



## UNITED NATIONS DEVELOPMENT PROGRAMME TERMS OF REFERENCE / INDIVIDUAL CONTRACT

### I. Job Information

<b>Office/Unit/Project</b>	Uzbekistan/Inclusive Growth Cluster/Promoting Youth Employment in Uzbekistan
<b>Title</b>	International Consultant for Terminal Evaluation of UNDP project “Promoting Youth Employment in Uzbekistan”
<b>Duty station (City and Country)</b>	Desk-based work in home country
<b>Type (Regular or Short term)</b>	Short term
<b>Office- or Home-based</b>	Home-based
<b>Expected starting date</b>	1 April 2022
<b>Expected Duration</b>	30 working days during April/June 2022

### II. Introduction

In accordance with UNDP policies and procedures, all nationally implemented projects are required to undergo a Final Evaluation (FE) at the end of the project by an independent evaluator selected by the Implementing Entity. This Terms of Reference (ToR) sets out the expectations for the FE of the project titled “Promoting Youth Employment in Uzbekistan” implemented through the UNDP Uzbekistan and the Ministry of Employment and Labour Relations (MELR) of Uzbekistan as the Implementing Partner. The project started on the 1<sup>st</sup> of January 2019 and is in its last year of implementation. The project was extended for six months until June 30, 2022. The FE process must follow the guidance outlined in the document ‘Evaluation Implementation, June 2021’ (<http://web.undp.org/evaluation/guideline/section-4.shtml>).

### III. Background and context

The project is aimed at promoting youth employment in Uzbekistan, particularly among college and university graduates, young women, returning migrants, and other vulnerable groups by helping the Government implement a number of active labor market initiatives stipulated in the government’s medium-term Employment Promotion Programme and policies. The project documents is available at [https://info.undp.org/docs/pdc/Documents/UZB/Project\\_document\\_UZB%20Youth\\_employment\\_ENG\\_Final\\_signed.pdf](https://info.undp.org/docs/pdc/Documents/UZB/Project_document_UZB%20Youth_employment_ENG_Final_signed.pdf). The project activities are grouped into three major directions:

- Support to and promotion of youth employment through active labor market policies;
- Promoting youth and women entrepreneurship and business start-ups;
- Increasing the capacities of MELF to deliver services in support of youth employment.

The FE will assess the project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The FE will have two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNDP and their national partners such as the MELR and regional hokimiyats (local authorities), as well as final beneficiaries – youth and women, mostly in regions, who are interested in engaging in productive employment and self-employment. TE’s outcomes and recommendations will be instrumental for development of new employment project proposals for various donors through establishing a sound and well-informed ground for establishment of baselines and conducting an evidence-based situation analysis.

COVID-19 related note. The COVID-19 pandemic has significantly slowed or contracted economic growth for most countries globally and halted, or in some cases significantly reversed, progress on the 2030 Agenda for Sustainable Development. Uzbekistan's GDP growth in 2020 was suboptimal and poverty levels increased for the first time in two decades as a result of impact of the COVID-19 crisis.

In this regards, UNDP is now seeking an experienced International Consultant for the Terminal Evaluation of UNDP project "Promoting Youth Employment in Uzbekistan".

#### **IV. FE Evaluation purpose, scope and objectives**

- a) To develop evaluation report (a full outline of the FE report's content is provided in ToR Annex A) that must provide evidence-based information that is credible, reliable and useful by assessing project performance against expectations set out in the project's Results Framework (see ToR Annex B);
- b) To review all relevant sources of information including the Project Document, ESSP, Project Inception Report, PPRs, Project Board meeting minutes, Financial and Administration guidelines (SOP), project budget revisions, national strategic and legal documents, and any other materials that the evaluator considers useful for evidence-based evaluation.
- c) To review the baseline, targets and indicators and annual reports submitted to the project's donors;
- d) To follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the MELR, local authorities), national partner agencies, the UNDP Country Office(s), direct beneficiaries and other stakeholders. Engagement of stakeholders is vital to a successful FE. Stakeholder involvement should include online interviews with stakeholders who have project responsibilities, including but not limited to MELR, local community authorities, regional authorities Local Centers for Professional Development, Youth Union, Ministry of Pre-school Education, Chamber of Commerce and Industry, Ministry of Higher Education, Ministry of ICT development and telecommunications, Federation of Trade Unions, Business Women Association, business support service providers, IT companies, local think tanks and international organizations such as ILO, JICA, World bank, ADB, KOICA, GIZ, EU, UK Embassy. As applicable, include any relevant data/information/policy framework that may be required for each activity;
- e) To take into account criteria such as relevance, effectiveness, efficiency, sustainability, to review the final results and progress of the project (see ToR Annex C: guiding evaluation questions).
- f) To deliver results as indicated in the deliverables table.

