyrgyz Republic 2021

During the first quarter of that year, **imports of goods** decreased by 9.7% compared to the same period in 2019.<sup>8</sup> Moreover, the prospect of higher inflation rates and increases in non-performing loans<sup>9</sup> were key concerns in the financial sector. While the United Nations-ADB socioeconomic assessment projected a decline of 10% in GDP, the International Monetary Fund (IMF) forecast in spring 2020 suggested the Kyrgyz Republic's GDP would decline by 12% in 2020. Factual figures were more optimistic and showed 8.6% decline in 2020. Production of good decreased by 7%, service provision – by 10%. By April 2021 the decline is 3.8%. As of January 1, 2021, in the territory of the Kyrgyz Republic, there were 741.7 thousand operating economic entities, both legal entities and individuals. Compared to the same date of the previous year, their number has increased by 2.3 percent. In the total number of operating economic entities, entities with a private form of ownership prevail (over 98 percent). The largest share (62 percent) falls on economic entities operating in the field of agriculture, forestry and fishing.

According to the former Ministry of Labor and Social Development of the Kyrgyz Republic, the **number of unemployed** population registered with the state employment service in search of work, as of January 1, 2021 amounted to 98.7 thousand people, which is 4.8 percent more compared to the same date last year, and the number of registered unemployed - 76.7 thousand people, or 0.7 percent more.<sup>10</sup> The volume of foreign and mutual trade of the Kyrgyz Republic in January-November 2020 amounted to 5,100.9 million US dollars and compared to January-November 2019 decreased by 19.2 percent. In the structure of trade turnover, the share of exports accounted for 35.2 percent, imports - 64.8 percent.

Moreover, given its deep integration in regional trade, events in the main partner countries of the EAEU, Russia and Kazakhstan in particular, have a chain reaction in the economy of the Kyrgyz Republic. Thus, unpredictable policies from larger neighboring countries could cause price shocks. Indeed, one of the main drivers of the food price surge in Kyrgyzstan is the depreciation of the national currency owing to the country's high reliance on imported food - around 47% for wheat<sup>11</sup>, 37% sugar and 84% for vegetable oil. The Kyrgyz Republic also relies on oil and gas imports, mainly from Russia and Kazakhstan, for more than half of its energy needs particularly during the winter months when hydropower production is low (IEA).

The pandemic had put the country's **public finances** under considerable strain. The overall decline in economic activity had led to a massive drop in public revenues: revenues from trade tax, social security contributions and value-added tax (VAT) have all but vanished, and are expected to remain low as the crisis unfolds.<sup>12</sup> While the Government has launched a series of emergency schemes, including the provision of loans, guarantees, benefits and subsidies, these are unlikely to offset the pandemic's negative impacts. Combined with the essential increase in health expenditures, national responses to the pandemic have already significantly raised levels of public expenditure, and expenditure requirements – not least for the health response in light of the recent surge in confirmed COVID-19 cases – are still rising.<sup>13</sup> In January–April 2020 the state budget balance deteriorated by Kyrgyz som (KGS) 14.0 billion (US dollars (USD) 180 million), compared to the same period in 2019, and further budget deficits and an increase in debt levels were expected. All of this is affecting the capacity and the fiscal space available to the Government to maintain development gains and drive a sustainable and inclusive recovery phase. While this pattern is visible in most affected economies, the Kyrgyz Republic is particularly susceptible to the negative crisis, in light of the structure of its undiversified and export-dependent economy. In January–November 2020 the income of the state budget received taxes in the amount of 95 billion soms, which is about 12 billion soms, or 1.6 percent less than in the corresponding period of 2019, and their share in total revenues decreased by 2.5 percentage points. Tax revenues formed from internal taxes in the amount of 69 billion soms, which is 0.3 percent less and taxes on foreign economic activity – 25 billion soms (32.5 percent less). The main

<sup>8</sup> By April 2021, the import decreased by 1.5% only, according to the National Statistical Committee.

<sup>9</sup> A May 2020 UNDP/Agence d'Aide à la Coopération Technique et au Développement assessment of the pandemic's impact on micro, small, and medium enterprises (MSMEs) in the Kyrgyz Republic found that some two-thirds were unable to service their loans.

<sup>10</sup> <http://www.stat.kg/ru/>

<sup>11</sup> FAO calculations based on average Import Dependency Ratio from 2015 to 2019.

<sup>12</sup> According to the Ministry of Finance, in comparison to the same period in 2019, the state budget revenues fell by KGS 9.0 billion (81% of 2019 level). Almost 50% of all revenue losses are associated with just two tax streams: VAT on imports from non-Eurasian Economic Union countries and taxes on international trade. Both include imports from China as a key component of their tax base, but imports from the People's Republic of China fell dramatically in early 2020, and consequently so did the taxes on these imports.

<sup>13</sup> State budget expenditures increased by KGS 5 billion in January–April 2020.

volume of tax revenues was provided at the expense of value added taxes by 36.8 percent and on international trade and operations - by 16.0 percent. In addition, in the volume of tax revenues, the income tax from individuals-residents of the Kyrgyz Republic amounted to 9.7 percent, the tax on gross income from enterprises developing the “Kumtor” deposit - 9.0, excise taxes - 8.4, the tax on profit - 8.1, sales tax - 3.6 percent. In the structure of cash payments for operating expenses of the state budget, 69.1 percent, or 88 billion soms, were spent in the social and cultural sphere, 27.1 percent (35 billion) - on public services general purpose, defense, public order and security, 3.4 percent (4 billion) - government services related to economic activities, 0.4 percent (0.5 billion soms) - for environmental protection.

In January-November 2020 **local budget** revenues (including receipts from the sale of non-financial assets) were determined in the amount of KGS 18 billion, which is KGS 1.5 billion, or 7.5 percent less than in January-November 2019, expenses (including expenses for the acquisition of non-financial assets) amounted to 17 billion soms, or by 1 billion soms, or 5.8 percent less.<sup>14</sup>

**A high aggregate growth over the last decade or so has not fully translated into higher income and greater jobs opportunities.** Economic growth has been driven mainly by domestic consumption fueled by remittances<sup>15</sup> and less by government or private investment. Apart from representing about 30% of the country’s GDP, remittances are a primary source of income for many households and in 2019, they contributed to reducing the national poverty rate by 11 percentage points indicating that 715,000 people rely on them to remain out of poverty<sup>16</sup>. While the proportion of people living under the national poverty line fell from 40 percent in 2006 to 20.1 percent in 2019 (NSC)<sup>17</sup>, over 36 percent of the population is vulnerable to multidimensional poverty<sup>18</sup> and income inequality and over 53% of population live above the national poverty line but below the minimum subsistence level, which in 2020 was almost twice as high as the threshold of the national poverty line. In 2019, it was estimated that 46% of the population consumed less than 2,100 kcal per day<sup>19</sup>, implying that the poor (and those just above the poverty line) do not meet their daily adequate energy consumption. An adequate diet is vital for all-round growth and development, which ultimately leads to an improved quality of life, the graduation out of poverty, and the ability to break the poverty cycle.