#### **V. FE Approach & Methodology**

The FE report must provide evidence-based information that is credible, reliable and useful and comply with UNDG Evaluations Standards.

The FE consultant/expert will review all relevant sources of information including the Project Document. Project Board meeting minutes, Financial and Administration guidelines (SOP), project budget revisions, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based evaluation.

The FE consultant is expected to follow a participatory and consultative approach ensuring close engagement with the Programme Team, government counterparts, national partner agencies, the UNDP Country Office(s), direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful FE. Stakeholder involvement should include online interviews with stakeholders who have project responsibilities.

FE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as some government and national counterparts may not possess required skills and facilities. These limitations must be reflected in the final FE report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultant can work remotely

The specific design and methodology for the FE should emerge from online consultations between the FE consultant and the above-mentioned parties regarding what is appropriate and feasible for meeting the FE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The FE consultant must use gender-responsive methodologies and tools and ensure that gender specific issues are addressed, also, other cross-cutting issues and SDGs should be incorporated into the FE report.

The final methodological approach including online interview schedule and data to be used in the evaluation must be clearly outlined in the FE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the FE consultant. International Consultant will determine the best methods and tools for collecting and analysis of data, e.g. questionnaires. However, he/she will be able to revise the approach in consultation with the evaluation manager and key stakeholders. These changes in approach should be agreed and reflected in the FE Inception Report.

The final report must describe the full FE approach used and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

## **VI. Detailed Scope of the FE**

The FE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The FE will assess results according to the criteria outlined in the Guidance for TEs of UNDP projects ([United Nations Development Programme - Evaluation Guidelines \(undp.org\)](https://www.undp.org/evaluation/guidelines)).

The Findings section of the FE report will cover the topics listed below. A full outline of the FE report's content is provided in ToR Annex C.

The asterisk “(\*)” indicates criteria for which a rating is required.

### Findings

#### i. Project Design/Formulation

- National priorities and country drivenness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

## ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards (Safeguards)

## iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the FE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, capacity development, South-South cooperation, knowledge management, etc., as relevant)
- Catalytic Role / Replication Effect
- Progress to impact

## Main Findings, Conclusions, Recommendations and Lessons Learned

- The FE consultant will include a summary of the main findings of the FE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the FE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries and UNDP, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The FE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other UNDP interventions. When possible, the FE consultant should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the FE report to incorporate gender equality and empowerment of women.

The quality of the evaluation report will be assessed based an Evaluation Ratings Table, as shown below:

**ToR Table 2: Evaluation Ratings Table for the full-sized project titled “Building the Resilience of Local Communities Against Health, Environmental and Economic Insecurities in the Aral Sea Region”**

Monitoring & Evaluation (M&E)	Rating <sup>1</sup>
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

**VII Evaluation Questions**

The evaluation will take into account criteria such as impact, **relevance, effectiveness, efficiency, sustainability**, to review the final results and progress of the project. Below are the guiding evaluation questions. The questions will be further agreed with the respective unit through the inception report.

**Impact:**

- To what extent were the objectives of the project achieved?
- What indicators demonstrate that?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- Is health community volunteerism an effective approach/mechanism to promote healthy livelihood and improved resilience of communities? Why or why not?
- What has happened as a result of the project?
- What real difference has the activity made to the beneficiaries?
- What were the most significant changes that this project has helped to generate?
- Include perception and behavior of communities who generate income from inputs of the project activities
- How many people have been affected? What types/kinds/groups of people have been affected and may be impacted after the project?

<sup>1</sup> Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

**Relevance:**

- To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
- To what extent does the project contribute to the theory of change for the relevant country programme outcome?
- To what extent were lessons learned from other relevant projects considered in the project's design?
- To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?
- To what extent has the project contributed to covid-19 response?

**Effectiveness**

- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- To what extent were the project outputs achieved?
- What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
- To what extent has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- Are the project's objectives and outputs clear, practical and feasible within its frame?
- To what extent have stakeholders been involved in project implementation?
- To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?
- To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?

**Efficiency**

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?

- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

### Sustainability

- Are there any financial risks that may jeopardize the sustainability of project outputs?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs?
- What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- To what extent do stakeholders support the project's long-term objectives?
- To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- To what extent do project interventions have well-designed and well-planned exit strategies?
- What could be done to strengthen exit strategies and sustainability?

### VIII. Timeframe

- a) To review and adhere to the tentative FE timeframe as follows (the total duration of the FE will be approximately 30 working days over a time period of 12 weeks starting):

Timeframe	Activity
4 March 2022	Application closes
25 March 2022	Selection of Evaluator
10 April 2022	Preparation period for Evaluator (handover of documentation)
17 April 2022, 4 days	Document review and preparation of FE Inception Report
24 April 2022, 5 days	Finalization and Validation of FE Inception Report
1 May 2022, 12 days	Stakeholder online meetings, interviews, etc.
7 June 2022	Presentation of initial findings
14 June 2022, 9 days	Preparation of draft FE report
23 June 2022	Circulation of draft FE report for comments
20 June 2022	Incorporation of comments on draft FE report into Audit Trail & finalization of FE report
N/A	Concluding Stakeholder Workshop (optional)
30 June 2022	Expected date of full FE completion

Options for stakeholder online meetings, interviews, etc. should be provided in the FE Inception Report.

### IX. FE Deliverables

#	Deliverable	Description	Timing	Responsibilities
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1	FE Inception Report	Evaluator clarifies objectives, methodology and timing of the FE	No later than 2 weeks before stakeholder online meetings, interviews, etc., by 1 May 2022	Evaluator submits Inception Report to project management
2	Presentation	Initial Findings	End of stakeholder online meetings, interviews, etc., by 21 May 2022	Evaluator presents to project management
3	Draft FE Report	Full draft report ( <i>using guidelines on report content in ToR Annex A, C</i> ) with annexes	Within 3 weeks of end of stakeholder online meetings, interviews, etc., by 12 June 2022	Evaluator submits to project management; reviewed by leading Cluster, National Project Coordinator
5	Final FE Report	Revised final report in which the FE details how all received comments have (and have not) been addressed in the final FE report ( <i>See template in ToR Annex D</i> )	Within 1 week of receiving comments on draft report by 20 June 2021	Evaluator submits both documents to the project management

\*All final FE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>2</sup>

## X. FE Arrangements

The principal responsibility for managing the FE resides with the Commissioning Unit. The Commissioning Unit for this project's FE is the UNDP Country Office.

The Commissioning Unit will contract the evaluators. An updated stakeholder list with contact details (phone and email) will be provided by the Commissioning Unit to the FE consultant. The Project Team will be responsible for liaising with the FE consultant to provide all relevant documents, set up online stakeholder interviews.

## XI. Evaluator

An International Consultant will conduct the evaluation and will be responsible for the overall design and writing of the FE report, etc. The expert will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in arranging stakeholder online meetings, interviews, etc., collecting stakeholders' feedback, etc.)

UNDP will sign the contract with the International Consultant in accordance with the approved UNDP procurement procedures for an individual contract with possible mission to Tashkent, Uzbekistan. Payment for services will be made from the Project funds with satisfactory discharge of duties and achievement of results. The results of the work shall be approved by the UNDP DRR through SPIU Associate/CO M&E focal point.