**A weak and underdeveloped business environment limits economic diversification and discourages private investment.** The concentration of workers in agriculture which provides employment to more than 60 percent of workers partly explains low productivity and low wages in the sector. Over a third of the population of the Kyrgyz Republic is between 15 and 25 years old, which implies that the number of youths entering the labor market every year is very high. Yet, the Kyrgyz Republic has a very high share of informal employment (73.8% of employed workers are employed informally) and due to the economic crisis resulting from the pandemic, unemployment is likely to reach up to 18.8% compared to the 6.6% predicted by the WB. With the lost livelihood opportunities, the situation is particularly severe for those “invisible” to the formal employment systems, by large, urban and semi-urban populations. These people are now required to become visible to the institutions in order to have the possibility of access to the social assistance system.

**The Kyrgyz Republic has made progress towards the achievement of the SDGs, but the progress is uneven.** There has been progress in poverty reduction (SDG 1), with a significant reduction of the income poverty rate in the last 10 years.<sup>20</sup> There has also been progress in education (SDG 4), clean water and sanitation (SDG 6), affordable and clean energy (SDG 7), and climate action (SDG 13). But progress has been relatively modest in the achievement of SDG 3 (Good health and well-being), SDG 5 (Gender equality), and SDG 8 (Decent work and economic growth). If the current trend continues, SDGs that may not be achieved by 2030 are: SDG 2 (Zero hunger), SDG 5 (Gender equality), SDG 9 (Industry, innovation and infrastructure) SDG 11 (Sustainable cities and

<sup>14</sup> <http://www.stat.kg/ru/publications/doklad-socialno-ekonomicheskoe-polozhenie-kyrgyzskoj-respubliki/>

<sup>15</sup> The Kyrgyz Republic had the world’s highest remittances to GDP ratio equivalent to 28.5 percent of GDP. <https://data.worldbank.org/indicator/BX.TRF.PWKR.DT.GD.ZS?locations=KG>

<sup>16</sup> <http://www.stat.kg/ru/publications/uroven-bednosti-v-kyrgyzskoj-respublike/>

<sup>17</sup> <https://data.worldbank.org/indicator/SI.POV.NAHC?locations=KG>

<sup>18</sup> <https://www.unicef.org/kyrgyzstan/media/6651/file/Multidimensional%20Poverty%20Assessment.pdf>

<sup>19</sup> <https://sustainabledevelopment-kyrgyzstan.github.io/2-1-1/>

<sup>20</sup> From 62 percent in 2000 to 22 percent in 2018. World Bank data, 2020. <https://data.worldbank.org/indicator/SI.POV.NAHC?locations=KG> ]

communities), SDG 15 (Life on land), and SDG 16 (Peace, justice and strong institutions). To achieve the Sustainable Development Goals by 2030, the Kyrgyz Republic has prioritized a people centered policy framework. To this end, national plans to ensure guarantees for legal and judicial protection of human and civil rights and freedoms, reduce inequalities, eradicate poverty, mitigate the impacts of climate change, address disaster risk reduction, invest in human development, build skills and knowledge for all segments of society, create productive jobs and healthy lives, and to promote gender equality have been implemented.

**Vulnerability in Kyrgyz Republic is based upon a range of economic, security and environmental factors.** Economic risks come from a weak industrial base, high dependency on food imports, remittances, and the economic situation in Russia, where over 86 of Kyrgyz migrants are employed. Major security threats emanate from the instability in simmering border disputes with nonbordering countries in the south of the Kyrgyz Republic. In addition, due to its geology, hydrology, and topography, the Kyrgyz Republic is highly vulnerable to climate change and disasters that can result in economic losses and internal displacement. Climate projections point to higher temperatures and reduced precipitation, reduction in ice cover and changes in hydrological cycles which will result in greater frequency of extreme events such as flooding, droughts and storms.<sup>21</sup> The scale and frequency of natural disasters associated with climate change increased by 1.5 times over the last twelve years, which make up 39 percent of all disasters, causing major destruction and leading to the loss of lives and livelihoods. Agriculture, which employs over 20% of the population, is the most climate-sensitive sector, since its productivity depends on climatic conditions such as precipitation levels, the seasonal distribution of rainfall and the moisture content during the growing season.

**Capacity deficits in governance, public finance, policies, and programmes limit the coverage and quality of services to vulnerable people.** In Kyrgyz Republic, children, and women, particularly those from excluded groups, are most affected by poverty, which is concentrated in remote, rural areas. Although gender equality and women empowerment are widely recognized as part of national strategies, gender inequalities persist due to deep rooted societal norms, especially in rural areas. Persons at greatest risk of exclusion and being left behind include: some groups of women, children from low-income and single parent households, persons with disabilities and especially children with disabilities in residential care, people living in isolated rural communities, seasonal migrants and their families that have been ‘left behind’, and older persons.

Due to the COVID-19 crisis, about two-thirds of migrants (63%) have reported losing their jobs. As unemployment is becoming an issue all over the world, both migrants remaining abroad and returning home are at risk of becoming food insecure<sup>22</sup>. The surge of migrants returning could lead to an increase in unemployment and further limit access to basic resources, including food as they compete with the local population for income-generating opportunities. The tightening of the overall national budget may have repercussions on the availability of funds for enhancing social protection schemes to cover the ‘new vulnerable’.

**Social Protection, health and education** The increasing poverty and tighter fiscal space have jeopardized the social insurance system. The pandemic exacerbated pre-crisis inefficiencies of the Social Protection system, including for the major social protection programme for poor families with children (e.g. targeting, coverage, adequacy, workforce capacity). There are limited policies to protect workers and focused measures addressing challenges specific to vulnerable groups. The overall budget for social protection programmes implemented by Ministry of Health and Social Development was approved for the period of 2020-2023 within the range of 6.3%-7.8% from Government budget<sup>23</sup>. The overall social protection budget for 2021 is 140 mln USD (1.8% from GDP) or 6% from total state budget expenditures. This means 3.5% decrease compared to 2020, according to the Ministry of Finance. Among poor and vulnerable families, 43% are not covered by any social assistance and social insurance schemes, so in case of income loss they don’t have any means to rely on. This group is not visible to Government targeting system and is subject for provision of alternative safety nets.