<sup>2</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

- The Consultant will work under the direct supervision of the UNDP DRR, with support from SPIU Associate/CO M&E focal point
- The Consultant is responsible for the quality and timely submission of the deliverables;
- The Consultant ensures timely and rational planning, implementation of activities and achievement of results in accordance with the Terms of Reference;
- The Consultant provides the results of work in accordance with Deliverables;
- The Consultant shall provide reports in electronic form in MS Word format in English.

Prior to approval of the final report, UNDP Programme Manager, in close coordination with SPIU Associate/CO M&E focal point and UNDP DRR will circulate the draft for comments to government counterparts: Ministry of Employment and Labour Relations of Uzbekistan, Project Board key members and UNDP RTA. UNDP and the stakeholders will submit comments and suggestions within 10 working days after receiving the draft. The finalized Final Evaluation Report, addressing all comments received shall be submitted by June 20, 2022 but not later than the final Project Board Meeting on June 30, 2022.

If any discrepancies have emerged between the findings of the evaluator and the aforementioned parties, these should be explained in an annex attached to the final report.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The selection of the international evaluator/consultant will be aimed at maximizing the overall qualities in the following areas:

#### Education

Master's degree in economics, finance, public administration or public policy, business administration, management, labor economics or other closely related field.

#### Experience

- At least 5-years of progressive work experience in the field of public administration, private sector development, rural development, gender and youth issues, development of laws and regulations, methodology and/or analysis;
- Work experience in any development organizations is an advantage.

#### **Corporate Competencies:**

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgment, self-development, initiative-taking;
- Acting as a team player and facilitating teamwork;
- Managing conflict and facilitating and encouraging open communication, communicating effectively;
- Creating synergies through self-control;
- Learning and sharing knowledge and encourage the learning of others;
- Promoting learning and knowledge management/sharing is the responsibility of each staff member;
- Informed and transparent decision-making.

## **II. Functional Competencies:**

### *1. Communications and Networking*

- Has excellent oral communication skills and conflict resolution competency;

- Has excellent written communication skills, with analytic capacity and ability to assess project outputs and relevant findings for the preparation of quality project evaluation reports;
- Demonstrates maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government.

## 2. *Knowledge management and Learning*

- Leadership and Self-management;
- Focus on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Competent in leading team, if any, and creating team spirit, stimulating team members to produce quality outputs in a timely and transparent fashion.

## 3. *Development and Operational Effectiveness*

- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work under time constraints.

## 4. *Job Knowledge/Technical Expertise*

- Understands the main processes and methods of work regarding to the position;
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning;

## 5. *Leadership and Self-Management*

- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills.

Desired additional skills and competences:

- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to labor/employment change adaptation;
- Experience in evaluating projects;
- Experience working in Central Asian countries;
- Experience in relevant technical areas for at least 5 years;
- Demonstrated understanding of issues related to gender and employment change adaptation; experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset;

Experience with implementing evaluations remotely will be considered an asset

### Language

- Fluency in written and spoken English. Knowledge of Russian will be considered an asset

## **XII. Evaluator Ethics**

The FE consultant will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders

through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

### XIII. Payment Schedule

- 20% payment upon satisfactory delivery of the final FE Inception Report and approval by the Commissioning Unit.
- 40% payment upon satisfactory delivery of the draft FE report to the Commissioning Unit.
- 40% payment upon satisfactory delivery of the final FE report and approval by the Commissioning Unit and DRR (via signatures on the FE Report Clearance Form) and delivery of completed FE Audit Trail.

Criteria for issuing the final payment of 40%:

- The final FE report includes all requirements outlined in the FE TOR and is in accordance with the FE guidance.
- The final FE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other FE reports).
- The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the FE, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable, but was unable to complete to circumstances beyond his/her control.

### XIV. Application Process<sup>3</sup>

Requested Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)<sup>4</sup> provided by UNDP;
- b) **CV** and a **Personal History Form** ([P11 form](#)<sup>5</sup>);
- c) Brief description of **approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

<sup>3</sup> Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx>

<sup>4</sup><https://intranet.undp.org/unit/bom/psa/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

<sup>5</sup> [http://www.undp.org/content/dam/undp/library/corporate/Careers/P11\\_Personal\\_history\\_form.doc](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)

Applicants are requested to apply online through the UNDP website at [www.uz.undp.org](http://www.uz.undp.org). Application shall be submitted by indicated deadline. Incomplete applications will be excluded from further consideration.