Urban areas, and Bishkek in particular, has suffered the most from economic crisis caused by pandemic. In 2021, the state benefits represent about 80% of national social protection budget. As of December 2020, an increase of 7% has been registered in ui-buloogo komok’s (the main national social benefit scheme) recipients. The

<sup>21</sup> Kyrgyz Republic’s Third National Communication to the UNFCCC

<sup>22</sup> IOM & UNICEF, 2020. Rapid Needs Assessment of the Challenges Facing Migrant Workers and their Families Impacted by the Covid19 Outbreak

<sup>23</sup> Ministry of Finance

estimated number of newly unemployed – 345,000 people (NSC). Despite the increasing unemployment there are a few labour promotion programmes (0.9% from the annual budget). More targeted social protection schemes and subsidies will be essential, especially for vulnerable households, mothers and children, unemployed populations and the elderly.

In order to ensure greater social cohesion and reduce growing inequality during the post-Covid recovery phase the Government are aimed at addressing the fragmentation in national social protection system by integrating cash transfers and employment activation, expanding active labor market programmes, introducing the elements of shock-responsive social protection, expanding coverage for informally employed, and improving the informational management system for social protection programmes.

**The COVID-19** pandemic is unprecedented in terms of scale, complexity and impact across the country. As of end of May, 2021 the pandemic infected 100 thousand people and taken 1,700 lives. The Government of the Kyrgyz Republic has taken important steps to contain the spread of COVID-19, but much more remains to be done. Health sector response has not yet been able to respond to health needs of population. Although the National Contingency Plans were flexible and aligned with the prevailing transmission scenarios, existing capacity is limited in terms of the number of beds in the observation and treatment centers. There have been serious gaps in preparedness in such areas as coordination (including planning scenarios), safety (including for hospital staff), and communication (including outreach to local communities), as well as in clinical, nursing, and other support services. Due to lockdown and budget insufficiency majority of regular health services have been suspended. Most suffering were patients with chronic diseases, most of affected by the disease and its multiple complications such as pneumonia and multi-organ failure. On the top of all this problem all Central Asian countries faced common challenges with procurement and delivery of essential medicines and life-saving procurement.<sup>24</sup>

**The COVID-19 pandemic is not just a public health emergency but has also aggravated societal challenges such as unemployment and hunger, and highlighted the vast inequalities in the countries, which in turn impacted national ability to handle the crisis.** Loss of income sources or a decrease in volume, enhances households' vulnerability as they are likely to adopt negative coping strategies. According to the latest impact assessment on COVID-19, as a result of economic hardships, 44% of households have cut food costs by decreasing their food consumption and/or by moving towards less expensive but less nutritious food options. This behavior is detrimental to further development, perpetuating the cycle of poverty. Moreover, through a rapid assessment conducted by WFP in May, 82% of respondents compared to 58% in 2019 have already applied some form of asset depletion coping strategy. This indicates a reduced ability of households to deal with shocks, a reduction in current and future productivity, and human capital formation. It revealed systemic problems in education, public service competencies, governance, and decision making. The pandemic has put the country's public finances under considerable strain. The overall decline in economic activity has led to a massive drop in public revenues: revenues from trade tax, social security contributions and value-added tax (VAT) have all but vanished and are expected to remain low as the crisis unfolds. While the Government has launched a series of emergency schemes, including the provision of loans, guarantees, benefits and subsidies, these are unlikely to offset the pandemic's negative impacts. Combined with the essential increase in health expenditures,<sup>9</sup> national responses to the pandemic have already significantly raised levels of public expenditure, and expenditure requirements – not least for the health response in light of the recent surge in confirmed COVID-19 cases – are still rising.

Amid high risk of continued economic distress and weak social protection and pandemic response capacities, authorities have yet to announce a clear plan to tackle immediate macroeconomic challenges, thereby making it likely that public grievances will continue to grow and increase the risk of instability, further deepening mistrust between authorities and people. Food security and social protection systems are critical elements in ensuring the country's stability.

**The United Nations in Kyrgyzstan** is represented through 18 UN Agencies, Funds and Programmes jointly implementing the UN Development Assistance Framework (UNDAF 2018-2022). The four expected outcomes of the UNDAF were identified jointly by the Government, the UN, civil society and other development partners. They concern:

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<sup>24</sup> <https://kyrgyzstan.un.org/index.php/en/111474-covid-19-response-and-early-recovery-plan-annual-progress-report-kyrgyzstan>

- I. Sustainable and inclusive economic growth
- II. Good Governance, rule of law, human rights and gender equality
- III. Environment, climate change, and disaster risk management
- IV. Social protection, health and education

**The process of UNDAF development** was highly participatory and consultative. Beyond traditional partners embodied in state institutions and civil society representatives, the UN System also consulted academia, representatives of youth and general public, as well as the international community partners.

The UNDAF was aligned to the **National Development Strategy 2040<sup>25</sup>** and its successive **Mid-Term Development Plans**. All three planning frameworks are aligned to Agenda 2030.

Four outcomes serve as a **mutual accountability framework** between the Government and UN system agencies. The 'Delivering-as-One' approach entails:

- » A Strategic Coordination Committee comprising senior Government and UN representatives to provide overall strategic guidance and oversight,
- » A single set of coherent results and strategies for cooperation between the Government and UN system agencies, and
- » Results Groups at the outcome level responsible for joint work planning, implementation support, monitoring, and reporting against planned results.

In respect to identified priority areas, **four Results Groups** were established to closely monitor implementation of programmes in specific thematic areas. Each Results group is co-chaired by a senior UN official and a representative of the Government. These platforms are used for discussion of opportunities for collaboration, designing joint initiatives and annual joint workplans as well as reporting on major results and achievements made towards set targets. The results groups also discuss key priorities and sector specific challenges for implementation of the programme, and resource mobilization, etc. Internally the UN discusses the coordination and monitoring of the UNDAF through a UNDAF coordination and M&E group.

The United Nations in the Kyrgyz Republic takes strategic decisions in the **UN Country Team (UNCT)**, made up of Heads of all Agencies. The **Programme Management Team** is composed of senior programme officers and provides strategic advice to the UNCT. The **Operations Management Team (OMT)** ensures that programme implementation is effectively supported through harmonized and simplified procedures through, inter alia, implementation of Business Operations Strategy (BOS), common services and business solutions on financial management, reporting, procurement and human resource management. The **UN Communications Group (UNCG)** undertakes strategic communication and advocacy to raise awareness of key SDG issues among the larger public as well as provide visibility to key achievements and results. The **UN Gender Theme Group (GTG)** is established to strengthen UNCT performance and accountability for gender mainstreaming through policy advice and coordination on normative and programming issues, promoting inter-agency collaboration under the structure of UNDAF framework ensuring Gender Equality and Women Empowerment (GEWE) in planning, programming, implementation, evaluation and reporting. **UN SDG Group** serves to coordinate and harmonize the efforts of the United Nations (UN) System in the Kyrgyz Republic to support the Government of the Kyrgyz Republic in the implementation of the 2030 Agenda. There is also **UN Youth Thematic Group** that coordinates among UN agencies and with other external partners on youth issues in line with the UN Youth 2030 Strategy at country level. **UN Migration Network** will facilitate effective, timely and coordinated United Nations (UN) system-wide actions supporting and contributing to effective migration management in the Kyrgyz Republic. There is **JUNTA** (Joint UN Theme group on HIV/AIDS) that is a forum to plan, manage and monitor a coordinated UN response in HIV/AIDS and a **COVID-19 coordination team**.

## 2. Purpose:

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<sup>25</sup>Strategy 2040 is available at :

[http://www.president.kg/ru/sobytiya/12774\\_utverghdena\\_nacionalnaya\\_strategiya\\_razvitiya\\_kirgizskoy\\_respubliki\\_na\\_2018\\_2040\\_godi](http://www.president.kg/ru/sobytiya/12774_utverghdena_nacionalnaya_strategiya_razvitiya_kirgizskoy_respubliki_na_2018_2040_godi)

Evaluation of UNDAF Kyrgyzstan is an external, impartial, and independent exercise aimed at generating an objective assessment of results, successes, challenges, and lessons learned through the implementation of the UNDAF. The evaluation aims to **assess whether expected results were achieved, if other unintended positive or negative results are observed, and whether the UNDAF made an effective, coherent, sustainable, and cost-efficient contribution to national development processes to achieve the 2030 Agenda.**<sup>26</sup>

The evaluation will also **identify synergies, gaps, overlaps and missed opportunities**, ultimately assessing overall UN in the Kyrgyz Republic contribution to national efforts to achieve SDGs and other national development priorities.

The evaluation will be forward-looking and will inform the process of developing the **forthcoming UN Sustainable Development Cooperation Framework** for the 2023-2027 programming cycle. Results of the evaluation will also be shared with national and international stakeholders and partners to ensure alignment and synergy of all those working towards sustainable development.

Beyond assessing results, this evaluation should be seen as an instrument for achieving system-wide oversight, transparency, accountability and collective learning, in line with demands of the UN General Assembly Resolution 72/729 that outlined principles of the ongoing UN Reform.

The UNDAF evaluation process will build on existing agency- and programme-specific evaluations such as UN agency country programme midterm reviews, progress reports and final evaluations, agency portfolio evaluations, and joint programme evaluations. The UNDAF evaluation will also build on the programme and project evaluations conducted by each agency.

The evaluation will also take the outcomes of national evaluations or review processes, including the Voluntary National Review, as reference points in assessing how the UN System supported the actions of the government and the people and contributed to implementation of national priorities and the SDGs. Human rights and gender equality assessments will be mainstreamed throughout all aspects of the UNDAF evaluation.

The evaluation will produce a series of recommendations to ensure the UN in the Kyrgyz Republic remains relevant in the next cycle of cooperation framework development and help realize these intentions through ongoing dialogue with stakeholders as well as through formalization of a management response.

### 3. Scope:

**Results.** The evaluation should assess the results collectively achieved by the UN in Kyrgyz Republic against the overall results framework of the UNDAF 2016-2022 and its implementation instruments, specifically the Joint Annual Work Plans with defined outputs and output indicators, targets and activities. The scope covered by the evaluation includes examining UNDAF programming principles (human rights-based approach, gender equality and women's empowerment, sustainability and resilience, accountability), overall strategies and outcome/output specific strategies included in the UNDAF itself. Particular attention should be paid to the UN response to COVID-19 crisis in the Kyrgyz Republic.

**Timeframe.** The evaluation focuses on the period of the current UNDAF implementation, from January 2018 to present. Exceptionally, some results might be related to efforts from earlier years, which needs to be taken into account, in which case the specific scope of the approach needs to be adjusted accordingly.

**Geography.** The main focus of the evaluation is national level efforts and results however the evaluation may also include sub-national level interventions as relevant.

**Organization.** The evaluation should also review efficiency and effectiveness of the UNDAF-related institutional structure - the one established and shared with the Government of the Kyrgyz Republic, as well as the internal

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<sup>26</sup> United Nations Sustainable Development Group, United Nations Sustainable Development Cooperation Framework - Internal Guidance, 2019, available at: [https://unsdg.un.org/sites/default/files/2019-10/UN-Cooperation-Framework-Internal-Guidance-Final-June-2019\\_1.pdf](https://unsdg.un.org/sites/default/files/2019-10/UN-Cooperation-Framework-Internal-Guidance-Final-June-2019_1.pdf)

UN structure – established to deliver on progress towards the SDGs and Agenda 2030. At the same time, the evaluation should also address aspects of technical support and oversight from regional and global UN structures. Due consideration should be given to the activities of the agencies without a formal country programme but rather a project presence, activities implemented as part of global or regional joint programmes, and the activities of agencies delivering remotely from regional hubs.

**International Expert/Team Leader**, is expected to coordinate the work of other team member(s). The team leader will ensure the quality of the evaluation process, outputs, methodology and timely delivery of all products. The team leader, in close collaboration with the UNCT and the Evaluation Manager, will take the lead role in conceptualization and design of the evaluation and shaping the findings, conclusions, and recommendations of the report. The tasks of the team leader include:

- Decides the division of labour within the evaluation team and coordinates team tasks within the framework of the ToRs.
- Organize a library of relevant documents
- Directs and conducts the research and analysis based on secondary and primary data sources.
- Develops an inception report and details the design, methodology (including the methods for data collection and analysis criteria for selection of interventions to be further analysed, required resources), and work plan of the evaluation team.
- Oversees and quality assures the preparation of the report and takes a lead in the analysis of the evaluative evidence.
- Oversees the administration, and analysis of the results of the data collection exercise.
- Drafts the evaluation report, and coordinates the inputs from team members.
- Prepares for meetings with stakeholders to review findings, conclusions and recommendations.
- Leads the validation workshop and stakeholder workshop, briefs Evaluation Consultative Group on the evaluation through informal sessions and finalizes the report based on feedback from the quality assurance process.
- Delivers the final evaluation report

#### 4. Objectives:

Specific objectives of UNDAF evaluation are to:

- ✓ Assess performance of the UNDAF 2018-2022, its strategic intent, objectives and outcomes contained in the results framework, including the UNCT contribution to such results against evaluation criteria.<sup>27</sup>
- ✓ Assess the extent to which UN in the Kyrgyz Republic has been successful in achieving UNDAF Outcomes as a contribution to national development priorities and the 2030 Agenda for Sustainable Development.
- ✓ Assess whether the strategic intent, principle and spirit of the UNDAF has been taken forward by UN entities and identify the factors that have affected the ability of the UN to deliver integrated policy and programme actions.
- ✓ Generate evidence and lessons learnt based on the assessment of the current performance of Outcomes and Outputs that inter alia, can be used to accelerate implementation of the current UNDAF in its final 18 months.
- ✓ Generate a set of impact stories on key strategic priorities such as UN Reform and UN results changing lives of people on the ground as well as a set of key advocacy messages on strategic UNDAF priorities.
- ✓ Provide a set of actionable recommendations based on credible findings, to be used for organizational learning (including UNCT thematic groups), and identify lessons learned and good practices that will inform the new Cooperation Framework cycle 2023-2027, bearing in mind the new guidance for

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<sup>27</sup> Evaluation criteria are in line with new OECD/DAC Evaluation Criteria, from December 2019. Document available at: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>



development of UN Sustainable Development Cooperation Framework in line with the ongoing UN Reform.<sup>28</sup>

- ✓ Assess how the UN agencies have reprioritized the budget or gather additional funding to respond to the COVID emergency effectively.

## 5. Management of the evaluation:

As per UNEG norms and standards, UNDAF evaluations should involve all key stakeholders from the start, in order to bolster ownership and, consequently, use of evaluation findings. The UNDAF Evaluation Team led by the Team Leader will work under the supervision of a dual-tiered evaluation management structure.

The UN in the Kyrgyz Republic will establish a **management structure** to guide implementation **of the UNDAF evaluation**. The roles will include an evaluation steering committee, evaluation manager, consultation group, evaluation team, and evaluation advisor. Full terms of reference will be developed for each component of the management of the evaluation and added as annex to the Evaluation TOR.

**Evaluation Steering Committee (ESC)** is the Joint National Steering Committee of the UNDAF. The ESC is the main decision-making body for the UNDAF evaluation and owns the results of the evaluation. The ESC will provide endorsement of the process and validate the final deliverables of the evaluation. The ESC will also endorse the management response to the evaluation.

**Evaluation Manager** is the monitoring and evaluation focal point in the UNRCO. This individual is responsible for the day-to-day management of the process and adherence to the terms of reference.

**Evaluation Consultation Group** will be established, chaired by a UNCT member and consisting of key representatives of the PMT and UNDAF Coordination and ME Group. Decisions will be endorsed by the UNCT. This body will provide a strategic overview and technical expertise of the evaluation process, review the findings and follow up on the management response.

**Evaluation Advisor** from DCO HQ/RO will provide quality assurance and liaise with UNEG.

**Evaluation Team** will consist of three experts, one international and two national. The Terms of Reference are detailed in the annex.

## 6. Methodology:

**Methodological approach.** The evaluation is based on *United Nations Sustainable Development Cooperation Framework - Internal Guidance*<sup>29</sup>, and guided by *Norms and Standards*<sup>30</sup> and the *Ethical Guidelines for Evaluation*<sup>31</sup> of the United Nations Evaluation Group (UNEG) and OECD/DAC Evaluation Criteria<sup>32</sup>. The evaluation should pay particular attention to the principles of leaving no one behind, human rights-based approach and

<sup>28</sup> For more information on new UN Cooperation Framework guidance, please follow the link: [https://unsdg.un.org/sites/default/files/2019-10/UN-Cooperation-Framework-Internal-Guidance-Final-June-2019\\_1.pdf](https://unsdg.un.org/sites/default/files/2019-10/UN-Cooperation-Framework-Internal-Guidance-Final-June-2019_1.pdf)

<sup>29</sup> United Nations Sustainable Development Group, United Nations Sustainable Development Cooperation Framework - Internal Guidance, 2019, available at: [https://unsdg.un.org/sites/default/files/2019-10/UN-Cooperation-Framework-Internal-Guidance-Final-June-2019\\_1.pdf](https://unsdg.un.org/sites/default/files/2019-10/UN-Cooperation-Framework-Internal-Guidance-Final-June-2019_1.pdf)

<sup>30</sup> United Nations Evaluation Group, Norms and Standards for Evaluation, 2016, available at: <http://www.unevaluation.org/document/detail/1914>

<sup>31</sup> United Nations Evaluation Group, Ethical Guidelines for Evaluation, 2008, available at: <http://www.unevaluation.org/document/detail/102>

<sup>32</sup> Organisation for Economic Cooperation and Development / Development Assistance Committee (OECD/DAC), Network on Development Evaluation, Better Criteria for Better Evaluation Revised Evaluation Criteria Definitions and Principles for Use, 2019, available at: <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

gender equality. The evaluation should adhere to UNEG guidance on gender equality and human rights (this reference should be made explicit in the ToR). A recent [“Meta-synthesis of United Nations Development Assistance Framework \(UNDAF\) Evaluations with a Gender Lens” \(UNEG, December 2019\)](#) is a very important reference for the preparation of this evaluation process. As you will note, the synthesis indicates that while there have been significant efforts and progress, the pace of change is inadequate to attain an optimal level of quality and gender responsiveness of UNDAF evaluations.

The approach of the evaluation shall be participatory, flexible in design and implementation, ensuring stakeholder participation and ownership through consultation and validation, and facilitating learning and feedback. It will reflect and embody human rights-based and equity-focused approach reflecting gender sensitivity and diligent attention to ethical issues, with special focus on vulnerable categories of populations. Whether specific components of the evaluation will be in person or virtual will be assessed based on the pandemic developments over the coming months.

**Data Collection.** The evaluation will draw upon secondary quantitative and qualitative data gathered through desk review and official requests for government data. Primary data will be gathered only where secondary data is not available and as needed to assess specific evaluation criteria, for example the use of survey tools or key informant interviews with stakeholders. UN in the Kyrgyz Republic welcomes use of alternative data generating approaches that add further value.

Interviews will be conducted with government counterparts (national and sub-national level), partners from the international community, representatives of key civil society organizations, UNCT members, and implementing partners. As this is a strategic evaluation field visits are not expected but interviews with sub-national partners are required, whether in person or virtual is to be determined.

Data should be systematically disaggregated by sex and age and, to the extent possible, disaggregated by geographical region, disability, migrant status and other contextually relevant demographic variables determining those left farthest behind.

Adherence to a code of ethics and a human right based and gender sensitive approach in the gathering, treatment and use of data collected should be made explicit in the inception report.

**Stakeholder participation.** The UNDAF evaluation will be conducted in a participatory manner, ensuring the involvement of key stakeholders (e.g. government, civil society organizations, beneficiary/vulnerable groups and international partners) in all phases of the evaluation, based on a comprehensive inception mission (may be virtual depending on circumstances) and due diligence.

**Validation.** All findings should be supported with evidence. Triangulation will be used to ensure that the information and data collected through various sources and methods are valid. A report will be prepared including identified constraints and lessons in relation to the priority interventions as well as specific recommendations to the UNCT.

**Evaluation criteria.** The evaluation should rely on latest Evaluation Criteria adopted by the OECD’s Development Assistance Committee in December 2019. The evaluation criteria chosen for the UNDAF evaluation should be aligned to the UNDAF midterm review evaluation criteria and will be agreed between the evaluation team and the evaluation manager and consultative group:

1. Relevance: is the intervention doing the right things?
2. Coherence: how well does the intervention fit?
3. Effectiveness: is the intervention achieving its objectives?
4. Efficiency: how well are resources being used?
5. Impact: what difference does the intervention make?
6. Sustainability: will the benefits last?

Other areas of interest for the evaluation include UN Coordination and Coherence, UNDAF programming principles (human rights-based approach, gender equality and women’s empowerment, sustainability and resilience, and accountability) and other aspects that influence the programming cycle.

**Evaluation limitations.** Given that outcomes are, by definition, the work of a number of partners, and UNDAF outcomes are set at a very high level, attribution of development change to the UN System in the country (in the sense of establishing a causal linkage between a development intervention and an observed result) may be extremely difficult and in many cases infeasible. The evaluation will therefore consider contribution of the UNCT to the change in the stated UNDAF outcomes and the evaluators will need to explain how the UNCT contributed to the observed results and identify factors affecting such contribution. To make the assessment, first, the evaluators will examine the stated UNDAF outcome; identify the change over the period being evaluated on the basis of available baseline information; and observe the national strategy/strategies and actions in support of that change. Second, evaluators will examine the implementation of UNDAF strategy and actions in support of national efforts. Finally, bearing in mind that the evaluation itself is conducted some 18 months before the end of the programming cycle, evaluators need to factor in that some results might still be achieved along the course of the current programming cycle. COVID-19 limitations should be taken into account and addressed during the inception and other stages of the evaluation.

**Ethics.** Evaluation must be conducted with the highest standards of integrity and respect for human rights and gender equality; and for the 'do no harm' principle for humanitarian and emergency response. Evaluators must respect the rights of institutions and individuals to provide information in confidence, must ensure that sensitive data is protected and that it cannot be traced to its source and must validate statements made in the report with those who provided the relevant information. Evaluators should obtain informed consent for the use of private information from those who provide it. When evidence of wrongdoing is uncovered, it must be reported discreetly to a competent body (such as the relevant office of audit or investigation).<sup>33</sup>

At every stage of the evaluation process, the following principles should be observed:

- **Independence** - the evaluation team should be demonstrably free of bias, able to exercise independent judgement and ensure that they are not unduly influenced by the views or statements of any party.
- **Impartiality** – the evaluation team shall (i) operate in an impartial and unbiased manner at all stages of the evaluation, (ii) collect diverse perspectives on the subject under evaluation and (iii) guard against distortion in their reporting caused by their personal views and feelings.
- **Credibility** – the evaluation team shall base their findings and conclusions based on reliable data and observations, appropriately reflecting the quality of the methodology, procedures and analysis used to collect and interpret data.
- **Conflicts of Interest** - the evaluation team shall not have had any responsibility for the design, implementation or supervision of any of the projects, programs or policies that they are evaluating.
- **Honesty and Integrity** - the evaluation team will accurately represent their level of skills and knowledge and accurately present their procedures, data and findings, including ensuring that the evaluation findings are not biased.
- **Accountability** - the evaluation team shall complete the evaluation deliverables within the timeframe and budget agreed and give the evaluation manager early notice of any change to the evaluation plan or any risks to the successful completion of the evaluation.

## 7. Timeline and Deliverables

The evaluation will be conducted in three main phases:

### Phase 1- Inception phase:

- i. Collection of reference material: The Evaluation Manager in close consultation with the Consultative Group will compile a list of background material, documents, and reports relevant to the UNDAF evaluation.
- ii. Analysis of reference material and desk review: The evaluation team (international and national consultant) is responsible for reviewing the reference documents, reports and any other data and information.
- iii. Appointment of evaluation institutional setup – Evaluation Steering Committee, Evaluation Manager, Evaluation Consultative Group and Evaluation Advisor.

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<sup>33</sup> United Nations Evaluation Group, Norms and Standards for Evaluation, 2016, available at: <http://www.unevaluation.org/document/detail/1914>

- iv. Selection of Evaluation Team: Under the leadership of the Office of UN Resident Coordinator, the UNCT will jointly recruit appropriate consultants, one international and two national, who will provide expertise in conducting the evaluation.
- v. Desk review and inception report - the Evaluation Team, facilitated by Evaluation Manager and Consultative Group, will develop an inception report that will include:
  - clear purpose and scope of the evaluation, which includes a clear statement of the objectives of the evaluation and an outline of the main issues to be examined,
  - an outline of the evaluation criteria, their relevance to the exercise, and questions that the evaluation will use to assess performance,
  - a hypothesis of how the UNDAF has met the evaluation criteria based on the reference material and desk review
  - the evaluation methodology to be used to explore the hypothesis, including the gap analysis and methods used for collecting data and their sources, data collection tools with an explanation of their reliability and validity. The methodology will take into consideration country-level data limitations,
  - an evaluation matrix which identifies the key evaluation questions, and an indication of how the team expects these questions to be answered,
  - evaluation workplan outlining tasks, a revised schedule of the evaluation milestones and responsibility of the evaluation team members and the evaluation management structure.

This inception report will be shared with the evaluation advisor for quality assurance.

During the inception mission the evaluation team will conduct a stakeholder analysis followed by in-country consultations with key stakeholders, to ensure that their views on issues that need to be considered, potential sub-questions, etc. are incorporated into the UNDAF evaluation. The inception mission (virtual or in person to be confirmed still) will also highlight the key questions the evaluation will ask in order to be forward-looking and useful in considering what will be important in the future and for the preparation of the new UN Sustainable Development Cooperation Framework.

Phase 2 – Conduct of data collection activities and the preparation of the evaluation reports:

- i. Main data collection: The evaluation team will conduct data collection activities as guided by the inception report. They will conduct agreed-upon interviews with stakeholders either in person or virtually. At the end of the data collection activities, a meeting will be organized by the evaluation team with key stakeholders, to present preliminary findings and validate these preliminary findings with stakeholders.
- ii. Data analysis and reporting: The evaluation team will conduct further data analysis based on all information collected and prepare a draft evaluation report within three weeks of completion of the main data collection and analysis activities. The UNDAF Evaluation Team will submit the report to the Evaluation Manager.
- iii. Review of the draft report and finalization of the report: the draft UNDAF Evaluation Report will be submitted for factual correction to the Evaluation Manager who will organize a validation workshop with the Consultation Group.
  - Final comments: The evaluation team will submit a revised draft after the validation workshop to the Consultation Group along with a comments matrix. This final draft should be written in a clear and concise manner that allows readers to easily follow its logic. It should not be overly filled with factual descriptions, especially those available elsewhere. The focus of the report should be to present the findings, the conclusions, and the recommendations in a logical and convincing manner. It should contain:
    1. Title Page
    2. List of acronyms and abbreviations
    3. Table of contents, including list of annexes
    4. Executive Summary
    5. Introduction: background and context of the UNDAF
    6. Object of Evaluation – description of the UNDAF, logic model and theory of change, results framework, assumptions and external factors likely to affect success, purpose and scope of evaluation, etc.

7. Evaluation Methodology – conceptual framework, evaluation criteria, data sources, human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development, limitations, etc.
  8. Evaluation Findings including four impact stories per Outcome
  9. Evaluation Conclusions and Lessons Learned
  10. Key recommendations
  11. Evaluation Management Response matrix
  12. Annexes, including: ToR, inception report, list of persons interviewed, summary of field interviews and visits, list of documents reviewed, online survey and/or questionnaire (if any) used and summary of results and any other relevant material that supports evaluation findings and recommendations
- iv. Quality Assurance: The revised draft will be submitted to the Evaluation Advisor for quality assurance after which the report will be submitted to the steering committee for endorsement.

### Phase 3 - Follow-up phase:

The UNCT together with the Office of the UN Resident Coordinator will conduct follow-up activities, as guided by their respective processes and mandates. In the context of the UNDAF Evaluation follow up activities include:

- i. Preparation of the Management Response - once the report is finalized, the Evaluation manager and the consultative group must coordinate to prepare the formal Management Response to the evaluation. It should contain general remarks from the Joint Country Steering Committee and the UNCT on the content of the report, followed by a response to each recommendation (normally prepared in tabular format) and a follow-up mechanism. The management response will be presented for discussion in a stakeholder workshop and quality assurance with the Evaluation Advisor.
- ii. Dissemination of the evaluation findings and recommendations through stakeholder workshop (TBC whether virtual or in person) - an opportunity to generate buy-in of the evaluation findings, conclusions and recommendations, as well as the management response. Through open discussion, the workshop ensures the UNCT, national counterparts and development partners to be on the same page in terms of future strategic direction. The participation of the evaluation team in the workshop is required. A broad range of partners and stakeholders should be invited to the workshop. The evaluation report and the management response should be presented at the workshop and the way forward should be discussed.
- iii. Dissemination of at least two key impact stories related to UN Reform and improved results due to joint UN action as identified during evaluation.
- iv. Implementation of a Management Response, in particular those elements related to the design process of the new UN Sustainable Development Cooperation Framework.

### **Evaluation Calendar**

Phase 1- Preparation	Responsible Parties		Timeframe	
	Lead Party	Other Parties	Begin	End
<b>Evaluation Steering Committee (ESC) is established</b>	UNCT, RCO	National counterparts	March 2021	June 2021
<b>Evaluation Manager is identified</b>	UN RCO		March 2021	March 2021
<b>Evaluation Consultation Group Members (ECG) are designated.</b>	UNCT, RCO	PMT and MEG	March 2021	May 2021
<b>Evaluation Advisor is identified</b>	RCO	DCO HQ	March 2021	March 2021
<b><u>Drafting, consulting and finalizing the TOR:</u></b> RCO is responsible for drafting the TOR, in close consultation with the ESC that will validate the final TOR	RCO and ECG	MEG	March 2021	May 2021
<b><u>Selection of an Evaluation Team:</u></b> the RCO and ECG will open a bidding process for the	RCO and ECG	MEG	May 2021	June 2021

recruitment of an Evaluation Team based on the agreed upon TOR for the evaluation. An Evaluation Team will be selected by the ECG based on an assessment of the proposals received against selection criteria developed. Interviews may also be conducted with candidates.				
<b><u>Contracting of Evaluation Team:</u></b> the UNDP Operations on behalf of the RCO prepares a contract with the Evaluation Team/consultants based on their agreement to conduct the evaluation according to the specifics outlined in the TOR. The contract outlines the responsibilities of the Evaluation Team, duration, fees, travel, etc.	UNDP Operations and RCO	UNCT	May2021	May 2021
<b>Phase 2- Conduction of the Study</b>	<b>Responsible Parties</b>		<b>Timeframe</b>	
	<b>Lead Party</b>	<b>Other Parties</b>	<b>Begin</b>	<b>End</b>
<b><u>Briefing of the Evaluation Team:</u></b> the ECG, in close collaboration with the UN RGs Secretariats and M&EDG, provides access to all relevant documentation to the Evaluation Team. All relevant stakeholders facilitate access to all necessary information.	ECG, RCO	UNCT, RGs and MEG	June 2021	June 2021
Development of an <b><u>evaluation work plan:</u></b> in consultation with the ECG, the evaluation team, prepares a detailed work plan outlining specific dates for key deliverables.	Evaluation Team, RCO	ECG	June 2021	June 2021
<b><u>Inception Stage:</u></b> to clarify the understanding and expectations of how the evaluation will be undertaken, the Evaluation Team will present to the ESC/UNCT and ECG an Inception Report that refines the overall evaluation scope, approach, design and timeframe, provides a detailed outline of the evaluation methodology.	Evaluation Team, RCO	ECG	June 2021	June 2021
<b><u>Data Collection</u></b> including mission to the country: The Evaluation Team collects data deploying various data collection methods agreed upon in the Inception	Evaluation Team, RCO	ECG	June 2021	July 2021

Report such as observation, interviews, focus groups and surveys. Relevant stakeholders from UNCT and the different UN agencies will facilitate access to information and provide all necessary logistical and organizational support.				
<b><u>Preliminary findings (Draft Evaluation report and comments matrix):</u></b> The Evaluation Team delivers a presentation on the evaluation preliminary findings to the ESC/UNCT and ECG.	Evaluation Team, RCO	UNCT, PMT, ESC, ECG, MEG	July 2021	July 2021
<b><u>Final Report:</u></b> Evaluation Team prepares the report in accordance with the UNEG Norms and Standards. The report has to be logically structured, containing evidence-based findings, conclusions, lessons and recommendations.	Evaluation Team, RCO	UNCT, PMT, ESC, ECG, MEG	August 2021	August 2021
<b><u>Evaluation Team delivers a presentation for the ESC and ECG.</u></b>	Evaluation Team, RCO	ECG and ECG, MEG	August 2021	August 2021
<b><u>ECG and ESC provide final feedback to the Evaluation Team.</u></b>	ECG and ESC, UNCT, RCO	Evaluation Team	August 2021	August 2021
<b><u>Evaluation Team produces a final report based on the final feedback.</u></b>	Evaluation Team, RCO	ECG and ESC, UNCT, RCO	August 2021	August 2021
<b>Phase 3- Follow- up</b>	<b>Responsible Parties</b>		<b>Timeframe</b>	
	<b>Lead Party</b>	<b>Other Parties</b>	<b>Begin</b>	<b>End</b>
<b><u>Dissemination of Evaluation Findings:</u></b> through the release of the evaluation report. The report is disseminated broadly to internal and external stakeholders, partners, donors and other interested parties. Special efforts should be made to distribute or make the evaluation findings accessible to vulnerable and marginalized groups. The report will also be published on the UNCT website and shared with UN DCO for posting on the UNSDG website.	RCO	UNCT	September 2021	September 2021
<b><u>Extraction and Sharing of Lessons Learned:</u></b> ECG will ensure lessons learned from evaluation are extracted and disseminated in	RCO	UNCT	September 2021	September 2021

order to contribute to strategic planning, learning, advocacy and decision-making at all levels. Lessons should be applied in the design of the following Programme cycle and can feed into knowledge management processes internally.				
<b>Development of the Evaluation Management Response:</b> UNCT/ESC issues a management response that outlines agreed upon actions as to how the evaluation findings and recommendations will be addressed by the UNCT. The Evaluation Management Response should be issued within two months after the evaluation findings become available and shared with DCO and other entities.	UNCT	National counterparts	September 2021	September 2021
<b>Follow up of implementation of management response actions:</b> This step is beyond the completion of the normal evaluation process and it is normally done as part of annual planning and review processes by the UNCT and other stakeholders	UNCT	National counterparts	September 2021	September 2021

The assignment will be for 40 working days (home-based) – one international and two national consultants for UNDAF RG2 and RG4 and one for UNDAF RG1 and RG3; **The Assignment should commence no later than July 2021 and end by 31 September 2021.** The Draft Evaluation report and comments matrix should be submitted to RCO by 30 August 2021 and the Final Evaluation report by 13 September 2021.

Deliverable	Deadline	Responsible	Payment structure
Inception Report is developed, including presentation to Consultative Group and Evaluation Advisor	16 July 2021	Evaluation Team	50%
Data is collected	2 August 2021	Evaluation Team	
Draft Evaluation report and PPT are developed	30 August 2021	Evaluation Team	
Validation national stakeholder workshop is facilitated	By 6 September 2021	Evaluation Team	50%
Final Evaluation report is developed, and stakeholder workshop is facilitated	13 September 2021	Evaluation Team	



## 8. Reporting requirements

The Consultant will be certified against each deliverable by the Head of UNRCO/Team Leader, which will serve as a justification for payments.

The contractor will report regularly to the Head of the UNRCO/Team Leader and Associate Development Coordination Officer (Data) and will perform duties in accordance with the work plan and timeframe to be agreed at the beginning of the assignment.

## 9. Qualification requirements

- Advanced university degree (Masters and equivalent) in Social Sciences, Development Studies, Economics, International Relations, or related field.
- 10 years of relevant professional experience, including previous substantive involvement in evaluations and/or reviews at programme and/or outcome levels in related fields with international organizations, preferably of other UNDAFs.
- Specialized experience and/or methodological/technical knowledge, including some specific data collection and analytical skills, particularly in the following areas: understanding of human rights-based approaches to programming; gender considerations; environmental sustainability, Results Based Management (RBM) principles; logic modelling/logical framework analysis; quantitative and qualitative data collection and analysis; participatory approaches; including also on political economy and financing for development.
- Strong Gender Equality and Human Rights required expertise.
- Good understanding of the SDGs and their implications for development cooperation.
- Good understanding of the role of the UN System in development cooperation and promotion of human rights, particularly in the context of the Kyrgyz Republic.
- Sound knowledge of the country context and an in-depth understanding of at least two UNDAF priority areas
- Demonstrated ability to write and communicate clearly.
- Excellent written and spoken English.
- Excellent report writing skills as well as communication and interviewing skills.

<b>SCOPE OF PRICE PROPOSAL</b>
<p>Contracts based on lump-sum</p> <ul style="list-style-type: none"> <li>• Lump sum contracts</li> </ul> <p>The financial proposals shall specify a total lump sum amounts, and payment terms around specific and measurable (qualitative and quantitative) deliverables. Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).</p> <p>Preferred Currency of Offer: United States Dollars (US\$).</p> <p>For local contractors in Kyrgyzstan UNDP shall effect payment in Kyrgyz Som based on the prevailing UN operational rate The prevailing UN operational rate of exchange is available for public from the following link: <a href="http://treasury.un.org/operationalrates/OperationalRates.aspx">http://treasury.un.org/operationalrates/OperationalRates.aspx</a></p>

## **10. Additional requirements for recommended contractor**

### **Statement of Medical Fitness for Work**

Individual Consultants/Contractors whose assignments require travel and who are over 65 years of age are required, at their own cost, to undergo a full medical examination including x-rays and obtaining medical clearance from an UN - approved doctor prior to taking up their assignment.

Where there is no UN office nor a UN Medical Doctor present in the location of the Individual Contractor prior to commencing the travel, either for repatriation or duty travel, the Individual Contractor may choose his/her own preferred physician to obtain the required medical clearance.

### **Inoculations/Vaccinations**

Individual Consultants/Contractors are required to have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director. The cost of required vaccinations/inoculations, when foreseeable, must be included in the financial proposal. Any unforeseeable vaccination/inoculation cost will be reimbursed by UNDP.

### **Travel**

Duty Station: Home-based. No travel is required.

All envisaged travel costs must be included in the financial proposal. This includes all travel to duty station. UNDP should not accept travel costs exceeding those of an economy class ticket and daily allowance exceeding UNDP rates. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of additional and unforeseeable travel, payments of travel costs including tickets, lodging and terminal expenses should be agreed upon, between respective business unit and the Individual Consultant, prior to travel and will be reimbursed.

### **SECURITY CLEARANCE**

The Consultant should undertake the BSAFE test prior to travelling. These requirements apply for all Consultants, attracted individually or through the Employer.

**UNRCO INPUT.** No inputs are required