**Criteria for Evaluation of Proposal:** Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 55% and the price proposal will weigh as 45% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

#### **XV. TOR Annexes**

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by FE consultant
- ToR Annex C: Content of the FE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: FE Rating Scales
- ToR Annex G: FE Report Clearance Form
- ToR Annex H: FE Audit Trail

UNDP is an equal opportunity employer. Qualified female candidates, people with disabilities, and minorities are highly encouraged to apply. UNDP Gender Balance in Management Policy promotes achievement of gender balance among its staff at all levels.

#### **XVI. Signatures - Post Description Certification**

Incumbent (*if applicable*)

Name	Signature
Date	

Officer of Commissioning Unit  
Name / Title

Ms. Doina Munteanu	Signature
Date	

Deputy Resident Representative  
UNDP Uzbekistan

## ToR Annex A: Project Logical/Results Framework

### Results Framework

<b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b>									
UNDAF Outcome 1: By 2020, equitable and sustainable economic growth through productive employment, improvement of environment for business, entrepreneurship and innovations expanded for all.									
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b>									
UNDAF Indicator 1.2. Share of unemployed in active labour force. Baseline: unemployment rate 5-5.2%. Target: unemployment rate 4.9-5% in 2020									
UNDAF Indicator 1.3: The gender gap in labour force participation rate, in % Baseline: The gender gap in labour force participation rate was 8.2% in 2013 (men - 74.5%, women - 66.3%) (in working age population). Target: The gender gap in labour force participation rate is reduced to 7.2% by 2020									
<b>Applicable Output(s) from the UNDP Strategic Plan:</b> STRATEGIC PLAN OUTCOME1: Advance poverty eradication in all its forms and dimensions.									
<b>OUTPUT 1.1.2</b> Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs									
<b>Project title and Atlas Project Number:</b> "Promoting Youth Employment in Uzbekistan" # 00117522									
EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>41</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year 2018	Year 2019	Year 2020	Year 2021	FINAL	
<b>Output 1</b> <i>Relevant stakeholders<sup>42</sup> are capacitated to apply active labor market policies with focus on youth employment</i>	<b>1.1.</b> <i>Number of youth (disaggregated by gender) covered by jobs fairs conducted in line with new Standard Operating Procedures (SOP)</i>	<i>Dedicated studies conducted by UNDP</i>	<i>Number</i>	<i>0 (under new SOP)</i>	1000	5000	10000	10000	<i>The numbers are cumulative across years MELR reports</i>
	<b>1.2 a)</b> <i>Availability of mobile application for vacancy posting and job application targeted on rural youth and</i> <b>b)</b> <i>annual % increase of application users (disaggregated by gender)</i>	<i>Dedicated studies conducted by UNDP</i>	<i>Availability</i>	<i>a) No b) 0</i>	<i>a) No b) baseline established</i>	<i>a) Yes b) 10%</i>	<i>a) Yes b) 10%</i>	<i>a) Yes b) 10%</i>	<i>Project report MELR reports</i>

<sup>40</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>41</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<sup>42</sup> Ministry of Employment and Labour Relations, Local Authorities (Khokimiyats), Local Centers for Professional Development and communities of pilot regions.

	<b>1.3</b> Number of youth (disaggregated by gender) trained using enhanced training materials on soft and professional skills (30/70 ratio) at Centers of Professional Development in target regions	Dedicated studies conducted by UNDP	Number	0	300	700	1000	1000	The numbers are cumulative across years MELR reports
	<b>1.4.</b> Number of start-ups supported with a special focus on youth and women	Dedicated studies conducted by UNDP	Number	0	3	8	12	12	Project report The numbers are cumulative across years
	<b>1.5.</b> Availability of methodology and guidelines on gathering gender disaggregated data for measuring youth unemployment rates in line with international standards	Dedicated studies conducted by UNDP	Availability	No	No	Yes	Yes	Yes	Project report
	<b>1.6.</b> Number of staff (disaggregated by gender) improved their knowledge on active labour market policy	Dedicated studies conducted by UNDP and MELR	Number	0	300	700	1000	1000	The numbers are cumulative across years Project report MELR report

## ToR Annex B: Project Information Package to be reviewed by FE consultant

#	Item (electronic versions preferred if available)
1	Final Project Document with all annexes
2	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
3	All Project Progress Reports (PPRs)
4	Oversight mission reports
5	Minutes of Project Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)
6	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
7	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
8	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
9	Sample of project communications materials
10	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
11	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
12	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
13	List of related projects/initiatives contributing to project objectives approved/started after project approval (i.e. any leveraged or “catalytic” results)
14	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
15	UNDP Country Programme Document (CPD)
16	List/map of project sites
17	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
18	Project deliverables that provide documentary evidence of achievement towards project outcomes
19	Additional documents, as required

## **ToR Annex C: Content of the FE report**

- i. Title page
  - Title of UNDP
  - UNDP PIMS ID
  - FE timeframe and date of final FE report
  - Region and countries included in the project
  - GEF Focal Area/Strategic Program
  - Executing Agency, Implementing partner and other project partners
  - FE consultant, and team members, if any
- ii. Acknowledgements
- iii. Table of Contents
- iv. Acronyms and Abbreviations
1. Executive Summary (3-4 pages)
  - Project Information Table
  - Project Description (brief)
  - Evaluation Ratings Table
  - Concise summary of findings, conclusions and lessons learned
  - Recommendations summary table
2. Introduction (2-3 pages)
  - Purpose and objective of the FE
  - Scope
  - Methodology
  - Data Collection & Analysis
  - Ethics
  - Limitations to the evaluation
  - Structure of the FE report
3. Project Description (3-5 pages)
  - Project start and duration, including milestones
  - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
  - Problems that the project sought to address, threats and barriers targeted
  - Immediate and development objectives of the project
  - Expected results
  - Main stakeholders: summary list
  - Theory of Change
4. Findings  
(in addition to a descriptive assessment, all criteria marked with (\*) must be given a rating<sup>6</sup>)
  - 4.1 Project Design/Formulation
    - Analysis of Results Framework: project logic and strategy, indicators
    - Assumptions and Risks
    - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
    - Planned stakeholder participation
    - Linkages between project and other interventions within the sector
  - 4.1 Project Implementation

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<sup>6</sup> See ToR Annex F for rating scales.

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issues
- Risk Management, including Social and Environmental Standards (Safeguards)

#### 4.2 Project Results and Impacts

- Progress towards objective and expected outcomes (\*)
- Relevance (\*)
- Effectiveness (\*)
- Efficiency (\*)
- Overall Outcome (\*)
- Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- GEF Additionality
- Catalytic/Replication Effect
- Progress to Impact

#### 5. Main Findings, Conclusions, Recommendations & Lessons

- Main Findings
- Conclusions
- Recommendations
- Lessons Learned

#### 6. Annexes

- FE ToR (excluding ToR annexes)
- FE Mission itinerary, including summary of field visits
- List of persons interviewed
- List of documents reviewed
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- FE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed FE Report Clearance form
- *Annexed in a separate file: FE Audit Trail*

## ToR Annex D: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the environment and development priorities a the local, regional and national level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the FE mission, etc.)</i>	<i>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</i>
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring &amp; Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i>			

## ToR Annex E: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

### **Evaluators/Consultants:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

### **Evaluation Consultant Agreement Form**

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: \_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at \_\_\_\_\_ (Place) on \_\_\_\_\_ (Date)

Signature: \_\_\_\_\_

## ToR Annex F: FE Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

**ToR Annex G: FE Report Clearance Form**

**Terminal Evaluation Report for (*Project Title & UNDP PIMS ID*) Reviewed and Cleared By:**

**Commissioning Unit (UNDP DRR)**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_  
\_\_\_\_\_

Date:

**Regional Technical Advisor**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_  
\_\_\_\_\_

Date:

