YEVROPA ITTIFOQI

# MID TERM EVALUATION REPORT

Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan (00119367) 2019-2024

This is a Mid Term Evaluation conducted from 15 July to 30 September 2022. It seeks to document the Project Relevance, Effectiveness, Efficiency, Sustainability. The report draws some conclusions, makes some recommendations, and documents a few lessons learned.

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## Project Information Table

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| Title of the Project | Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan |
| UNDP PIMS Project ID | ACA/2019/405-996 |
| ATLAS Project ID | 00119367 |
| ATLAS Output ID | 00115862 |
| Project Start Date | 01 July  2019 |
| Project Finish Date | 31 December 2024 |
| Project Modality | National Implementation Modality |
| MTE Time frame | 15 July 2022 to 30 September 2022 |
| Date of Report | 15 November 2022 |
| Region and Countries included in the project | Uzbekistan |
| Project Donors | European Union |
| Project Budgets: | EU: EUR 9,800,000.00 <br> UNDP: EUR 154,980.00 <br> Total EUR 9,954,980.00 |
| Project Implementors | Ministry of Justice, Government of Uzbekistan |
| MTE Evaluation team members | 1. Dr. P. Madhava Rao, Team Leader <br> Senior International Expert <br> poemrao@gmail.com <br> 2. Yulduz Uzakbayeva <br> National Expert <br> Yulduz161@mail.ru |
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# Acknowledgements

IMPROVED PUBLIC SERVICE DELIVERY AND ENHANCED GOVERNANCE IN RURAL UZBEKISTAN
MID TERM REVIEW REPORT

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*15 November  2022*

## Table of Contents

## Acronyms and Abbreviations

| | |
|---|---|
| DIM | Direct Implementation Modality |
| EU | European Union |
| IPSD | Improved Public Service Delivery |
| IT | Information Technology |
| KPI | Key Performance Indicators |
| MoJ | Ministry of Justice |
| MTE | Mid Term Evaluation |
| NGO | Non-Government Organisation |
| NIM | National Implementation Modality |
| PAR | Public Administration Reforms |
| PPP | Public Private Partnerships |
| PSA | Public Service Agency |
| PSC | Public Service Center |
| PSD | Public Service Delivery |
| PWD | People with Disabilities/Persons with Disabilities |
| SMART | Specific, Measurable, Attainable, Realistic, Time bound |
| ToC | Theory of Change |
| TOR | Terms of Reference |
| UN | United Nations |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |
| UNEG | United Nations Evaluation Group |
| UNSDCF | United Nations Sustainable Development Cooperation Framework |
| US | United States |
| WAG | Women Advisory Group |

## Executive Summary

This is a Mid Term Evaluation (MTE) report of the assessment of the United Nations Development Programme (UNDP)'s "Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan" (IPSD) Project. The major goals of the evaluation are to identify weaknesses and strengths in the project design and implementation, and to come up with recommendations regarding the overall design and orientation of the project and on the work plan for the remaining period of the Project, after evaluating the adequacy, efficiency, and effectiveness of implementation, as well as assessing the achievements of the project outputs and outcomes. That includes an assessment of early signs of project success or failure which prompts the required adjustments, and document the lessons learned.

In collaboration with the European Union (EU), this project was started using the national implementation modality (NIM). With the support of the United Nations Development Programme's technical assistance, the Ministry of Justice has taken up the responsibility of carrying out the project. The project's duration is 54 months, from July 2019 to December 2024. Its projected total cost is of €9,54,980 ($9,800,000 from the EU and €154,980 from UNDP).

The Mid-Term Evaluation (MTE) for this project is part of UNDP Uzbekistan's Evaluation Plan 2022, which is currently in the middle of its execution cycle. This assessment spans the months of July 2019 and June 2022. This MTE report talks about the project's goal, scope, general strategy and method, problems that came up during implementation, gains made, lessons learned, and suggestions for how to finish the project.

In accordance with the UNDP Evaluation Guidelines, the evaluation is carried out by one senior international expert and one national expert over the course of 40 days, from July 15 to September 30, 2022. The United Nations Evaluation Group (UNEG) has a clear set of rules about how to evaluate things.

The following evaluation objectives were used in conducting the evaluation:

- To assess whether the project design was clear, logical and commensurate with the time and resources available;

- To evaluate the project's delivery of achievement of its overall objectives;

- To evaluate project's performance in relation to the indicators, assumptions, and risks specified in the logical framework matrix and the project document;

- To evaluate the project's efficiency, including its implementation strategy, institutional arrangements, as well as its management and operational systems and value for money;

- To assess the progress towards sustainability and replication of project activities;

- To assess the extent to which the design, implementation and results of the

project have incorporated a gender equality perspective and a human
rights-based approach;
- To document good practices, innovations and lessons emerging from the
project;
- To provide actionable recommendations for the future programming.

## Evaluation Criteria

The standards recommended by UNDP and UNEG were used as the evaluation criteria for this MTE. The project is evaluated based on its relevance, effectiveness, efficiency, sustainability, and extends equal treatment to both women and men.

**Relevance:** According to this evaluation, the project is entirely pertinent to the current economic and political climate in Uzbekistan. The improvement of public service delivery and the enhancement of rural Uzbekistan's governance are explicitly addressed in the presidential decree on public service reforms, the government's development strategy, and the United Nations Sustainable Development Cooperation Framework. As a result, the project is totally relevant and is driven by demand. This criterion is consequently given an evaluation score of six-star (6).

**Effectiveness** is evaluated based on the target population's perceptions of the initiative, their opinions, and their awareness of its purpose. The project has been successful in keeping its commitments on all counts. The project has been very successful and deserves a five-star rating, with the exception of a few problems like the absence of an internet connection and the moderate performance of women's advisory groups(WAGs) in terms of the number of women serviced by them each day (roughly 2.6 clients per day to receive guidance on public service delivery). The evaluators have not taken into account the training interventions, the distribution of publicity materials, or online support when they discussed the contribution of WAGs.

**Efficiency** is determined by how effectively resources are utilised and how effectively remote locations are reached with the people and resources at hand. Up until the time of this midterm evaluation, the project was able to efficiently use the funding. The granted funds were unable to be used during the project's first year of operation for obvious reasons. The lack of utility has been completely made up in the later years since the project's inception. National ownership of leadership arrangements in the project's governance structure, along with UNDP's consistent technical guidance, helped reduce several implementation risks and make planning and communication more effective. Positive relationships exist across the key partners. The voices of women, the aged, youth, CSOs, and PWD were part of the public service delivery planning. This criterion receives a five-star rating (five).

**Sustainability**: The Project has given public service delivery organisations, local governments, and participatory decision-making the necessary abilities, information, tools, hardware, policies, and other technical support. The project could offer the best training and other measures for building capacity, such as gender-sensitive service delivery methods, accessibility to the population at risk through a contract with MARTA, and the establishment of Women's Advisory Groups (WAGs). The project document, however, makes no mention of an exit plan. Furthermore, the government still lacks a decentralisation strategy, and decentralised administration is not mentioned in the Uzbek constitution. The government's capacity to develop Key Performance Indicators (KPIs) and improve the capacities of deputies has been strengthened by the Ministry of Economic Development's awareness of participatory planning in the nation. The government is eager to improve the service delivery system, whether or not the initiative receives funding. As a result, the project's primary duty should be to inform the government of the need for budgetary provisions for enhancing service delivery and continuously building capacity. To make the outcomes sustainable, a further step in the project is also suggested. Taking all of this into consideration, sustainability is given a rating of 3, or "Moderately Likely (ML): moderate risks to sustainability."

**Human rights protection and gender mainstreaming** are facilitated by allowing people to participate in public decision-making, providing accessibility in service delivery, and mainstreaming gender and disability into activities. This was completed by the Project in letter and spirit. The project's fourth activity, specifically, focused on participatory planning and decision-making. The Ministry of Economy is focusing on participatory planning techniques and KPI setting in response to this. In addition, the involvement of a local NGO, the Civil Initiative Support Center, and one international NGO, MARTA from Latvia, in the creation and implementation of the Women's Advisory Groups (WAGs), demonstrates the Project's dedication to the defense of human rights and mainstreaming gender into Project activities. A gender indicator is also included in the project output's activities. However, women's participation in the capacity building programmes is minimal due to cultural factors within the country's demographic practices. According to its third-year annual report, only 400 of the 2000 people taught by the programme were women. There is still much to be done for the project to attract more women to training courses, at least during the remaining phases of project implementation. As a result, the evaluators assign this criterion an evaluation score of five-star (5).

## Main findings of the Evaluation in addition to the Evaluation Criteria
Based on the above analysis and discussion, the following findings can be listed.
*Finding 1:* The Project is overall thematically relevant at the conception, responding to the country's priorities declared in the overarching strategic development plans of Uzbekistan, Public Administration Reform strategies, Presidential decree of 2017,[1] and

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[1] , in 2017 the President of Uzbekistan adopted Decree "On Fundamental Reform Measures for the National System of Public

Uzbekistan agenda of reforms for development.

***Finding 2:*** The Project supported the government's intentions to strengthen decentralisation in public service delivery in rural areas by empowering decision makers at the local level, improving implementation of constitutional human rights provisions, supporting legal reforms, increasing access to public service delivery for women and vulnerable groups, and strengthening public participation, which are the key focus areas that capture the country's needs. In that context, the project is highly relevant.

***Finding 3:*** The project has identified the development challenges in the country and to address the challenges, supported the  ongoing efforts of the Government to reform local public service delivery and ensure effective implementation of the one-stop shop modality for which, as promised in the project document, the Project has supported (a) reforms and revisions in the policies and legal framework; (b)  contributed to institutional strengthening at national and sub-national level; (c) extended technical and  supervisory support  for decentralising accessibility to public services; and (b) enhanced the human resource capacity at all levels;

***Finding 4:*** Public Services Agency (PSA) under the Ministry of Justice with its 201 Public Service Centers (PSC) was established on the initiative of the President of the Republic of Uzbekistan on December 12, 2017. The main objective of its establishment was the simplification of the process of receiving the government-provided services, eliminating excessive paperwork, long queues and corruption. The inception of the PSA was based on the People's reception offices, which deserved public trust and displayed high efficiency of their services among citizens. The idea was to create and institutionalise the one-stop-shop concept. PSA was the point of contact and the de-facto agency to implement the Project activities. In March 2022, the PSA was merged with the Ministry of Justice. The main goal of the Project was to strengthen PSA and support its endeavours to develop one-stop-shops in order to extend hassle- free public services. Reasons are not clearly made known to the evaluation team during the evaluation, however, the evaluation finds that the project suffered an initial setback when the PSA was merged with the Ministry of Justice. The Project had to again develop the capacities of the newly created public service delivery unit in the Ministry.

***Finding 5:*** Due to its impartiality, comparative advantage, ability to implement, and commitment over an extended period of time, UNDP has earned the Government of Uzbekistan's trust as a partner. The Government is not satisfied with a few issues, however, including the hiring and procurement processes handled by UNDP as part of the NIM Project. However, the Project backs up its actions by claiming that they were undertaken with the previous agreement of the Project board, which is represented by

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Service Delivery to the Population", which envisioned the establishment of new and dedicated institution, i.e., the Public Services Agency under the Ministry of Justice of the Republic of Uzbekistan (PSA) and its territorial subdivisions with mandate to deliver services through Public Service Centers (PSC)

the Government.

**Finding 6:** Public-Private Partnerships (PPP) are still in their infancy when it comes to providing public services. A concept paper, a PPP roadmap, and a specific activity are all parts of the project's documentation. On the other hand, there are concerns among the government's workforce. Because the private sector strives for project maximisation, the employees believe that if PPP is implemented in the delivery of public services, either they will lose their employment or the services will become highly expensive.

**Finding 7:** Another effective idea the Project has developed to bring the service to the people's doorsteps is the Mobile Public Service Center (MPSC). People seek these centers' greater efficiency and are very interested in this MPSC arrangement. The evaluation revealed that, despite this strategy's enormous success, it has some flaws. For example, mobile vans are not always equipped with internet access, mobile operators occasionally use their own talk time or mobile data to serve customers, and there aren't enough vehicles to operate mobile centers.

**Finding 8:** The Project has produced numerous concept papers, guidelines, research papers, and other knowledge products, including the PSD strategy, blockchain technology, PPP concept, and regulatory framework. The only thing in question is whether or not the implementer will use these products to improve the way public services are delivered.

## Conclusions, Recommendations & Lessons

Based on the field interviews, focus group meeting results, discussions with the stakeholders, document reviews, and analysis of paper-based and online data collected, the following conclusions, recommendations, and lessons learned are offered.

***Conclusion 1: A Very Successful Project:*** Up until this point in the midterm evaluation, the project has been successfully carried out, and it has succeeded in reaching the target population and improving the delivery of public services. The project has completed 38 months of delivery out of a total commitment of 54 months, and there are 16 months left in the project cycle. The participants in focus group meetings held in the Ministry of Justice, Ministry of Economic Development and Poverty Reduction, and in the Syrdarya region strongly expressed that the results may not be sustainable if the project is closed within 16 months and that another full cycle of the project is required for institutionalising the changes introduced and for adequate human and institutional capacities to be built. In order to maintain the supply of capacity, it may be planned to extend the project for one more term from this point forward.

***Conclusion 2: The Project Document does not have specific and explicit objectives***

spelt out. A review of the Project Document found that it did not include any specific project objectives. It would have been preferable to have more specific project objectives in order to design more targeted activities and actions; a list of objectives will help the implementers achieve the desired goals and objectives. For example: *(a) to support the Ministry of Justice in establishing viable and functional Public Service Centers; (b) to assist the Government of Uzbekistan in institutional strengthening for Public Service Delivery; (c) to design and implement with the Government the necessary capacity development activities to enhance Public Service delivery.*

**Conclusion 3: The activities and output indicators are not in sync**. The Project has one Output, four (4) activities, and 24 sub-activities. However, the Project has just nine(9) output indicators spread across 24 well defined sub-activities. This has created a challenge to matching the output indicators with the activities.

**Conclusion 4: The country does not have a decentralisation policy.** This finding completely falls outside the scope of the project operations and the current assessment. However, respecting the Ministry of Economic Development and Poverty Reduction plans and needs of technical support, the project may consider working with the Ministry to improve service delivery in rural areas. Additionally, the initiative is now helping to increase the Ministry's capacity for KPI creation and to promote participatory governance. The current centralistic systems in use are making regional and district decision-makers more dependent on the central authorities, which is causing delays the provision of services. Therefore, a decentralised governance policy formulation that brings governance to the people's doorsteps would have been preferable. UNDP might consider these ideas.

**Conclusion 5. The level of support by the NGOs engaged in supporting the women clients at PCSs needs to be upgraded**. The NGOs collaborate with the Project via an Institutional Contract awarded to the NGOs and a Part-Time National Personnel Service Agreement awarded to an individual. These NGO form Women Advisory Groups (WAG) to support women clients at the PSC, guide them through the service delivery processes and approaches, do the necessary paperwork, and guide them through the use of Electronic Filing Systems. In 11 months, WAGs directly assisted 3294 people at service centers in seven regions. WAGs also assisted 989 clients in obtaining services online via www.my.gov.uz, and 4,264 women and men were trained on legal, psychological, and business issues in order to improve their legal, digital, language, and entrepreneurship skills. 6,883 rural residents were given information materials about public service delivery. The WAG prioritised the quality of services provided. In addition, to ensuring the quality of services provided during the first two to three months beginning in October, the project organised a number of trainings and prepared WAG consultants to serve visitors. These services have been extremely beneficial and effective. When efficiency is measured, a different story emerges. WAGs provided the following services per day: 1.42 people provided direct support at PSCs;

0.42 people provided online support; 1.84 people provided training; and 2.95 people received information material. Value per money is not calculated due to a lack of data on WAG spending. However, at the centre the evaluation team went to, a WAG member was explaining to a woman about how the centre gave out services, and the woman seemed very happy with the WAG member's service.

***Conclusion 6: The Project could quickly recoup the capacity loss due to merger of PSA with the Ministry of Justice.*** Due to the merger of the Public Service Agency(PSA) with the Ministry of Justice (MoJ) the Project has experienced a capacity loss. However, the project was able to manage the issue effectively by developing and implementing additional capacity development activities for the Public Service Delivery staff and institutions of the Ministry of Justice to continue with its commitment. The project has successfully overcome the issue, and the project implementation has returned to normal. The evaluation team places on record the timely actions taken by the project management.

## Lessons Learned

***Lesson 1: Working with the National Governments is always challenged by uncertainties, and the Governments have their own priorities.*** It is the first lesson learned over the duration of the Project. The Ministry of Justice's Public Services Department (PSD) was expected to function continuously until the conclusion of the Project's lifecycle when the Project was initially designed. Accordingly, capacity development interventions were designed and planned for the life of the project. In addition, the Project has spent enough time and money on PSA's capacity development. Nonetheless, the PSA has been abruptly amalgamated with the Ministry of Justice, and the Ministry has assumed direct supervision of the Project. As a result of the unexpected decision, the Project's ambitions to further strengthen the PSA's capability and transform it into a nodal agency to oversee the country's service delivery activities have been disrupted. The project had to revise its plans in order to build the capacities of Ministry of Justice's personnel and institutions that are now responsible for handling the old PSA functions.

***Lesson 2: National Engagement will have an added advantage of implementation of the Projects.*** Lessons learned need not always be negative. Positive lessons can also be learned and adapted elsewhere. Thus, the main lesson from the Project implementation is the way the Project was implemented. The Project was implemented in a National Implementation Modality, with National Officers both at the Project Site and within UNDP, and the Project was housed within national premises. This has created a full ownership of the Project. Today, the national implementers own the successes and failures of the Project fully. They do not shift the responsibilities or shortcomings to UNDP.

***Lesson 3: Demand driven Projects will always yield desired results.*** This Project is an example of how a demand driven Project would give desired results. The Project

was designed based on the national requirements, and needs spelt out in the Presidential Decree of 2017 "On Fundamental Reform Measures for the National System of Public Service Delivery to the Population". The results of the Project have further motivated the Government/ National partners to demand the extension of the Project with more focused outputs and organization specific deliverables. This is an opportunity for the UNDP and other donors to extend the support with a revised Project output.

***Lesson 4: Localisation of International Laws and conventions requires strong local support and a willingness to adopt to change:*** Implementation of international treaties, conventions, and international laws, particularly those pertaining to gender justice and human rights, has been slow not due to intrinsic inability to implement, but rather inadequate preparedness. Understanding, appreciating, and embracing gender justice and Human Rights were extremely sluggish among locals. The country's cultural, psychological, economic, and political customs and practices have not adequately supported the timely adoption of human rights and gender justice. Therefore, the most important lesson is to gradually and progressively implement changes in the way people think. Advocacy, campaigning, and relentless attention regarding the rights could only produce the intended outcomes. (Changes pertaining to international treaties, legislation, and Human Rights principles should be incorporated into the curriculum from the primary school level to the higher education level, at least within the next few generations. This is however outside the scope of this Project.)

***Lesson 5: Procurement delays are anti-development:*** Despite the Project's high success rates, there are negative vibes here and there regarding the Project implementation delays due to lengthy procurement procedures, hiring processes, and time consumed to procure human and physical resources. In the rapidly changing Uzbekistan's reform agenda, delays in procurement are making the goods and services procured redundant if not timely procured. As a result, the project is advised to be wary of procurement and recruitment delays and to avoid them as much as possible.

## Recommendations

***Recommendation 1: Extend or plan on developing next phase of the Project :*** The Project is highly sought after. The Covid-19 Pandemic has caused a two-year setback for the Project. However, it could fulfil its obligations in the most efficient manner feasible. Although it looks like the Project has completed a considerable number of activities, without Covid-19, even more could have been accomplished. The project has delivered 38 months out of a total commitment of 54 months, with 16 months remaining in the project cycle. The participants in focus group meetings held in the Ministry of Justice, the Ministry of Economic Development and Poverty Reduction, and the Syrdarya region were emphatic that the results may not be sustainable if the

project is completed within 16 months, and that a second full cycle of the project is necessary for institutionalising the changes introduced and for building the necessary human and institutional capacities. The Ministry of Economy supports firmly the emphasis on standardising local capacity development, regional planning and budgeting, and decentralised administration with a key focus on service delivery. In consideration of the needs and wants of the implementing partners and in order to sustain the supply of capacity, it may be proposed to extend the project for one more term, moving forward with a clear and sustainable exit strategy .

***Recommendation 2: Re-formulate the Results and Resources framework in the new Project with organization/institution specific deliverables with specific components:*** In the current form, the Project does not have any implementing department specific or ministry specific deliverables or specifically allocated resources for any agency. For example, the Ministry of Economic Development and Poverty Reduction. It has definite and specific functions under the Project particularly focusing on local Governance, participatory planning, and decision making with Key Performance Indicators. However, the Project has not specifically identified technical and financial support to the Ministry of Economy and Rural Development. The Project should have a dedicated technical expert assigned to the Ministry of Economy, based and functioning out of that Ministry/department instead of functioning from the Project Office.

***Recommendation 3: The Project should be carried out in full accordance with the National Implemented Modality.*** Now the Project runs in a government allocated building with UNDP recruited national staff. In fact, it should have been a mixture of Government and National staff including the budgets managed by the government. It is recommended that at least for the next phase, the Project should be implemented under a full national implementation modality.

***Recommendation 4: There should be an Exit strategy for the Project.*** The proposed Project should have an exit strategy to close the Project at the end of its cycle and make the Project interventions sustainable through full government involvement and ownership.

***Recommendation 5: Focus on Back Office Strengthening:*** The Project is advised to focus on the back-office capacity development in the remaining period of the Project so that they will be ready to take up challenges in the second phase; and in the second phase a balanced approach of capacity development of both the back and front offices can be taken up.

***Recommendation 6: Enhancement of staff skills should be a priority.*** As opined by the public present at the service centers and based on the evaluation results, the

human resources engaged in public service delivery and governance require more public relations, attitudinal transformation, service specific skills, knowledge of the service delivery procedures, time management, leadership skills, communication skills, complaints management, grievance redressal approaches, budget, auditing, public finance, and IT skills and other training courses as already planned. Training interventions for capacity development are a continuous process, so they are always in demand from dedicated civil service personnel.

***Recommendation 7: More work on Public Private Partnerships (PPP) is needed.*** At the current level of performance, the initiatives for PPP do not match the pace of the overall performance of the Project. The Project has to engage more seriously with the private partners to delegate some of the public service delivery activities to the private sector. If we take the example from India, the entire passport processing is handed over to a private agency by the Government of India. Excepting the signatures by the Ministry of External Affairs, application stage to passport printing is taken care by the private sector, and the passport is issued in one day. Such possibilities may be explored in Uzbekistan.

# 1. Introduction

## 1.1.  Purpose of the Evaluation

2. This is the Mid-Term Evaluation of the United Nations Development Programme (UNDP)'s "Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan" Project. The main purpose of this evaluation is to  assess the progress, enlist the challenges,  document the lessons learned, and show a way forward for effective implementation of the Project.

3. This Project has been launched in partnership with the European  Union (EU) under national implementation modality (NIM). The Ministry of Justice has shouldered the responsibility of implementing the Project with the technical support of the United Nations Development Programme(UNDP). The total duration of the Project is 54 months (July 2019 – December 2024) with a total budget outlay  of € 9 954 980 (€ 9 800 000 from EU and € 154 980 from UNDP). This Project is in the middle of  its implementation cycle and the Mid-Term Evaluation (MTE) is included in UNDP Uzbekistan's Evaluation Plan 2022.  This evaluation covers the period from July 2019 to August 2022. This MTE report describes the purpose, scope, overall approach and methodology, implementation challenges, achievements, lessons learned, and recommendations for the implementation of the Project during the remaining period of the Project.

4. The evaluation is undertaken in line with the UNDP Evaluation Guidelines, United Nations Evaluation Group (UNEG) Evaluation Ethics, and UNDP Uzbekistan Country Office evaluation plan as defined in the Country Programme Document. One international senior expert and one national evaluator have conducted this evaluation in accordance with the terms of reference (ToR) and the agreed work plan.

5. Evaluation is conducted from Home in India and visits to Uzbekistan  within 40 days starting from July 15, 2022 to September 30, 2022. This time is utilized for collection       of documents, desk review of documents, drafting the inception report, conducting field visits, interviewing the key stakeholders,  drafting the final report,  taking feedback, approvals; and finalization.   All the interviews and interactions are conducted by the international evaluator and the national evaluator together, and in some cases, by the national consultant alone. Due care, however, is taken to accomplish the tasks and the quality of the report is not compromised. The field visits to Uzbekistan and stakeholders' face to face interviews helped to fill up information gaps found in the desk review of documents.

## 1.2. The  Purpose and Objective of the Evaluation:
**Purpose:**

6. UNDP commissioned the present Mid-term Evaluation (MTE) in order to assess the relevance, effectiveness, efficiency, prospective for impact and sustainability, and the overall progress of the project.

7. The main objectives of the evaluation are:

   - To assess whether the project design was clear, logical and commensurate with the time and resources available;

   - To evaluate of the project's delivery of achievement of its overall objectives;

   - To evaluate of project's performance in relation to the indicators, assumptions and risks specified in the logical framework matrix and the project document;

   - To evaluate the project's efficiency, including its implementation strategy, institutional arrangements as well as its management and operational systems and value for money;

   - To assess the progress towards sustainability and replication of project activities;

   - To assess the extent to which the design, implementation and results of the project have incorporated a gender equality perspective and human rights-based approach;

   - To document good practices, innovations and lessons emerging from the project;

   - To provide actionable recommendations for future programming.

# 2. Scope

8. The scope of this evaluation extends to the Project implementation period from July 2019 to August 2022, exactly three years of implementation of the Project. It covers the perspectives of the implementers, supporters, beneficiaries, and observers.

9. More specifically, the scope of the MTE covers all the activities undertaken in the duration of the Project. This includes:

   - Planned outputs of the Project compared to actual outputs and the actual results as a contribution to attaining the Project objectives.

   - Problems and necessary corrections and adjustments to document lessons learnt.

   - Efficiency of Project management, including the delivery of outputs and activities in terms of quality, quantity, timeliness, and cost efficiency.

- Likely outcomes and impact of the Project in relation to the specified goals and objectives of the programme.

# 3. Evaluation Approach and Methodology

10. The MTE is based on the main OECD DAC evaluation criteria proposed in the Terms of Reference (ToR) (Annex 1) and the Evaluation Matrix (Annex 5), which outlined the evaluation questions, illustrative sub-questions and indicators, methods and sources.

11. The project's adoption of a human rights-based approach is evaluated in terms of concepts such as acknowledging the rights of the disabled, women, children, and other vulnerable groups. The MTE informs how the project was planned, carried out, followed, and assessed in accordance with human rights norms and principles to maximise the enjoyment of rights. The evaluation specifically examined this project to determine if there had been any inequity, discrimination, marginalisation, or denial of human rights in the planning and provision of project benefits. If there were any structural reasons for exclusion during implementation, these have also been looked into in the evaluation.

12. The theory of change reconstruction was used to guide the evaluation exercise. The re-constructed Theory of Change (ToC) asserts that if public service management is led by empowered government officials with the right skills mix and attitudes, as well as equipped with digitalised and innovative systems, working in an enabling environment, then 'People in Uzbekistan, especially the most vulnerable, will participate in and benefit from responsive, inclusive, accountable, and transparent public services delivered by government institutions and specialised service delivery institutions. The evaluation seeks to utilise this re-constructed ToC to examine to what extent the environment, institutions, and human resources' capacities have been developed through this project.

13. The evaluation took 40 days to complete, including the initial inception phase, evaluation phase, and finalisation phase. Planning, preparations, a first desk review of the document, submission of the initial report, data collection through field visits and in-person interviews, presentations and feedback receiving, and the completion of the evaluation report were all covered throughout these phases.

## 3.1. Approach

14. This midterm evaluation is an evidence-based evaluation linked to the theory of change advanced in the Project document, using the UNDP-UNEG

framework with emphasis on relevance, effectiveness, efficiency, and sustainability as main evaluation criteria. Although coherence criterion was not included, lines of inquiry relating is coherence were developed across each of the criteria assessing how the multi-stakeholder engagement approach was adopted and worked within the project.

15. The evaluation adopted a mixed method approach, incorporating primary and secondary quantitative data collection both qualitative and quantitative- to ensure credibility of findings and conclusions. The evaluation mainly used qualitative methods to assess relevance, progress toward attainment of intended results (effectiveness), efficiency, and sustainability with a quantitative approach mainly done through review of progress against set targets as reported in quarterly and annual project reports.

16. The evaluators have adopted a strategy to identify and clarify the assumptions made during the project's design phase as well as how the expectations of the then-Country Programme, UNSDCF, and UNDP Strategy are being translated into a workable implementation methodology for the Project (see Table 1 below). The evaluators looked at how the project's objectives were translated into deliverables, outputs, and outcomes based on the broadly defined theory of change found in the project documents.

**Table 1: Expectations and Alignment with the then UNDAF[2]**

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2 The Project Document

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|---|
| **Intended Outcome as stated in the UNDAF/UNSDCF/Country [or Global/Regional] Programme Results and Resource Framework: ( United Nations Sustainable Development Cooperation Framework)** <br> UNDAF 2016-2020 Outcome 7. By 2020, the quality of public administration is improved for equitable access to quality public services for all. |
| **Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:** <br> <u>**OUTPUT 3.1.**</u> Strengthened institutional capacities for integrated strategic planning. <br> <u>Indicator 1.a:</u> Availability of roadmaps for policy coherence, planning, resource management and operational coordination for equitable service delivery. <br> <u>Baseline</u>: No. Current system of public sector management has sector approach for service provision that impedes reforms for access to quality public service provision <br> <u>Target</u>: Yes. <br><br> <u>**OUTPUT 3.5.**</u> Enhanced governance/efficient, convenient, more responsive citizen-oriented public services delivery through advancement of e-government. <br> <u>Indicator 5.a</u>: Ranking of Uzbekistan in United Nations e-government development index. <br> <u>Baseline</u>: 100th in the e-government development index in 2014. <br> <u>Target</u>: 80th in the e-government development index in 2020. |
| **Applicable Output(s) from the UNDP Strategic Plan 2018-2021:** OUTCOME 2:Accelerate structural transformations for sustainable development. <br> **OUTPUT 2.2.1** Use of digital technologies and big data enabled for improved public services and other government functions |
| **Project title and Atlas Project Number:** Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan. Project ID: 00119367; Output ID: 00115862 |

17. The evaluators have identified whether tangible steps were programmed and set against timelines with expected results, and if these changes were accurately identified and monitored. The evaluators have also explored whether these steps are being realised and if they have had the effect expected. An *evaluation matrix* has been developed (attached in *Annexure Five)* based on the detailed ToR prepared by UNDP. The matrix identified the key evaluation questions and answered them in the evaluation process.

18. To achieve valuable results, the evaluators worked closely with UNDP staff both remotely during the inception phase and in Uzbekistan (during the mission) to maximise participation; identify relevant information and data sources; and enable efficient implementation of the evaluation. The National Expert has supported the international expert in translation of the discussions held in the local language, contacted the beneficiaries in the Public Service Delivery centers, talked to them in their language, formulated questions, collected the data, and worked with the UNDP Strategic Planning and Integration Unit, Tashkent to obtain data and information digitally with regards to implementation of the Project. However, the evaluators have ensured that the independence of evaluation is not compromised by the ethics so that the participants in the evaluation are comfortable with providing fair and frank feedback on the Project.

19. Furthermore, the evaluators have ensured that all those participating in the evaluation are treated with respect and dignity. Details of data collection: beneficiaries, stakeholders, qualitative, and quantitative are provided in the

Methodology section.  Required care was taken to provide the stakeholders with interview environments that allowed  an open discussion and reflection on the Project, funding and  management approaches. The evaluators have opened each interview with a clear and concise description of the purpose of the evaluation and the use of information and opinions provided, including their confidential nature. The participants invited for interviews and discussions were also given the time and information to decide whether or not they wished to participate in the evaluation process; and were able to make an independent decision without any influence or pressure to participate.

20. The evaluators took a consultative and participatory approach, ensuring close collaboration with the project team, government counterparts, national partner agencies, UNDP Country Office(s), direct beneficiaries, and other stakeholders.

## Table 2: EVALUATION QUESTIONS

| Relevance: EQ 1: To  what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the Gender Equality Strategy of UNDP, the UNDP Strategic Plan and the SDGs? | |
|---|---|
| EQ1.1 | To what extent does the project contribute to the theory of change for the relevant country programme outcome? |
| EQ1.2 | To what extent were lessons learned from other relevant projects considered in the project's design? |
| EQ1.3 | Has the project been screened for gender equality and the gender marker assigned to this project representative of reality? |
| EQ1.4 | 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? |
| EQ1.5 | To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach? |
| EQ1.6 | To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country? |
| **Effectiveness** **EQ2: To what extent have the expected outcomes and objectives of the project been achieved so far?** | |
| EQ 2.1 | To what extent were the project outputs achieved? |
| EQ2.2 | What factors have contributed to achieving or not achieving intended country programme outputs and outcomes? |
| EQ2.3 | To what extent has the UNDP partnership strategy been appropriate and effective? |
| EQ2.4 | 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? |
| EQ2.5 | Are the projects objectives and outputs clear, practical and feasible within its frame? |
| EQ2.6 | To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project? |
| EQ2.7 | To what extent have stakeholders been involved in project implementation? |
| EQ2.8 | To what extent are project management and implementation participatory and is this |

| | |
|---|---|
| | participation contributing towards achievement of the project objectives? |
| EQ2.9 | How effective was the project's strategy to involve women, marginalized, disadvantaged and poor in the realisation of its activities? |
| **Efficiency** | |
| **EQ3: Was the project implemented efficiently, in line with international and national norms and standards?** | |
| EQ3.1 | To what extent was the project management structure as outlined in the project document efficient in generating the expected results? |
| EQ3.2 | To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective? To what extent was the UNDP project implementation structure gender balanced? |
| EQ3.3 | 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? |
| EQ 3.4 | To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective? |
| EQ 3.5 | To what extent have project funds and activities been delivered in a timely manner? |
| EQ 3.6 | To what extent have the M&E systems utilized ensure effective and efficient project management? |
| | |
| **Sustainability** | |
| **EQ4: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?** | |
| EQ 4.1 | Are/ have there {been} any financial risks that may jeopardize the sustainability of project outputs? |
| EQ 4.2 | To what extent will/ have financial and economic resources be {been} available to sustain the benefits achieved by the project? |
| EQ 4.3 | Are/ have there any {been} social or political risks that may/ could jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes |
| EQ 4.4 | Did the legal frameworks, policies and governance structures and processes within which the project operated pose risks that could jeopardize sustainability of project benefits? |
| EQ 4.5 | To what extent has the stakeholders' ownership been sufficient to allow for the project benefits to be sustained? |
| EQ 4.6 | To what extent have the mechanisms, procedures and policies been I place to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development? |
| EQ 4.7 | 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? |
| EQ 4.8 | What could be done to strengthen exit strategies and sustainability? |

21. The methodology adopted is informed by the timeframes available for the evaluation. Consequently, a strengths-based approach is adopted to ensure that lessons are framed in a way that is useful to UNDP and other stakeholders. Activities undertaken throughout the evaluation are aligned with the Standards for Evaluation in the UN System, and informed by the UNDP Handbook on

Planning, Monitoring and Evaluating for Development Results, and comply with the UNEG Code of Conduct for Evaluation in the UN System.

## 3.2.   Data collection methods and tools

22. For data collection, four methods are used: initial and advanced desk review of documents; key informant interviews (KII) in the field; focus group discussions (FGD); surveys using paper-based questionnaires; and online surveys using KOBO Toolbox. The data collection phase lasted from 15 July to 20 September 2022.

Details of the  methods adopted:

a.   **Key Informant Interviews (KII):** All were conducted in person except for one with an NGO MARTA which was conducted via Zoom Call. Interviews were semi-structured and conducted individually and in small groups. All interviews are guided by the interviewer.

Key informants included: officers who worked with the project from the Ministry of Justice, Ministry of Economy and Rural Development, Embassy of Latvia, European Delegation, MARTA NGO, Uzbekistan NGO engaged in supporting the cause of women's empowerment in Uzbekistan, the Civil Initiative Support Center(CISC), staff of the Public Service Center at Kamath District, clients attended for receiving public service delivery, Deputy of Kavasht District,  and UNDP project staff.

A total of 25 interviews were undertaken, including the interviews with respondents from the regions. The interviewees include staff from UNDP, CSOs, members of the steering committee, technical committee, donors, and others working in public service delivery. A full list of interviewees is attached.

b. **The Focus Group Discussions (FGD):** The FGDs are aimed at ascertaining focused opinion on the Project implementation, delivery status, Project results, critical success factors, the challenges faced in the implementation of the Project, expectations, and opinions on the way forward. Three focused group meetings are held in Khavast District ( Council of People's Representatives, Deputy office, PSD office group, Khokimiyat of Khavast District, Sardarya Region); ten focus group meetings are conducted in Tashkent covering UNDP project team, UNDP country team, Ministry of Justice-three groups, Ministry of Economy and Rural Development, National NGO, the Civil Initiative Support Center, Senate of Oily Majilis, Embassy of Latvia, and National Center for supervision and observation of PSDs.  The main issues discussed in the focus group meetings include but are not limited to: expectations and roadmap for the meeting, background for the project, discussion of the key project's highlights, review of regulatory and policy framework (public service strategy

and other regulations); business process Re-engineering, piloting of public service centers, functional review, electronic apostille, standardising service management practises and procedures (ISO 9001/27001); roles of women advisory groups at public service centers; digitalization of public services; licence platform; introduction of blockchain in PSD; quality assessment of PSD; PR & Communications; private sector involvement in public function and public service delivery; KPI for local government; law on public service delivery( See annexure two of the Evaluation Mission itinerary).

c. **In depth literature Review:** A desk review of relevant documents and literature was undertaken both from home and while on mission at Tashkent as part of the midterm evaluation. A total of 42 documents are reviewed, including both strategic and project documents. Findings of the documents reviewed are utilised both at the inception phase and at the final MTR report writing phase. The literature is systematically reviewed and was analysed against each of the main and sub-questions in the evaluation matrix. (See Annex four for the list of documents reviewed)

d. **Paper-based survey and Online survey:** A questionnaire containing 20 questions was designed and administered in eight (8) regions and the data was physically collected from 79 participants. For the online survey, the KOBO tool box was used to disseminate the questions among the population. Ninety responses were received from different parts of the country. These responses were analysed, evaluated, and presented in form of a narrative and graphically.

## 3.3. Sampling strategy
Evaluation Site Selection

23. A three-pronged strategy is adopted to data collection and sampling. These three approaches are divided into three clusters. Cluster one: Tashkent- where the project office, implementing partners, NGOs, Donors, beneficiary Ministries are located. This cluster is mainly used to seek information on project implementation, policy level challenges, coordination with the Project team with UNDP, Donors, and other partners. The second cluster is a Regional Visit to Khavast District of Sardarya Region: This visit was used for three purposes. One: personally observe the service delivery at a PSD and to interact with the clients; Two: To conduct focus group discussions & Key Informant Interviews with different stakeholders in the District; Three: Conduct Focus Group Discussion & Key Informant Interviews with the Center Management and the Front office staff. The third cluster of sampling is: Collection of data through paper-based questionnaires from key players and users of the PSD; 79 such filled in questionnaires collected from eight regions and data analysed; collection of data through KOBO tool box online survey. From eight regions 90 respondents

participated in the survey. Results analysed and used for data analysis. ( KOBO Analysis with questions annexure 9)

## 3.4.   Data analysis: Validation/ Triangulation

24. Enough care is taken by the evaluation team to ensure the quality of data is not suffered and to overcome the constraints inherent in each individual data collection tool and approach. The team has used several processes to check and clean the data. (a) speaking with multiple stakeholders in Tashkent and the district visited; (b) extracting in-depth literature review data directly from the sources as much as possible to ensure accuracy; and (c) guiding data aggregation through clear questions and criteria, as well as quality control by the evaluation team through discussions among themselves.

25. Both the International Expert and the National Expert met at regular intervals for analysis meetings to discuss and cross-reference the results of each line of inquiry, identify patterns and outliers, and drafted emerging summary findings in response to the evaluation questions and sub-questions. Data collected via the KOBO toolbox was analysed with the support of online software, and the results were interpreted after cross-checking with other sources of data collection.

26. The evaluation team employed descriptive, qualitative, and quantitative analysis techniques. Before moving on to more interpretative approaches, descriptive analysis was used to state the contexts in which the Project operates.

    Qualitative analysis included the following approaches:

    a. Content analysis is used to look for common trends, themes, and patterns that relate to the evaluation questions. It can be used to look at both document reviews and interview data.
    b. Content analysis was also used to identify different views or evidence on different issues. The issues and trends that emerged from this analysis constituted the raw material for drafting a "Zero Draft". After getting comments from the teams, this was then changed to fit into the evaluation report.

27. The triangulation was done to ensure the reliability of information and to increase the quality, integrity, and credibility of the evaluation findings and conclusions. The evaluation team based the individual findings on a variety of research methods and data sources.

## 3.5.    Limitations to the evaluation

28. The evaluation has faced very few limitations within the evaluation perspective. The evaluators, in association with the country's project team, addressed these limitations using a practical approach. Potential limitations, with proposed responses to each, are noted below and include:

- *Evaluation team* - The first and foremost limitation is that this evaluation was conducted by the International Expert from India and the National Expert from Uzbekistan. Initially, some challenges were foreseen at the inception stage. However, the International Expert has visited the country, teamed up with the National Expert, and conducted a series of meetings with the stakeholders enlisted in *Annex 3*

- *Availability of interviewees: At* the time of developing the evaluation inception report, a list of stakeholders and interviewees was collected. This list underwent a minor change at the time of actual interviews. Consequently, a level of flexibility in the data collection and interview work schedule was ensured.

- *Multiplicity of partners and participants in the data supply and interview processes.* In addition to EU and UNDP, the Project has different stakeholders and people engaged in administrative support, like: EU Delegation, Programme Staff of the Project, Ministry of Justice of the Republic of Uzbekistan, representatives from the seven pilot regions of the Project, and beneficiaries. The evaluators could not visit all seven regions due to time constraints. One Khavast District of the Syrdarya region was visited and all the relevant people there were interviewed. The representative character of the data collected from this district could not be strongly established. However, annual reports and the informationfrom other interviews, was compared for triangulation.

- *Overall time constraints* - the evaluators have adopted a flexible work approach. Timing-related considerations include: availability of flights, travel time, VISA, Covid-19 related travel restrictions in India, availability of interviewees; issues of telephone network; individuals and stakeholders  practices of replying to emails; supply of data; time taken to answer the questionnaires etc. Initially, the challenges of non-availability of flights, VISA, and cancellation of flights were faced. However, with the help of the UNDP country office, the problems were solved and the field visits happened.

# 4. Project Description

## 4.1.    Project start and duration, including milestones

29. Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan(IPSD) is a 54-month project that started on May 10, 2019 and ends on November 11, 2023. This Project has been launched in partnership with the European Union (EU) under national implementation modality (NIM). The Project has the support of the President of Uzbekistan's Decree of 2017 "On Fundamental Reform Measures for the National System of Public Service Delivery to the Population", which envisioned the establishment of a new and dedicated institution, i.e., the Public Services Agency under the Ministry of Justice of the Republic of Uzbekistan (PSA) and its territorial subdivisions with the mandate to deliver services through Public Service Centers (PSC). The Ministry of Justice has taken up the responsibility of implementing the Project with the technical support of the United Nations Development Programme(UNDP). The total Project duration is 54 months (July 2019–December 2024) with a total budget outlay of €9 954 980 (€9 800 000 from EU and € 154 980 from UNDP).

30. The Project aims to enhance the capacity of government agencies for improved public service delivery by expanding accessibility to public services, integrating service delivery systems and decentralising their access, as well as by enabling the necessary mechanisms to support these changes and ensuring their sustainability. By improving the delivery of public services, the Project seeks to contribute to improving the quality of life of vulnerable sectors of the population in rural areas—such as women, youth, children, the elderly, and people with disabilities—by enhancing their access to public services and by increasing the quality of service delivery. This Project also aims to strengthen citizen participation through a variety of outreach and social accountability mechanisms that enhance people's voices in decision-making processes and increase their access to information, effectively increasing the transparency of Uzbekistan's local governance system. The Project objectives are congruent with government policy demands in designing and implementing initiatives that would foster institutional effectiveness, transparency, and participation, and change management. Thus, Project objectives are clearly linked to the country's reform aspirations and strategies[1].

## Box 1: THE GROWTH OF PUBLIC SERVICE CENTERS IN UZBEKISTAN

*The Public Service Centre (PSC) is the household name in Uzbekistan today which is everyone's need and that need is fulfilled hassle free. For instance, if a citizen must obtain a child's birth certificate, enrol her in a pre-school and later in a school, and obtain other documents, including business licences PSC is the only location where all of these procedures can be completed.*

*A new era in public service delivery has begun on 12 December 2017, with the establishment of a new state structure, The Public Service Agency(PSA) through a Presidential Decree and it was given the objectives of preventing bureaucracy and defending the citizens' faith and expectations in government institutions. A certificate of the international standard ISO 37001: 2016 in the anti-corruption management system was awarded to PSA Agency in 2021.*

*PSA and the United Nations Development Program collaborated on the project " Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan(IPSD)," which was funded by the European Union. As part of this project, the Public Services Agency and the UNDP jointly developed and launched the License Information System. The system has made it easier to acquire the licenses and permits needed to run a business.*

*Public Service Centers, which operate under the principles of digital governance, efficiency, convenience, and quality, have grown to be synonymous with ' The ultimate location for Public Service. These centers earlier serviced only business houses for commercial needs as one stop shops. Now, they are the one-stop-shops for all the citizen centric services.*

*There are currently 207 PSC in each district and city around the nation, and seven of them are the pilot centers supported by the UNDP project. Initially there were only 37 different types of public services offered to businesses through the Public Service Centers up to 2018, there are now about 200 of these services available. More than 120 thousand public services were offered to business owners in 2017. As of now, there have been more than 30 million requests for public services from both natural persons and legal entities. This represents a 220% increase.*

*In the area of public services, more than 110 regulatory legal acts have been prepared thus far, more than 70 services have undergone complete revisions, and around 80 administrative rules have been implemented. As a result, the number of documents citizens provided decreased from 167 to 79, and the amount of time needed for service was cut in half, from 465 to 245 days.*

*The relevant Presidential Decree eliminated the need for 18 types of certificates and documents, and the registration of pertinent acts in the fields of civil registration, medical examination of married people, and the issuance of biometric passports abroad will be done on an extraterritorial basis in order to improve the conditions for the use of public services by the population and business, as well as to reduce bureaucratic barriers in this regard.*

*On the weekends, PSCs staff visits persons who live in isolated, mountainous places that are challenging for cars with specialised equipment to reach in order to deliver the appropriate documents. Every day, around 64500 mobile services are offered across the nation utilising techniques that are acceptable, practical, and transparent.*

*Depending on the needs of the community, branches of the Public Services Centers have been created in outlying locations (100–300 km) from the district headquarters. As of now, they number more than*

*systems required for the delivery of public services, along with the digitization of government agency archives, serves as the primary criterion for this.*

*The PSA started with support of UNDP digitising with the Civil Registry Offices to set the bar for other agencies. For this, specialised digitization hardware was employed. As a result, the Civil Registry Offices' over 60 million archive records that are currently available have been digitised to a greater than 90% extent.*

*The "Unified Electronic Archive of the Civil Registry Office" information system is simultaneously updated with records of acts that were registered using the Arabic and Old Latin alphabets but later found to be invalid. Additionally, the "Unified Electronic Archive of the Civil Registry Office" was given personal identity numbers, allowing more than 10 million individuals under the age of 16 who lack biometric passports to identify the applicant's family members.*

*Offering composite (integrated) services in the Civil Registry Offices to record a child's birth is another convenience. In other words, simultaneous services are provided for birth registration, child registration in the polyclinic, registration at the place of residence, appointment for a one-time pension, and line-ups at state preschool educational institutions.*

*More than 15 papers were streamlined with the advent of composite public services, and access to 4 offices was restricted. More than 174 766 citizens have profited from this convenience as of today, despite the fact that this service has not been available for a very long time.*

*A platform for the delivery of public services has been introduced, and a database of competent authorities for the supply of public services has been established under constant control of the quality of services. As a result, it was feasible to monitor the level of adherence to the sequence and time of the delivery of each public service. It is noted that the Code on Administrative Liability creates responsibility for actions expressed in violation of legislation in the provision of public services in accordance with the Law of the Republic of Uzbekistan.*

*Direct administrative sanctions against the guilty officials may be imposed by the Director of the Public Services Agency and his deputy, as well as by the heads of territorial departments and their deputies. The Agency's experts have made it possible to get an electronic digital signature online to make it simpler to access public services remotely.*

*Some procedures in the realm of entrepreneurship have been made simpler. For instance, opening a bank account in 30 commercial banks at the same time as registering a business is now available. It will be possible to register workers in the funded pension system and acquire an electronic digital signature in addition to the state registration of business companies that are legal entities.*

*Some district Public Services Centers began testing "surdo-online" tablets in November of 2021. Surdo-online tablets offer full online communication with people who have hearing and speech difficulties and are connected to the Internet. Launched recently, the "Situation Center" at Tashkent enables real-time (online) monitoring of all public service centers around the nation.*

*Despite all this historical successes, today, the Public Service Agency has no independent existence. It*

31. With this in mind, the Project seeks to achieve the following milestones during the currency of the Project in seven pilot regional centers and the results, and achievements of the Project are expected to be replicated across the country in 207 centres:

    a. ***An enabling environment is built*** for improved public service delivery by streamlining the regulatory framework and the relevant policies, and encouraging data-driven and evidence-based policymaking;

    b. ***Capacity strengthened Public Service Delivery Institutions*** in place, like the Public Service Agency(PSA) the Ministry of Justice (MoJ), Public Service Centers (PSC)s in seven pilot regions, and associated agencies to develop, plan, implement and monitor public service delivery policy implementation via the PSCs;

    c. ***The Technical Capacity of Public Service Centers(PSCs) is built*** in the pilot regions to showcase an exemplar model of public service delivery aiming to win public trust and overcome concerns with regard to the viability of one-stop shops;

    d. ***Participatory planning and governance systems in local*** government are available in the pilot regions to ensure that public service delivery addresses the needs of people, in particular of vulnerable groups.

## 4.2.   Development context:

Environmental, socio-economic, institutional, and policy factors relevant to the Project objective and scope

32. The Project goals seek to address the development challenge at hand through a rights-based approach, accessibility and affordability of public services by citizens, especially by the vulnerable groups comprising of women, children, people with disabilities, the elderly, and those living in rural areas, who are adversely affected by the digital divide and their subsequent exclusion to a great extent. Similarly, the Project promises to ensure transparency and openness of public service delivery through the introduction of access to information practices, real-time monitoring of the delivery of services, and the elimination of human participation in decision-making processes. When such processes are automated, the anti-corruption measures will become operational. The Project also cautious that the quality and speed of service delivery are not negatively affected, and fundamental rights and freedoms, i.e., access to information and privacy, are not put at risk.

33. The Project is designed with a rights-based approach to public services in order to promote the realisation of the basic, social, and economic rights of citizens in rural areas, including those of women, children, and youth, the elderly, persons with disabilities, and other vulnerable groups.

34. Gender equality considerations are also embedded across all activities, including integrating gender-centric enhancements to regulatory and policy frameworks; re-designing public services; provision of capacity development support; and selection of public services and pilot regions. The establishment of special Women Advisory Groups within the Public Service Centers is envisaged as an affirmative action measure to ensure adequate space for civic engagement of women. Therefore, capacity development and awareness-raising activities are expected to address specific needs of women with regard to interacting with government entities.

35. The benefits of environmental sustainability are also built into the activities. The introduction of paperless work modalities is expected to eliminate or reduce paper waste, while offering public services through one-stop shops is expected to decrease travel time to obtain services, leading to fuel savings.

36. Participatory planning systems in local governments to ensure that the public service delivery system addresses the most pressing needs of people in the regions, especially of women, children and youth, the elderly, and people living with disabilities in rural and remote areas, is also considered as a cross-cutting strategy which is grounded in the human rights-based approach.

## 4.3.    The Project Coherence

37. The Project aligns with and is supportive of the Uzbekistan Development Strategy (UDS 2017-2021), Uzbekistan's Sustainable Development Cooperation Framework (UNSDCF 2021-2025, Outcome 3), UNDP Strategic Plan and Country Programme, and the Uzbekistan Presidential Decree of December 2017. ( See Figure 1 below). The project contributes to Reforming the Governance System (1.2. of Uzbekistan's Development Strategy), Uzbekistan's SDG Vision 2030. The country has established a system of People's Receptions of the President; administrative reform is ongoing; e-government is being improved; and reforms are being implemented to ensure the independence of the media and bloggers as well as to enhance the role of civil society. The project further supports the Country Development Plan (CDP) Flagship area or Outcome 1, and para 12 (b) enhanced effectiveness and inclusiveness of public services, with a strong focus on digital transformation to benefit all members of society jointly with the EU and the Agency for Public Service Delivery. The project objectives, outcomes, outputs, and activities are consistent with SDG 5 (Gender Equality), SDG 8(Decent Work and Economic Growth) , and SDG 16 (Peace, Justice, and Strong Institutions). Thus, the project is perfectly coherent with national and international priorities and strategies for development.

Figure 1: PROJECT COFERENCE WITH NATIONAL AND INTERNATIONAL STRATEGIES

**AGENDA 2030**

SDG 5, 8, 16

**UNDAF 2016-2020**

4. Effective Governance to Enhance Public Service Delivery and the Protection of Rights

**UDS 2017-2021**

UZBEKISTAN DEVELOPMENT STRATEGY

1.2. Reforming the Governance Systems

**UNSDCF 2020-2025**

**Outcome 3:** Promote improved public service delivery by expanding access to public services, integrating service delivery systems and decentralizing their access, particularly for vulnerable groups in rural areas and overseas migrant labourers

**UNDP CDP**

**Flagship Area 1** Reforming of public administration and public service through decentralization

**IPSD 2019-2024**

Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan

## 4.4.  Problems that the Project sought to address, threats and barriers targeted

38.  Based on the Government's legal and institutional reforms seeking to support citizen-centric service delivery, this Project proposed a series of activities at the legal reform, institutional development, and implementation levels that will facilitate the establishment and functioning of one-stop shops to deliver public services to the general public and vulnerable groups in rural areas primarily. The Project also proposes a series of activities aimed at strengthening the capacity

of local governments and citizens to monitor and provide feedback to the Public Services Agency (PSA), and now the Ministry of Justice, to improve the performance of the Public Service Centers (PSCs) in public service delivery and effectively create a quality control mechanism at a sub-national level.

## 4.5.    Immediate and development objectives of the Project

39. The immediate goal and the development objective are to create functional and accessible public service delivery institutions that satisfy public needs. The Project aims to enhance the capacity of government agencies for improved public service delivery by strengthening the institutions of delivery; re-tooling the delivery systems; and re-skilling the human resources; thereby expanding accessibility to public services; integrating service delivery systems; and decentralising their access; as well as by enabling the necessary mechanisms to support these changes and ensure their sustainability. By improving the delivery of public services, the Project seeks to contribute to improving the quality of life of vulnerable people like women, youth, children, the elderly, and people with disabilities—by enhancing their access to public services and by increasing the quality of service delivery and overall development of the lives of the population. This Project also aims to strengthen citizen participation through a variety of outreach and social accountability mechanisms that enhance people's voices in decision-making processes and increase their access to information, effectively increasing the transparency of Uzbekistan's local governance system. The Project objectives are in line with government policy demands in designing and implementing initiatives that would foster institutional effectiveness, transparency, and participation, as well as change management. Thus, Project objectives are clearly linked to the development agenda of the Government of Uzbekistan.

## 4.6.    Expected results

40. Improving the quality of life of the vulnerable population in rural Uzbekistan through accelerated public service delivery is the expected Key Result of the Project.

41. The Project expects that accessibility to public service will be enhanced by this Project through the implementation of digital service delivery policies formulated by the Government of Uzbekistan, enhancing the capacity of the existing institutions of service delivery, re-tooling the digital delivery processes, and re-skilling the human resources deployed in public service delivery at national and sub-national levels. The Project also looks at the strengthened citizen participation in the decision-making processes at the local level and increases their access to information, effectively increasing the transparency of the local governance system as a result of the effective implementation of this Project. Therefore, the Project defines its key output in its own words as

"improved well-being of vulnerable population groups in rural areas through better access to streamlined public services."

### Table 3: Main stakeholders: summary list[3]

| # | Name of the organization | Key area of cooperation/involvement |
|---|---|---|
| 1 | Ministry of Justice:<br>- *Department of legislation,*<br>- *Department of public services, office for coordinating the activities of public service centers and civil registry offices,*<br>- *Department of international legal cooperation,*<br>- *Department for the development and implementation of the monitoring of administrative procedures,*<br>- *Center for the development of public services,*<br>- *Department of digitalization of public services* | • Piloting of public service center;<br>• Electronic Apostille;<br>• Quality Assessment of Public Service Delivery;<br>• Functional review and Business Process Re-engineering;<br>• PR & Communications;<br>• Review regulatory and policy framework;<br>• Standardize service management practices and procedures (ISO 9001/27001);<br>• Quality of service delivery assessment and development of proposals for streamlining delivery;<br>• Women advisory groups at Public Services Centers;<br>• E-License platform;<br>• Introduction of the blockchain in PSD,<br>• Law on local governance; |
| 2 | Ministry of Economic Development and Poverty Reduction<br>- *Department for private sector analysis and development;*<br>- *Department of Macroeconomic policy, analysis and forecasting*<br>- *Institute of Forecasting and Macroeconomic Research* | • Private sector involvement into public function and public service delivery;<br>• KPI for local government; |
| 3 | Commission of the Senate of the Oliy Majlis of the Republic of Uzbekistan to promote the revitalization of local representative bodies | • Law on local governance;<br>• Functional review of Kengashes of local deputies, Public Advisory Councils |
| 4 | Embassy of Latvia | Women advisory groups at Public Services Centers |
| 5 | NGO "MARTA Center" (Latvia) | Women advisory groups at Public Services Centers |
| 6 | UNDP Acceleration Lab | Hot Spot initiatives in public service delivery process |
| 7 | Representatives of EU | Partnerships with UNDP and Government of |

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[3] The Project Document

| | | Uzbekistan |
|---|---|---|
| 8 | Provincial Governments | Implementation achievements and challenges KPI Introduction, PACs, WAGs, Law on LG, functional analyses, and trainings. |
| 9 | Ministry for Development of Information Technologies and Communications of the Republic of Uzbekistan | Digitalization of public services and improved access to the Single Portal of Interactive Public Services or www.my.gov.uz |

## 4.7. The Theory of Change (ToC)

42. The Project does not have any theory of change spelt out in the Project document. However, this theory of change is constructed based on the project objectives, outcomes, and outputs.

43. The Project's Theory of Change (TOC) is built on the assumption that government institutions in Uzbekistan are inefficient with limited capacities in the delivery of public services. Thus arises the need for the transformation of public services. It argues that crucial to the transformation of the public service and accelerating delivery is having transformative leadership, effective institutions, digitalised processes, and skillful human resources with the ability to encourage, inspire, and motivate others. This is central to creating changes in various processes and attitudes, as well as introducing new ways of doing business in the public service. It asserts that **if** public service management is led by empowered government officials with the right skills mix and attitudes, as well as equipped with digitalised and innovative systems, working in an enabling environment, **then** 'People in Uzbekistan, especially the most vulnerable, will participate in and benefit from responsive, inclusive, accountable, and transparent public services delivered by government institutions and specialised service delivery institutions. Ultimately, this results in accelerated quality, increased accessibility, and affordability of public services for all, 'Leaving No One Behind'. Thus, the theory is that, for the overall development of Uzbekistan, ensure that the people of the country are fully satisfied with the Government they voted into power. To ensure that the people are satisfied with the Government, make the publicly delivered services more accessible, the processes easier, and the delivery institutions user-friendly. To ensure this, take participative decisions engaging the users. The theory goes on to say that we should strengthen the environment, institutions, and human resources, as well as increase their capacity. To ensure this, use available technology, reengineer processes, and support vulnerable populations such as

women, the elderly, people with disabilities, and others. To do all this, design a Project, seek funding, and implement it with conviction and commitment. The Project under evaluation does exactly this. Therefore, the theory of change depends on improved public service delivery to ensure confidence in Governance.

**Figure 2: The Theory of Change**
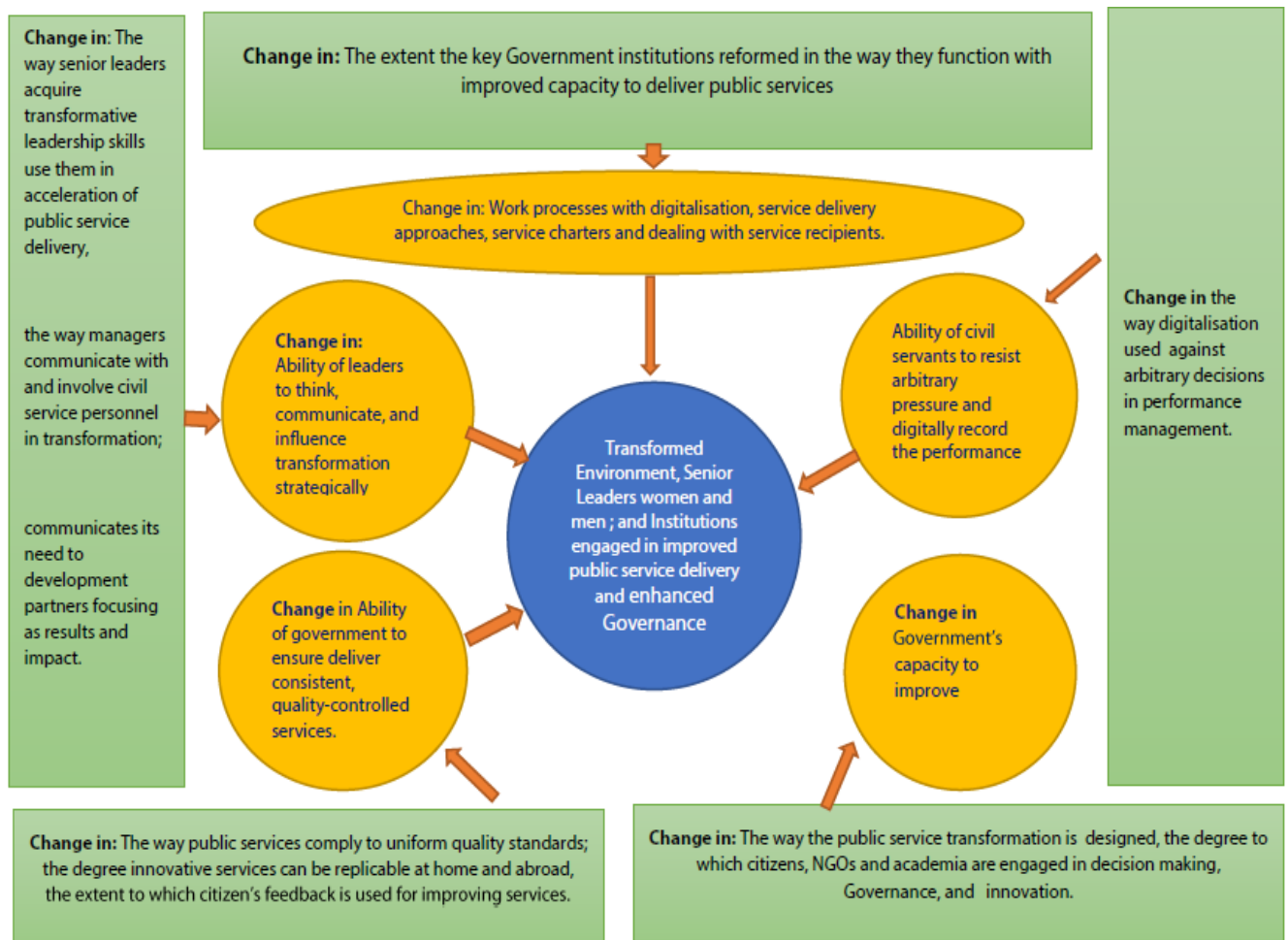


## 5. Data Analysis and Findings

### 5.1.  Data Analysis

44. Even though it can sound like a conclusion, before we begin the data analysis, we must stress that the Project has clearly stated the national priorities in the Project Document. The project is entirely driven by demand and aligned with governmental goals. The managers, funders, implementers, and the users all have confidence in the project management and respect for the Project. Even if UNDP's recruitment and procurement processes have a few minor delays, the project has full national ownership because it is managed by Uzbek professionals using a national implementation modality. The beneficiaries of the project and the project's management team are both aware of their objectives. As a result, it is challenging to assess this project while it is still in progress. However, every attempt is made to fairly assess the Project, taking into account both its strengths and weaknesses, in the same manner that external assessors are expected to do.

45. The secondary data source for qualitative and quantitate assessment of the Project has been the documents collected for the desk review. As explained above, a total of 42 documents are reviewed, including both strategic and project documents. Findings of the documents reviewed are utilised both at the inception phase and at the final MTR report writing phase.  The literature is systematically reviewed and was analysed against each of the main and sub-questions in the evaluation matrix. (See Annex  four for the list of documents reviewed)

46. The Desk Review of Project Document (ProDoc) reveals that it has  very well-articulated the development challenges in Uzbekistan and quite effectively related them to the two specific areas of interventions for Improved Public Service Delivery  and Enhanced Governance in Rural Uzbekistan .

47. When the Project document (ProDoc) is examined in its overall spirit, it becomes clear that the Project has been thoughtfully created to handle every capacity issue. Three important or typical areas of capacity development requirements are identified by UNDP's capacity development techniques. The Environmental capacity,  the organizational/institutional capacity, and the individual capacity all the  three areas of capacity need to be developed. A nation can only have better institutions and people to provide better services if all the three are perfectly balanced. All of these issues have been addressed by the project in order to improve rural Uzbekistan's capability for public service delivery and governance. (Table 1).

48. The ProDoc review further reveals a that there exist a few small gaps in its design, as explained here under.

   a. The Project has one output  and it sounds like an outcome: **"*Improved and streamlined public service delivery across the country, especially in rural areas*"** Outputs are expected to be palpable, SMART, and quantifiable. UNEG guidelines explain:[4] *"Output: The products and services that result from the completion of activities within a development intervention within the control of the organization"*  The outputs include: Goods & Services, Changes in Skills & Capabilities, New Products, Reports, Systems, and Publications produced.

   b. The Project states that ' *The Project objectives are congruent with government policy demands in designing and implementing initiatives that would foster institutional effectiveness, transparency and participation and*

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[4] UNEG Results Based Management Handbook, Page 12 and 13

*change management. Thus, Project objectives are clearly linked with the country's reform aspirations and strategies.[5]*.  Such objective could have been enlisted in the document.

c. The Project Outcome is explained in the  chapter III -Results and Partnerships  of the Project Document as " *The key intended outcome of this Project is to improve the quality of life of vulnerable sectors of the population in rural areas – such as women, youth and children, the elderly and people with disabilities – by enhancing their access to public services, and the quality of their provision. Equally, the Project aims to strengthen citizen participation in the decision-making processes at the local level and increase their access to information, effectively increasing the transparency of the local governance system*."[6] This outcome should have been carried into the Results Framework and Activities table. Excepting in the Chapter III's  opening paragraph, the Project outcome is not discussed anywhere in the Project document. On the other than, the Project activities and outputs are linked directly to the UNDAF outcomes. In fact, the Project should  link/base  its  outcome  to  the  UNDAF/Country  Programme outcomes, and the Project outputs and activities are linked to the Project Outcomes. This Project document does not relate its output and activities to its outcome. Thus, a bit of confusion is created while evaluating and linking results to the Project outcome.

d. The Project document does not have a theory of change.  This could be because, the Project document was drafted under the old guidelines; The theory of change explained in this evaluation report is based on the development challenges, output, and activities.

e. Also, the Project does not have an exit strategy. This Project with high demand both from the Government, donors, and the beneficiaries should have  an  explicit    exit  strategy.  The  Project  is  moving  towards institutionalizing improved the public service delivery, and digitalization of the processes. The Project stops operating at some point in time. Therefore, an exit strategy or intent to exit transferring the responsibility to the Government should have been explicitly provided in the Project document.

**Table 4**
**Capacity Development**
**(The details given in this table are illustrative not exhaustive.)**

| | Enabling Environment | Organisational/Institutional | Individual Capacity |
|---|---|---|---|

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[5] Cover page, the Project document.
[6] The Project Document Chapter III

| | | **Capacity** | |
|---|---|---|---|
| What is it? | This enables other two areas- Organisations and Individuals deliver. Without environmental capacity the organisational capacity and individual capacity however strong cannot deliver. This area of capacity constitutes: Political will, Polices, Legal framework, positive attitude of senior functionaries to delegate and appreciate the work of other functionaries in the system. | Rules, regulations, work procedures, guidelines, service delivery tools, accessibility guidelines, physical accessibility facilities of disabled, women; and children, buildings, tables, chairs, computers- both hardware and software. Training institutions, required number of personnel- both technical and nontechnical (Human Resources); finances, budgets, funding etc. form the organisational/institutional capacity. | Knowledge, skills, attitudes gained through institutional capacity, training and development approaches. |
| What has been done? | Project has taken specific activities and actions to strengthen environmental capacity of Improved Public Service Delivery and Enhanced Governance in Rural Areas.<br><br>The Activity 1: *Build an enabling environment for improved public service delivery by streamlining regulatory framework and relevant policies, and encouraging data-driven and evidence-based policy making'* is an indication of the Project's commitment to enhance environmental capacity to introduce public service delivery reforms.<br>All the sub activities center around this main activity, and these activities address environmental capacity challenges. It is evidenced from the implementation of the activities like: Review regulatory and policy framework pertaining to public service delivery at the central and local | The "Activity 2: *Enhance institutional capacities of the PSA, the MoJ and associated agencies to develop, plan, implement and monitor public service delivery policy implementation via the PSCs'*. Focuses on the institutional capacity. So are the implemented activities like: Capacity development and training for PSA and PSC personnel, Provision of trainings to personnel of government agencies responsible for development and provision of public services, Improve access to information about public services through various channels, Enhance the PSA's integrated information system, call center and situation center, Introduction of an internship programme at PSA/PSC for university and college students. However, back office institutional capacity development is required. Linkages with back-offices and front-offices should be | A large number of training courses covering capacity enhancement in public service delivery, basis government services skill development, Business Process Re-Engineering, Digital Service delivery, E-Governance etc. are designed and delivered by the Project. All the achievements of the Project in terms of individual capacity enhancement are not listed here for want of space.<br>However, back-office staff capacity development in line with the front office staff capacity development is required. |

| | | | |
|---|---|---|---|
| | levels, Standardise service management practices and procedure, Quality of service delivery assessment and development of proposals for streamlining delivery, Functional review of government entities engaged in public service delivery, Development & Implementation of Action Plan for digitalisation of archives, Data analysis tools introduced across the public service delivery system, Prototyping blockchain-based solutions in public service delivery. | developed. | |

49. The Project activities are designed to contribute to the achievement of UNDP Strategic Plan 2018-2021: OUTCOME 2:Accelerate structural transformations for sustainable development. OUTPUT 2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions. These are translated into the Project output: *"Improved and streamlined public service delivery across the country, especially in rural areas"*. The four main activities, and 24 sub-activities described in the Project document flow from this output. The Project is designed so well that nothing in the UNDP strategic plan output as above is left out. Also, this contributes the theory of 'No one is left behind'

50. As planned and agreed to with the Government of Uzbekistan, the Project has started working with the Public Service Agency (PSA) and enhanced the PSA's capacity. However, the Government has taken a policy decision to merge PSA with the Ministry of Justice. Now, the Project works with the Ministry of Justice, and ever since the Project started working with the Ministry of Justice some communication and capacity re-building issues arose. Despite the challenges of re-organising the work with the Ministry of Justice, the Project has made many achievements. The achievements made during the period under evaluation are put in Table 5 here under.

Table 5
Results Framework and Achievements

| Activity | Achievements | Partial/Full | Challenges and Comments |
|---|---|---|---|
| Output of the Project: *"Improved well-being of vulnerable population groups in rural areas through better access to streamlined public services"*. | | | |
| **Activity 1:** **Build an enabling environment for improved public service delivery by streamlining regulatory framework and relevant policies, and encouraging data-driven and evidence-based policy making** **Output indicators:** | | | |

| Activity | Achievements | Partial/Full | Challenges and Comments |
|---|---|---|---|
| 1.1. Number of regulations amended with the support of the Project to better suit the PSC public service delivery modality<br>1.2. Number of developed Public Service Standards<br>1.3. Number of proposals for improving the quality of public services delivery based on analytical tools developed to assess quality levels of service delivery | | | |
| **Activity 1.1: Review regulatory and policy framework pertaining to public service delivery at the central and local levels** | Based on the results of functional analysis implemented by the Public Services Agency, the Ministry of Construction, and the Cadaster Agency massive blocks of recommendations were developed within the Project to improve current legislation related to PSD. More than 10 regulations amended/newly adopted with the support of the Project to better suit the PSC service modality.<br><br>The most important legislative act adopted in the sphere of public services delivery is the National Strategy for the Modernization and Accelerated Development of the Public Service Delivery System for 2022–2026, which was approved by the Decree of the President of Uzbekistan 'On additional measures to simplify the provision of public services, reduce bureaucratic barriers, and develop a national system for the provision of public services' on 20 April 2022. | Fully | During the preparation of the supplier's report and the discussion of the preliminary report, the participation of the national partner was minimal or small, as a result, some of the recommendations of the service provider were not required. This problem was solved due to the maximum involvement and active participation of the national partner in the discussion of the preliminary works of the provider's services.<br><br>The service provider does not analyse systematic problems and underlying structural barriers in detail, does not identify the main reasons and important factors influencing the quality of public services, taking into account foreign experience, there is no definition of consistent systematic procedures by which problematic issues and difficult situations are analysed and resolved. Most importantly, recommendations and proposals of the service provider for the development of public services are of a general nature and template proposals that do not go into details, especially, there are no specific mechanisms for an action plan of tasks and practical ways to implement general recommendations. As a result, the outputs are returned for revision and detailed processing of the research material, this process takes a lot of time for both the service provider and the customer. |
| **Activity 1.2: Standardise service management practices and procedures** | In October 2021, the central office of the Public Services Agency, five pilot regional departments and five pilot Public Services Centers successfully passed the final certification audit for the international standards of ISO quality management system 9001:2015 and received certificates of compliance. | Fully | During the preparation for the internal certification audit, more than 20 guidelines, rules and regulations aimed at ensuring compliance with the requirements of international standards have been developed and approved by the national partner. These procedural documents and rules were not sufficiently informed to the staff of the state body providing public services. With the help of the customer, together with professional specialists of the state agency providing public services, remote seminars and trainings were organized |
| **Activity 1.3:Quality of service delivery assessment and development of proposals for streamlining delivery** | The assessment of public services accessibility in ten selected villages of the three-pilot remote rural regions of Uzbekistan was conducted during October 2021 and February 2022. From select villages- 565 people from Karakalpakstan, 596 from the Kashkadarya region and 545 from the Surkhandarya region | Fully Achieved | Many prepared recommendations of the service provider did not find specific addresses to meet the needs of service recipients and were not fully implemented. This issue was resolved with an additional discussion at presentations and seminars with the involvement of the national partner and other participants in the provision of public services |

| Activity | Achievements | Partial/Full | Challenges and Comments |
|---|---|---|---|
| | combining a total of 1,706 citizens participated in the survey. This survey explained the quality-of-service delivery. | | |
| **Activity 1.4:** *Functional review of government entities engaged in public service delivery* | Based on the results of functional analysis implemented by the Public Services Agency, the Ministry of Construction, and the Cadastre Agency massive blocks of recommendations were developed within the Project to improve current legislation related to PSD. More than 10 regulations amended/newly adopted with the support of the Project to better suit the PSC service modality. | Partially Achieved | During the preparation of the supplier's report and the discussion of the preliminary report, the participation of the national partner was minimal or small, as a result, some of the recommendations of the service provider were not required. This problem was solved due to the maximum involvement and active participation of the national partner in the discussion of the preliminary works of the provider's services. |
| **Activity 1.5:** *Development & Implementation of Action Plan for digitalisation of archives* | To achieve further digitalization, the Project helped the Ministry of Justice establish a new data center. Civil registry offices are digitizing over 60 million hand-written registries. Set of V-shaped scanners were procured and installed at regional civil registry office archives and new server cluster for this purpose was procured. This allowed Civil Registry offices move to a fully digitized system. The Project also helped the Ministry equip uninterruptible power supply and equipment for data center was delivered to the Ministry of Justice. | Nearly Full | Data centers are ready to capture the data. Skill development of HR managing the data centers is needed. However, it is already factored into the Project activities. |
| **Activity 1.6:** *Data analysis tools introduced across the public service delivery system* | Business intelligence software was deployed at the Ministry of Justice for data analysis and for improving decision-making. | Partially Achieved | Criteria for the analysis is not fully clear. Skill development is immediately required to make it functional, and put the results into use. |
| **Activity 1.7:** *Prototyping blockchain-based solutions in public service delivery* | Blockchain was introduced to the Civil Registry information system. The blockchain employs a hashing mechanism to augment the existing Civil Registry Information System. Structurally, this means exposing via API a mechanism to generate hashes that can be stored on the blockchain to create a digital fingerprint of a record but retaining Civil Registry system functionality. This allows tamper detection or prevention to happen in front end systems that can now refer to the blockchain hash as the "single source of truth" for the valid record of the data. | Partially Achieved | It took more time than originally planned since the company deployed the blockchain module fully remotely. Company has to visit the working sites and explain working of Blockchain technology and necessary skills have to be improved. |

**Activity 2: Enhance institutional capacities of the PSA, the MoJ and associated agencies to develop, plan, implement and monitor public service delivery policy implementation via the PSCs**

**Output Indicators**

2.1 Number of PSA, MoJ and other associated government agencies personnel trained through developed modules *(disaggregated by gender);*

| Activity | Achievements | Partial/Full | Challenges and Comments |
|---|---|---|---|
| 2.2 Number of roadmap documents developed on transfer of front-office operations from relevant government agencies to PSCs; | | | |
| **Activity 2.1: Capacity development and training for PSA and PSC personnel** | Twelve training modules have been developed to train specialists of the Public Service Agency, PSCs, and those of state organizations and local authorities.<br><br>More than1,500 employees (including 102 women) of Public Service Agency and Public Service Centers improved their skills in 16 different seminars and trainings on important issues such as stress management, effective time management, crisis management, effective crisis communication, working with problem clients, and conflict resolution.<br>29 PSA employees successfully completed the course on international management system standards ISO 9001: 2015 and ISO 27001:2013.<br>140 employees of the PSA and PSCs in seven pilot regions, have increased their capacity within the framework of seven three-day trainings covering topics including leadership, effective teamwork, modern management, development of organizational customer-orientation, stress management, and other matters. | *Nearly Full Achievement* | *This can be rated 'not a full achievement' for the capacity enhancement is a continuous process and should help achieve intended goals. Here, capacities developed at PSA were partially utilised because, after capacity development induction, the PSA was merged with the Ministry of Justice thereby no supporting the intended purpose of capacity development at PSA.* |
| **Activity 2.2: Provision of trainings to personnel of government agencies responsible for development and provision of public services** | 15 public relations specialists (seven women) from central and regional PSA departments improved their effective communication skills through 4 trainings. | Partially Achieved | Public Relations skills are still wanting in a major part of the country, and the client relation skills need still sharpening. The Project needs to work more focused on this area immediately. |
| **Activity 2.3: Improve access to information about public services through various channels** | A Communication Strategy is being developed to promote public services to determine communication priorities, target audience, key messages, methods, and tools for disseminating information about public services among existing and potential users of public services and stakeholders.<br><br>Prepared various information materials in a simple and clear language. | Partially Achieved | Lack of potential vendors for the development of such documents both in the country and in neighboring countries. |
| **Activity 2.4: Enhance the PSA's integrated information system,** | A new Situation center was established for the Ministry of Justice. With this new tool the Ministry of Justice monitors the | Fully achieved | Connecting the situation center to the information systems took longer than expected. There is a challenge of staff working at remote areas with a fear of |

| Activity | Achievements | Partial/Full | Challenges and Comments |
|---|---|---|---|
| *call center and situation center* | activity of all PSCs across the country. It also allows analysis of data obtained through different information systems in public service delivery | | being spied upon and work under stressful conditions. Also, it looks like a digital surveillance. Might raise the question of Human Rights violation. |
| ***Activity 2.5: Introduction of an internship programme at PSA/PSC for university and college students*** | During the reporting period, seven two-day training modules were held in the seven pilot regions. 105 selected volunteers were trained on topics including 'Who is a volunteer', 'Communication skills', 'The role and importance of volunteers in the interaction with PSCs' and 'Stress management'. All volunteers played an active role in the work of the PSCs, primarily to assist in providing public services to the more vulnerable groups of the population in remote rural areas. | Partially achieved | Despite the huge interest in the development and use of the internship program from both the Public Services Centers and the interns/volunteers themselves, there are some difficulties in ensuring the sustainability of this system, primarily the motivation of volunteers. |
| **Activity 3: Build technical capacity of at least 5 PSCs in the pilot regions to showcase an exemplar model of public service delivery aiming to win public trust and overcome concerns with regard to the viability of one-stop shops**<br>**Output Indicators:**<br>*3.1.Number of PSCs established using ergonomic principles equipped with relevant IT hardware and software*<br>*3.2 Number of awareness raising items, i.e., TV/radio advertisements, printed material, infographics, videos, etc. (act. 3.9)* | | | |
| ***Activity 3.1: Assessment of demand for most popular public services*** | Three external quality assessments of public service delivery and competency building activities<br>**Quality assessment:**<br>2019 year – quality assessment of 4 pilot regions with selected 10 high demanded public services<br>2020 year – quality assessment of 5 pilot regions with selected 20 high demanded public services<br>2021 year – quality assessment of 7 pilot regions with selected 40 high demanded and most complaints public services as well as mystery shopper's activities of selected 7 public services<br>**Quality assessment competency building:**<br>2021 year<br>December 14-16 –Training on quality assessment for front office and back-office representatives conducted by Latvian experts | Near fully achieved | 1. Accessibility, finding and conducting interviews in remote areas with focus on women, elderly people, youth, and people with disabilities<br>2. Closedness of systems made interviews with front office, back office, and clients as well as mystery shoppers a bit difficult to get real picture of the processes<br>3. Under developed information systems at the Ministry of Justice made it difficult to get statistical data and other required information for the analyses<br>4. Results of the assessments were not fully used to review and revise the quality of the services assessed. |
| ***Activity 3.2: Streamline provision of at least 10 public services through PSCs in five (5) pilot regions*** | More than 20 public services were streamlined by using Business Process Re-engineering (BPR) tool as well as competency building activities of using BPR tool.<br><br>**BPR application:**<br>2020 year - BPR of 3 public services (drinking water supply, construction & preschool education related services)<br>2021 year - BPR of 17 public services (construction, and | Fully achieved today, however, should continue | 1. Mostly "AS IS" processes of the public service delivery are different from adopted regulations<br>2. Many objections from mainly back-office organization in development of "TO BE" processes<br>3. Implementation of recommendation of BPR and acceptance of new "TO BE" processes for the selected public services by the government<br>4. Big gaps between front office and back-office organizations in terms of |

| Activity | Achievements | Partial/Full | Challenges and Comments |
|---|---|---|---|
| | cadaster related services) 2022 year - BPR of 5 public services (Apostil & Civil Registry Office related services)<br><br>**BPR competency building:**<br>2021 year<br>August 2-6 - ToT training on BPR<br>August 17-19 – first BPR training for front office and back-office representatives<br>September 28-29 – second BPR training for front office and back-office representatives<br>December - Development of BPR Manual | | working conditions, information systems and capacity development<br>5. Optimization and reviewing public service processes on the top by not involving service providers in the shop floor |
| ***Activity 3.3: Support the establishment of regional Centers for Innovative Ideas, Digital Skills & Women Empowerment*** | In collaboration with UNDP Acceleration Lab (Acc. Lab) two pilot regions (Sirdarya & Jizzakh regions) were selected and achieved followings:<br>1. Selected 3 innovative ideas (mobile services, mobiles game and volunteer movement) among collected more than 60 ideas from two regions<br>2. Conducted "CO DESIGN" of the public service clients in the selected two pilot regions<br>3. Developed draft methodology of mobile services together with Public Service Development entre under MoJ | Partially achieved. | 1. Mobile service delivery system is facing the challenges from many influencers such as regional and local authority, seasonal holidays, changes in time timetables and that is one common methodology of conducting mobile services. Also, inadequacy of the vehicles required.<br>2. Conceptually very strong, however, the vehicles do not have own- dedicated internet services. The operators have to use their own mobile phones and internet connections spending from their pockets. Sometimes, the connections are very poor. |
| ***Activity 3.4: Pilot Public-Private Partnerships (PPP) in public service delivery*** | In collaboration with the Ministry of Economic Development and Poverty Reduction of the Republic of Uzbekistan following results were achieved:<br>1. Selected more than 20 public services and 5 public functions for the private sector involvement for the delivery processes<br>2. Assessing the capacity of the private sector to provide selected public functions and public services based on PPP and other forms of interaction and piloting in the pilot regions of Uzbekistan<br>3. Organized round table on presentation of the results of the assessment to the Ministry of Economic Development and Poverty Reduction, Ministry of Justice, and back-office organizations<br>4. Draft regulation development and submitted | Partially achieved | 1. Fear and rejections from back-office organizations to involve private sector to their public functions and services<br>2. Proposals from back-office organization in involve private to the non-popular and less interested public functions and services to the private sector<br>3. Mistrust and fear of private sector to participate, takeover and deliver proposed public functions and public services<br>4. Legislative and legal support is still in the making |

| Activity | Achievements | Partial/Full | Challenges and Comments |
|---|---|---|---|
| | to the Central Government for inputs and adoptions | | |
| **Activity 3.5:** *Improve user experience through upgrading design, layout, furnishing and equipping PSCs* | 6 inclusive pilot public service centers with additional conditions and initiatives for citizens focused to women, elderly people, youth, and people with disabilities. Specifically, there are: <br>1. Women Advisory Groups <br>2. Volunteers <br>3. Self-service corner <br>4. Braille scheme of the center <br>5. Posters and infographics <br>6. Others | Partially achieved | 1. Frequent blackouts from power supply in the centers <br>2. Problems with informational systems and Qamatic queue system (Qmatic Queue Management System is all about managing the work flow from the point customer enter and until finishing their transaction). It requires expert practical training and orientation to using the system for better results. <br>3. Competency development of public service personnel <br>4. Delivering information on public service center condition and public service delivery processes |
| **Activity 3.6:** *Conduct awareness raising campaigns for promoting the PSCs* | More than 250 awareness raising posts were prepared and posted on various social media platforms and more than 130 news and analysis articles were published in local and national media, 5 blogs and 6 article were published in international media, while 18 thematic infographics, 1 cartoon and 5 animated videos were developed for display at all PSCs. Dozens of interviews and news stories were broadcast on local and national TV channels. <br><br> To inform the population, business and the international community about the Project's results, new opportunities for public services delivery, reforms in the national system of public services and their impact on public administration, organized: <br> • Media Tour for journalists and bloggers. <br> • 2 International Press Clubs. <br> • 2 Press Conference <br><br> More than 400 children from all regions of Uzbekistan participated in the children's drawing competition 'Public Services for My Family', intended to raise awareness among the population, including among children and adolescents, people with disabilities and the elderly, of the activities of the PSA, and means by which public services are provided by the PSA and through the portal www.my.gov.uz. Due to the Covid 19 pandemic and the impossibility of organizing an exhibition of drawings, an online 3D gallery has been developed where anyone | Fully Achieved | Time constraints |

| Activity | Achievements | Partial/Full | Challenges and Comments |
|---|---|---|---|
| | can view the winners' work.<br><br>More than 20 journalists and bloggers from all over Uzbekistan presented their work as part of the National Contest 'Public Services as a Vital Necessity', in order to attract mass media attention to topical issues related to the development of public services in Uzbekistan.<br><br>The 'Tez, oson, qulay' Facebook page was created to inform the population about public services and how to obtain them, changes in public service delivery, and to share new ideas and initiatives – the page had about 3,000 subscribers.<br><br>More than 4 million potential beneficiaries across the country have been informed about the activities of the PSA and PSCs, and the public assistance available at the unified portal of public services www.my.gov.uz and the website davxizmat.uz. Other opportunities are also possible through the digitalization of the public services sector, a process which led to a 23 percent increase in the use of online services in 2021 compared to 2020. | | |
| **Activity 4: Introduce and pilot participatory planning and governance systems in local government in the pilot regions to ensure that public service delivery addresses the needs of people, in particular of vulnerable groups**<br>**Output indicators:**<br>*4.1 Availability of dashboard for monitoring activities of PSCs in real time at the MoJ and PSA level developed;*<br>*4.2 The availability of institutional arrangements established to engage citizens, especially women, in planning local budgets and monitoring their execution in regions;* | | | |
| *Activity 4.1: Digital transformation of selected public services of the khokimiyats & integration them with PSCs Digital transformation of selected public services, including licensing activities of the khokimiyats and other governmental organizations & integration them with PSCs.* | During 2020-2021 the Project conducted functional analysis of 5 pilot district khokimiyats, the Ministry of preschool education, Drinking Water Supply Organization (Suvoqava), Public Services Agency, the Cadastre Agency under the Tax Committee, and the Ministry of Construction of the Republic of Uzbekistan. Proposals were submitted to the Ministry of Justice, Ministry of Economic Development and Poverty Reduction and other national partners. Findings and recommendations resulting from the functional analysis of the PSA have been incorporated and addressed in the Strategy of Public Services Development for 2022-2026 as developed within the IPSD Project. Some findings | Fully achieved and will continue. | The main purpose of Functional review is to review the scope of activities carried out, the organization and delivery channels, the delineation of responsibilities, and the capabilities the organization requires in the way ahead. Some ministries and organizations do not support FR, consider FR as an audit, additional control and expect losing their functions and jobs. Sometimes they prefer do not submit all information needed.<br><br>Due to COVID-19 restrictions part of interviews were organized online. |

| Activity | Achievements | Partial/Full | Challenges and Comments |
|---|---|---|---|
| | and proposals were used during the preparation of the Government Resolution 'On approval of the single administrative construction regulations in construction' (approved on 20.04.2022 #200). Some results were included into a draft law on Local government.<br>The Project also conducted a functional review of Councils of People's Deputies in the three pilot districts, including the Nukus district of the Republic of Karakalpakstan, the Bakhmal district of Jizzakh region, and the Shurchi district of Surkhandarya region. The Model Regulations of the regional, district and city Councils of People's Deputies and the Model Regulations on the Committees of the Regional, District and City Councils of People's Deputies were developed and approved by Resolution No. SQ-360-IV of the Senate of the Oliy Majlis of 31 July 2021.<br><br>IPSD helped to elaborate the President's Decree 'On measures for cardinal improvement of licensing and permitting procedures' No.6044 approved on 24 August 2020 and also supported the development of a new version of the Law of the Republic of Uzbekistan 'On Licensing, Permitting and Notification Procedures' (No. ZRU-701 of 14.07.2021).<br>The new 'License' information system creates a single platform enabling entrepreneurs to obtain all 199 licenses, permits and notifications, which results in streamlined processes, lower costs, and a reduced reliance on paper. The information system also includes mobile applications available on Google Play and Apple Store.<br>From January 2021 to May 2022 a total number of 32,196 licenses and permissions were obtained. 12,200 of these (37%) are licenses for the fields of education and sports, 9,654 (29%) are for transportation services, and 21% are for alcohol and cigarettes trade. | | Some Government line ministries and organization, responsible for issuing licenses, did not want to change paper based licensing procedures to e-based ones. This has slowed down the process of making changes to the legislation. Capacity development and dialogue with such Government institutions is required. |
| **Activity 4.2: Train public servants on planning, RBM methods and** | Seven (7) manuals and policy papers and analytical notes on local governance issues were published, covering the effective | Partially Achieved | Due to COVID-19 restrictions the Project was not able to organize several offline trainings. Online training courses were organised. Considering the ground reality |

| Activity | Achievements | Partial/Full | Challenges and Comments |
|---|---|---|---|
| *techniques* | organization of the activities of local Councils of People's Deputies and their administrative offices, budgeting with the participation of citizens, public oversight, RBM, district strategy, HR for local government, and others.<br>1,552 representatives of local government staff and NGOs (23.7% women) have participated in the training courses aimed at knowledge and skills improvement on local governance issues | | in Uzbekistan, classroom training could have given better results. |
| *Activity 4.3:*<br>*Introduce KPIs and reporting systems in pilot khokimiyats* | In close cooperation with the Senate, the Project adopted a joint work plan in March 2020 which outlined collaborative activities and interaction of experts on drafting several legislative acts for local khokimiyats and councils of people's deputies, including the introduction of KPI instruments in pilot districts, increasing their capacity and responsibility, and participatory planning. During the reporting period more than fifteen meetings of different levels were organized in the pilot regional and district khokimiyats. 451 people (83 women) representing district khokimiyats, Councils of People's Deputies, NGOs and other experts, were interviewed while preparing the analytical report on the development and implementation of KPIs and the new reporting system. 122 members of local khokimiyats were involved in discussions, and development of practical proposals on KPI implementation. The evaluation of KPI in two pilot districts was initiated according to a joint work plan between the Ministry of Economic Development and Poverty Reduction and IPSD, for the Kasansay district of the Namangan region, and the Dekhkanabad district of the Kashkadarya region. | Partially achieved | The Agency for development of public services (ARGOS) has introduced ratings system of local governments.<br>The Project is suggesting an alternative system of reporting through a new Key Performance Indicators (KPI) for local government. The Project's main partner is the Ministry of Economic Development and Poverty Reduction.<br>There is still discussion about how to apply new reporting system with KPIs.<br>Extensive training in KPI formulation and measurements is required. |
| *Activity 4.4:*<br>*Develop manuals and guidelines for pilot khokimiyats* | The following seven manuals related to local governance issues were developed:<br>1. Organizing activities of Councils of People's Deputies - with the Senate of the Oliy Majlis<br>2. Budgeting with the participation of citizens – with the Ministry of Finance and the | Fully achieved | |

| Activity | Achievements | Partial/Full | Challenges and Comments |
|---|---|---|---|
| | Tashkent Institute of Finance<br>3. Public oversight – with the Support of regional development and NGOs<br>4. Result-oriented management – with ERGO Analytics<br>5. Develop a district development strategy with the population's participation – with the Institute of the Oliy Majlis<br>6. Human resource development in local government – with ERGO Analytics.<br>7. Effective organization of the secretariats of local Councils of People's Deputies – with the Senate of the Oliy Majlis | | |
| **Activity 4.5:**<br>***Facilitate interaction between public authorities and civil society*** | According to the joint work plan of the Senate of the Oliy Majlis, six Public Advisory Councils were established in three pilot district khokimiyats in October 2021, with the support of the Institute of the Oliy Majlis. Regulations on PAC were developed and approved by khokims of the three pilot districts. Three trainings for PAC members were organized at the three pilot districts, attended by 71 participants including 25 women. | Fully achieved | **The process is a continuous one and should continue.** |
| **Activity 4.6:**<br>***Introduce gender-sensitive approaches to public service delivery*** | UNDP Uzbekistan has signed an MoU with the Ministry of Foreign Affairs of Latvia, with the aim of building the capacity of local NGOs in Uzbekistan to provide public services to women and other people from vulnerable groups in rural areas, and to support establishment of Women's Advisory Groups (WAGs) in seven pilot Public Service Centers (PSCs), contributing to the improvement of the quality of public services delivery in the country.<br>Seven WAGs have been established under pilot PSCs, at which staff have been trained by NGO MARTA (Latvia) experts.<br><br>In 11 months, WAGs directly assisted 3294 people at service centers in seven regions. WAGs also assisted 989 clients in obtaining services online via www.my.gov.uz, and 4,264 women and men were trained on | **Partially achieved** | The achievement by the WAG is not impressive at all. If we look at the number of beneficiaries of this support ( 764 women + 254 youth + 149 + elderly + 44 PwD=1211) 1211 in seven pilot regions , it comes to 173 persons per region, and 58 persons per year, and 0.20 persons per working day. NOT at all either impressive or efficient.  Value per money is not calculated for want of data on money spent on WAG. However, in the center visited by the evaluator, the member WAG was advising a woman on the processes of service delivery at the center and the client felt satisfied with the service. |

| Activity | Achievements | Partial/Full | Challenges and Comments |
|---|---|---|---|
| | legal, psychological, and business issues in order to improve their legal, digital, language, and entrepreneurship skills. 6,883 rural residents were given information materials about public service delivery. The WAG prioritised the quality of services provided. In addition, to ensuring the quality of services provided during the first two to three months beginning in October, the project organised a number of trainings and prepared WAG consultants to serve visitors. These services have been extremely beneficial and effective. | | |

51. After 38 months of operation, 71.86% of the project's total budget has been used, thus far at an average rate of €188,270 per month. Still, the project must last for 16 months. The project can use the €2,800,712 available if we look at the jobs that have been finished and those that still need to be done. The budget for the project has currently been used for about 33.94% of Activity No. 1's Enabling Environment for Improved PSD costs. If the activities are carefully planned, the project can be completed within its allotted timeframe and budget. Now that Activity 1 is no longer required to be funded, the initiative may focus

| No. | Activity | 2019 | 2020 | 2021 | 2022 (Sept) | Totals (Euros) |
|---|---|---|---|---|---|---|
| 1 | Activity 1 (Enabling Environment for improved PSD) | 126 253 | 1 449 930 | 730 366 | 121 979 | 2 428 528 |
| 2 | Activity 2 (Enhanced Capacities of PSA and DoJ) | 60 614 | 563 805 | 522 848 | 227 860 | 1 375 127 |
| 3 | Activity 3 (Build Technical Capacities of PSCs) | | 590 860 | 793 913 | 605 275 | 1 990 048 |
| 4 | Activity 4 (Participatory Planning and Governance) | | 369 940 | 815 388 | 175 237 | 1 360 565 |
| | TOTAL OUPUT | 186 867 | 2 974 535 | 2 862 515 | 1 130 351 | 7 154 268 |

on Activities 3 and 4. (See table 4)

52. Unlike many other projects reviewed by this international evaluator in other nations, the expenditure patterns, reporting of results, and the Government's engagement in achieving the project's objectives are exceptionally satisfactory and managed professionally.

**Table 6**
**EXPENDITURE OF THE PROJECT FROM 2018 TO 2021**

53. Digitalisation is a process where the functional rules, regulations, processes, policy implementation, and work procedures that are hitherto in manual practice are transported to a digital platform. Those capacities--environments, institutions, and individuals--must first be strengthened and transferred to a digital platform. The Project has exactly done the same, simultaneously

supporting digitalisation. The following activities may be looked at for a quick grasp of the digitalisation activities of the Project.

**Table 7 Activities**

| |
|---|
| Activity 1.5: Development & Implementation of Action Plan of digitalization of archives |
| Activity 1.5: Development & Implementation of Action Plan of digitalization of archives |
| Activity 1.7: Prototyping blockchain-based solutions in public service delivery |
| Activity 2.4: Enhance the PSA's integrated information system, call center and situation center |
| Activity 4.1: Digital Transformation of selected public services, including licensing activities of khokimiyats and other government organizations & integration them with PSCs |
| Activity 3.5: Streamline provision of at least 22 public services through PSCs in five pilot regions |
| Activity 3.5: Improve user experience through upgrading design, layout, furnishing and equipping PSCs |
| Activity 3.3: Support the establishment of regional Centers for Innovative Ideas, Digital Skills & Women Empowerment |
| Activity 2.1: Capacity development and training for PSA and PSC personnel |

54. The Project has designed and delivered a number of capacity development initiatives and interventions (see table 8 below). These include the development of knowledge products, their dissemination, production of user manuals, handbooks, work procedures, infographics, and brochures, the design and delivery of training courses on various aspects of knowledge, skills, and attitude; conducting seminars, and workshops for consultations and opinion seeking; field visits, study tours, and exposure visits. These products have a strong impact on the Government of Uzbekistan's programme of digitalization of service delivery.

55. These initiatives were mainly aimed at strengthening user-friendly service delivery through the development of Public Service Centers. Despite some internal rigidities in the Government, resistance to change, cultural barriers, the Project has been able to implement all of its activities to a greater extent and has become one of the most sought-after Projects in Uzbekistan. The data reveals, although there was a change in the responsibility of public service management from the Public Service Agency (PSA) to the Ministry of Justice, with the winding up of PSA, continuity of the support and technical leadership of UNDP all through the duration of the Project was ensured, and the Project team has been able to sustain the interests of the Project. If the evaluation ethics do not bar the evaluators from stating the successes of the project team, they will not hesitate to record here that the UNDP Project team management, and the team spirit have been the critical success factors for the Project. Each employee of the project is fully committed to transforming Uzbekistan's public service delivery into "*a service par excellence*" and has a killer instinct.

**Table 8**
**Knowledge Products Developed by the Project**

| Knowledge | Policies and Legal Framework | Training courses | Workshops/ | Exposure visits |
|---|---|---|---|---|

| Product/tools of service delivery | | | seminars | |
|---|---|---|---|---|
| Analytical Papers | Amendments to the legislation | Training courses on Knowledge | For knowledge sharing | Field visits- cross region visits for knowledge gaining and sharing. |
| Hand Books | New polices and approaches in Local Governance | Training Courses on Skill Development | Validation of decisions and assessments | Study tours to countries like Latvia etc. |
| Infographics | Approaches on Strengthening Digitalisation of Service Delivery | Training courses on attitude and perception | Collect collective opinion | Media visits, Visits by international experts to share experiences and expertise in Public Service Delivery |
| Manuals | Access to Public Services. Accessibility to the Persons with disabilities, and most vulnerable | Training on public service delivery | On larger legal and policy issues affecting PSD | Knowledge sharing, |
| Brochures | | Trainings on Digital Governance | One Stop Shops and Mobile PSCs | Situation analysis, and experience sharing |

56. The findings from the desk review of the documents are very strongly supported by the analyses of stakeholders' responses to the paper-based questionnaires. Many of the stakeholders are neither interested in the project document's structure nor do they have access to it. As a result, there are no comments on the project document's design in the stakeholders' answers. Eight rural areas, including Bahmal (5 respondents), Dehkanabad (6 respondents), Gulistan (5 respondents), Havast (6 respondents), Karakalpakstan Republic (16 respondents), Namangan (21 respondents), Nurafshan (6 respondents), and Shurchi (14 respondents), were chosen to participate in the survey in order to ensure a balanced regional representation. The questionnaire contained 20 questions. 79 people (52 men and 27 women) have submitted responses.

**Figure 3: Respondents to Paper based questionnaries**
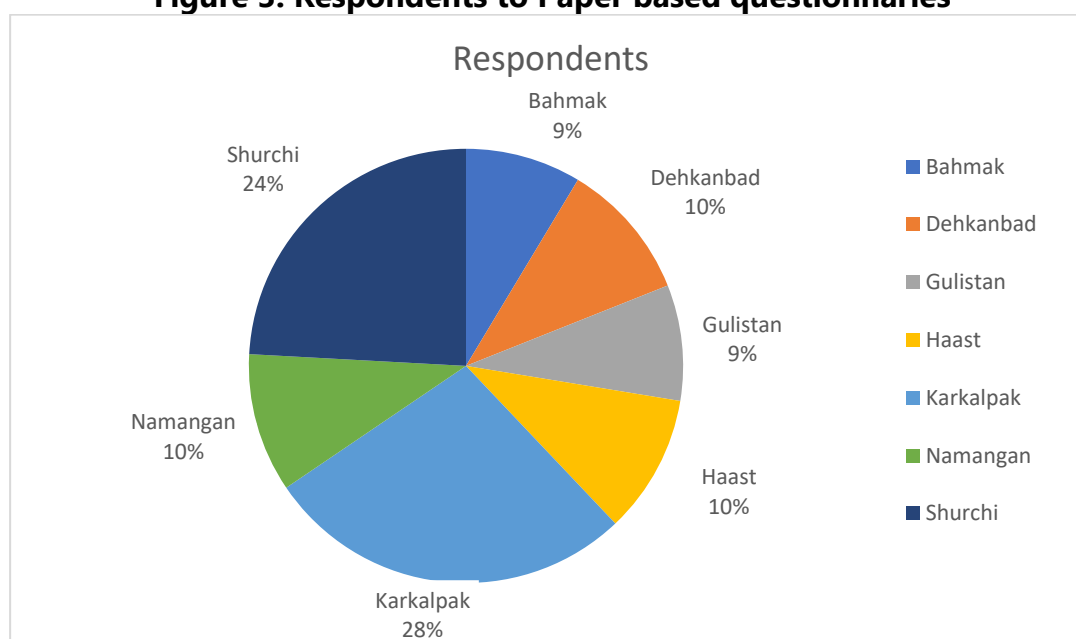
57. The primary goal of the survey of the key stakeholders in the eight pilot regions of the Project was to learn the overall project success rates in relation to the UNDP evaluation criteria of effectiveness, efficiency, sustainability, gender equality and women's empowerment, and impact. It aims to evaluate the project's effectiveness from the project's inception in 2019 to August  The assessment team seeks to determine through the questionnaires whether the project was successfully conducted, whether it was sustainable, how it affected the local population and vulnerable individuals, and how it affected the empowerment of women. Whether the initiative and its activities can be continued in light of the encouraging results remains to be seen. Negative comments will be used to enhance and reduce inappropriate actions in order to effectively complete the project's remaining two years and apply the lessons acquired from them to other endeavours. Disaggregation by gender, PSC employees in rural and urban areas, and evaluating the effects of project activities on the most vulnerable segments of the community will determine whether or not special consideration was given.

## 5.2.  Survey Statistics in Context

58. The manual survey was conducted in eight regions in Uzbekistan. The filled questionnaires were manually collected for the assessment. The evaluation team designed a questionnaire to gauge respondents' broad awareness of the project's goals, successes, obstacles, necessary changes, and suggestions. to determine what existing actions for the local community and vulnerable groups need to be improved. There are a total of 20 questions, 16 of which are semi-quantitative and 4 of which are qualitative. About 100 people, including employees at service centers, government representatives, NGO representatives, and WAG clients at the service delivery centers, were given the questionnaires at random. 79 people responded in total, and of those, 52 were men and 27 were women, or 34% of the total. Women's responses appear to be less as the composition of women in the randomly selected stakeholder target group is smaller. An equal opportunity was provided to offer their comments on service delivery.

59. Based on their professional roles, the respondents are divided into three groups: managers, specialists, and volunteers. One woman and 13 men have management positions such as department head and deputy department head, while 43 (28 men and 15 women) are specialists, and 18 are volunteers (10 men and 8 women).

**Figure 4: Participants' Profile**

**Participants profile**
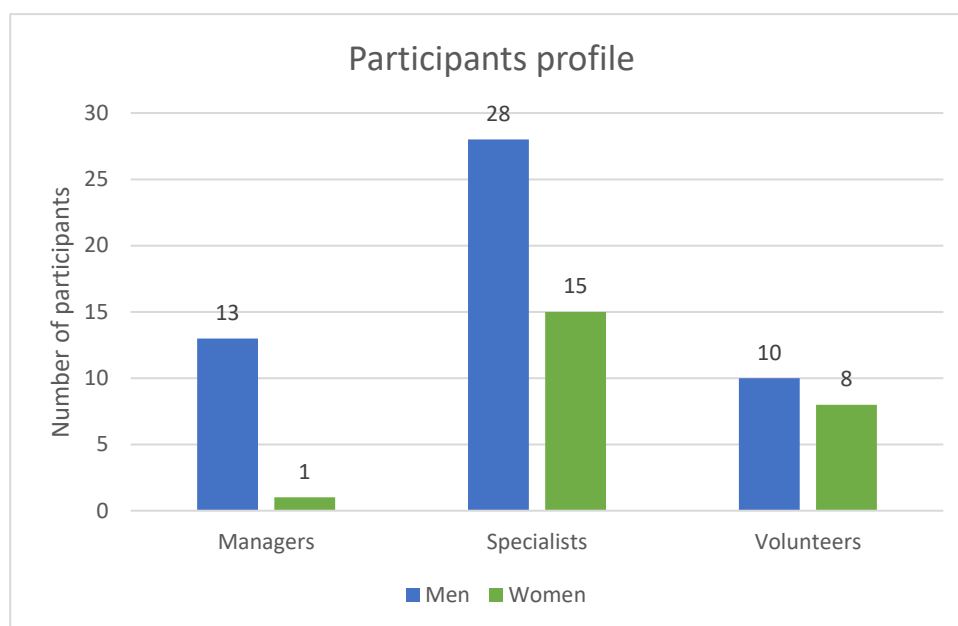
60. The question posed to stakeholders in order to gauge their general degree of project knowledge was "What are the main project objectives, in your opinion?" 42 out of 79 respondents, or 53%, were able to explain that it was for improving public service delivery across the country. Another 18 responses opined that it was to improve public service delivery just in a limited number of locations. In total, 76% of the respondents were able to clearly state what the project's major goal was. This demonstrates the project's outreach and the capacity to create awareness among the target audience and project stakeholders. 93% of those surveyed (74 out of 79) expressed that the Project was extremely vital for Uzbekistan

61. The questionnaire contained questions on the project's promises of development of environmental, institutional, and human resource capacities to ascertain the level of knowledge of the stakeholders on project activities and the projects' ability to create awareness about their activities and objectives.

62. On the question of the availability or required environmental capacity for improving public service delivery, 44 out of 79 respondents believed that they had enough environmental capacity, policies, the legal framework, and senior management capacities were sufficient, and the only thing they felt and still needed was to strengthen institutional capacity. In contrast, 21 out of 79 respondents believed that the environment's ability to promote better public service delivery in terms of legislation, the legal system, and senior management competence was insufficient. Only 8 out of 79 respondents believed that the current arrangements were ad hoc and lacked the necessary environmental capacity at the subnational level. They indicated that they anticipate this project

will increase environmental capacity by reviewing all regulations, the legal system, and senior leadership's attitudes.

63. In the area of developing effective institutions for public service delivery, 31% of the respondents noted that the public service delivery institutions are equipped with the systems, procedures, rules, regulations, and guidelines at the national level and are digitally developed in the area of developing effective institutions for improving public service delivery and enhancing rural governance. They should only be strengthened at the sub-national level. Approximately 24% of respondents also mentioned that the government uses manually run systems, processes, rules, regulations, and guidelines. Only changing the existing systems to IT-enabled delivery methods and adding more human resources to the government are necessary. This is in contrast to 35% of the respondents who stated that "The public service delivery institutions are in a primitive stage of delivery and they are operating with the age-old systems, methods, rules, regulations, and guidelines." All national and international systems and procedures must be designed with IT support, taking into account the perspective of improving service delivery globally and the needs of international investors.

64. The replies for building human resource capacity are weighted towards requesting greater indirect help from the project for building HR capability. Instead of focusing on already existing abilities, the respondents call for skill development in numerous areas of public service delivery and the conduct of a Training Needs Assessment prior to the scheduling of any training courses.

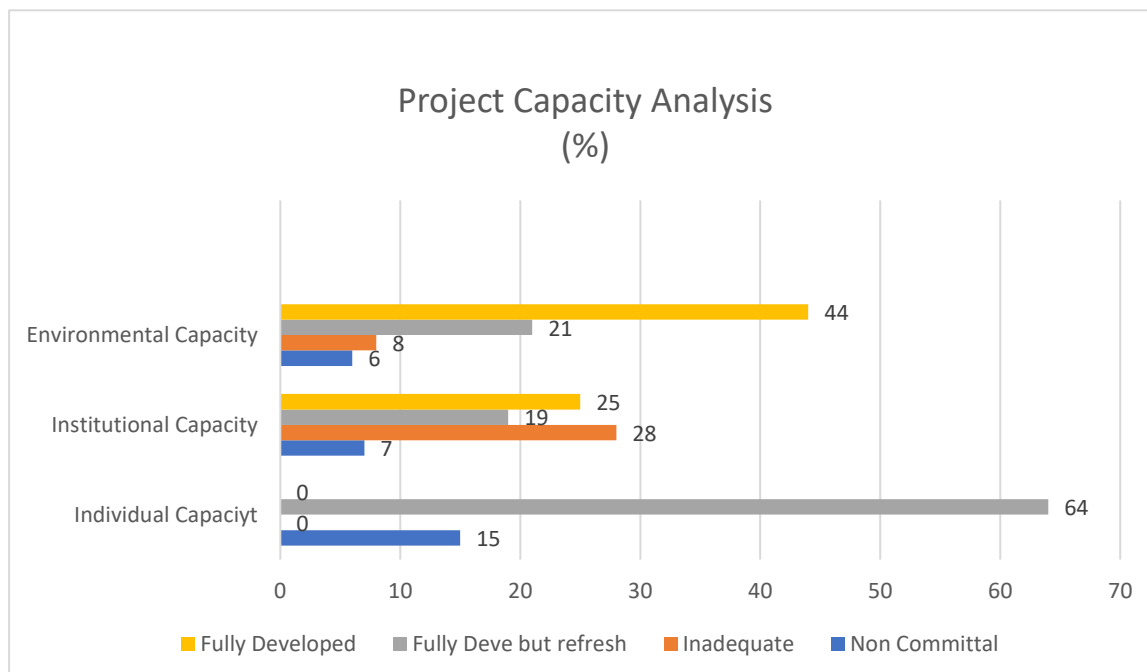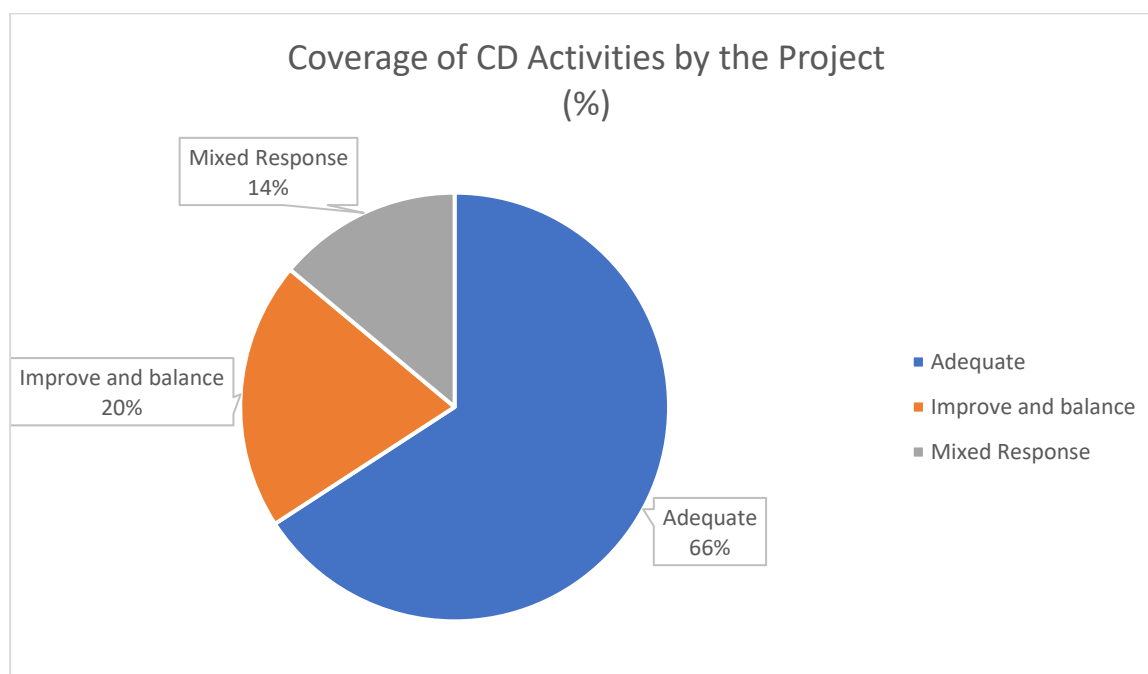**Figure 5: Project Capacity Analysis**



**Figure 6: Coverage of CD Activities by the Project**



65. Improvements in service delivery at a faster pace is observed and experienced by about 60% of the respondents, while a 20% felt that it was too early to comment. About 8% respondents feel that there was progress but it was too slow.

66. Concerning the Project's relationships with  the implementing partners, the answers are clear.  72% of the respondents said that the project activities are efficiently planned out and coordinated with the implementing partners. 10% of those polled, however, think that the Uzbek government was moving too slowly to carry out the project, while 3.8% think that the UNDP took too long to respond to government's requests. Regarding the Project's interactions with the Donor, the European Delegation, a similar response is observed. The answer is biased in favour of the project. A whopping 82% of participants said that the project was handling interactions with the EU in a very professional manner; only 4% of participants thought that the EU was satisfied with UNDP but not the government. One response further notes that the EU is happy with the government but not with the UNDP. Overall, the project has been able to build, institutionalise, and maintain professional relationships both with the implementing partners and the sponsors. It appears that this is one of the Project's key success elements.

67. In terms of the project's implementation, enhancement of service delivery, and reaching out to the intended beneficiaries, 77% of respondents assessed it as extremely effective. 9 percent of respondents were unable to respond, and the remainder had no comments.When asked about the challenges, 50% of the respondents felt there were no obstacles, while the remaining respondents provided replies that were unrelated to the subject.

68. According to 81% of respondents, the project's planning, execution, and evaluation all emphasised gender equality and the empowerment of women from distant areas. About 82% of the respondents were aware that public services for women, people with disabilities, the elderly, and children have been extended to distant areas. Half of the respondents support their claim with proof from the presence of wheelchairs, explanations from WAGs, help with braille, access to the building, the internet, and computers.

69. The results from the desk review of the documents, the paper-based survey, and the online survey with minimal personal contact support each other. An online survey was conducted using the KOBO toolbox. 90 people from eight different regions took part in the poll and responded to all 13 questions. The age group of the 90 respondents ranged from 18 to 60 years old, with 66.67% of the men and 33.33% of the women. Responses from respondents between the ages of 18 and 40, who make up roughly 67.74% of the total, lead us to believe that the youth of the nation are quite happy with the service delivery improvements made possible by the project and started by the Government of

Uzbekistan. Furthermore, the respondents make up 94.44% of individuals and 5.56% of legal entities. This further shows that more people are willing to remark on the delivery's advantages and disadvantages in addition to being its recipients of publicly provided services. In terms of education, out of 90 respondents, only one is not educated, and all are educated, with 63.33% having a bachelor's degree. Furthermore, civil service personnel ( 60%), entrepreneurs (20%), housewives and unemployed women (3.33%), self-employed (3.33%), teachers (3.33%), temporarily unemployed (3.33%), migrant labour (2.22%), and the retired (1.11%) have reposed their confidence in the Public Service Delivery systems.

70. The channels of communication for better public service delivery are more widespread in terms of their distribution across different modes. About 70% of respondents rely on the PSC as their main information source, while 14.44% rely on internet sources, leading us to believe that the government's web-based information management system is usable by anyone who wants to use it, and 4.44% each rely on call centers, friends, family, and Mahalla councils. This explains why there are no gaps in the public's knowledge of the institutions that deliver public services and the services that are offered.  However, it is unclear why  do 70% of people still need to visit the center to know the services offered by the center is.

71. PSC's service quality receives an excellent rating from 82.22% of respondents, a good rating from 15.56%, and 1.11% each from fair rating and difficult to say.

**Figure 7: Quality of Public Service Delivery**
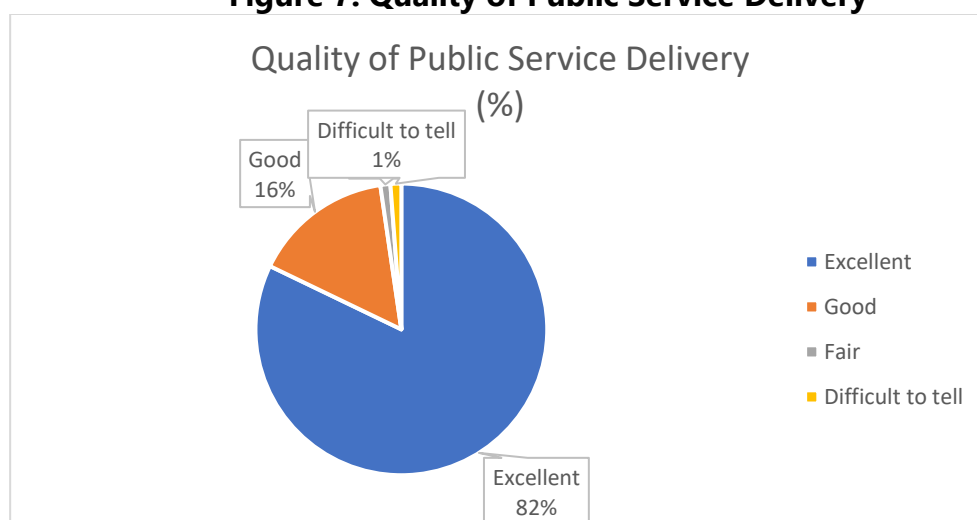


72. The question on the ease of receiving public service received mixed responses, with a borderline positive rate of 54.44% having not encountered any negative

circumstances, while 15.56 felt the pinch of long queues, 6.67% paying high cost of service, and long time spent at the centre for the service delivery taking a rating of 6.67%. Uncomfortable conditions in the PSC take 56%, the procedures are not understood by 2.22% and felt they are lengthy by another 2.22%, and the PSC or its branch is distantly located is the rate given by another 2.22% of respondents. Both the project and the government should promptly address these areas and not overlook the ratings in comparison to the general notion of outstanding service.

**Figure 8: Ease of Service Delivery at PSCs**
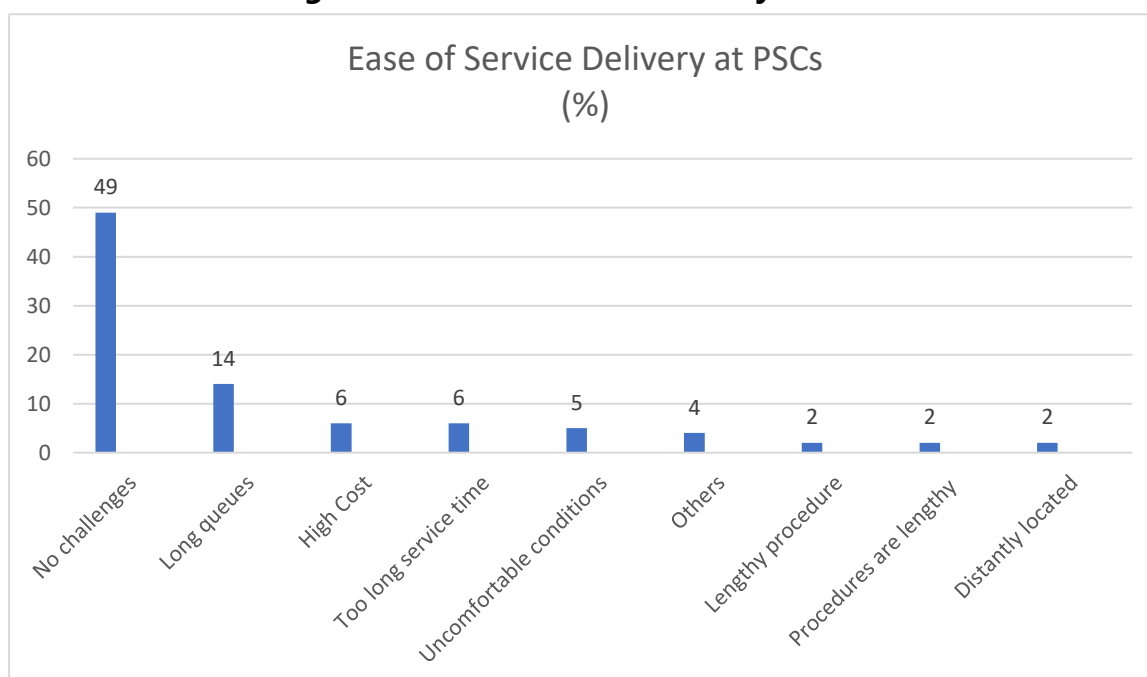


73. The Project has consistently worked to realise its goals and objectives in accordance with the national priorities and requirements of the presidential decree from 2017 that served as the foundation for the establishment of the service centers, according to all data collection techniques used in this evaluation. Conversations with those present at the service center and with Uzbek guests at the hotels where the international evaluator was staying reveal how pitifully poor public service delivery was from 1991 to 2017—a period that is difficult to recall. Most of the time, it fell short of the needs and expectations of residents and business owners, was characterised by a high level of paper bureaucracy, and did little to boost public confidence in government. Public service delivery has undergone a paradigm shift as a result of the improvements introduced since 2017. The entire system for delivering public services has been enhanced and optimised, and the establishment of electronic interagency

cooperation has eliminated unnecessary paper effort. Today's 207 public service centers, 115 branches, and mobile service centers operate with changed procedures, accessibility, digital assistance, and block chain technology due to a greater focus on the needs of the consumer. Since July 2019, the Project's contribution to the reformed service delivery has been colossal.

**BOX 2: Activity 4.6: The Project's action in response to the mandate of introducing gender-sensitive approaches to public service delivery.**

**( IPSD Annual Report 2021)**

UNDP Uzbekistan has signed an MoU with the Ministry of Foreign Affairs of Latvia, with the aim of building the capacity of local NGOs in Uzbekistan to provide public services to women and other people from vulnerable groups in rural areas, and to support establishment of Women's Advisory Groups (WAGs) in seven pilot Public Service Centers (PSCs), contributing to the improvement of the quality of public services delivery in the country. According to this MoU, the Project, in cooperation with the MARTA Centre of Latvia, developed a joint plan of activities entitled 'Capacity building of local NGOs in providing public services to women and other most vulnerable groups of population in rural areas and support in the establishment of Women's Advisory Groups (WAGs) in seven pilot Public Service Centers (PSCs)'. The plan focuses on the following three tasks to be implemented over 2021-2022:

1. Prepare a competition to select local women-oriented NGOs in seven pilot districts. These NGOs will provide public services for women and other vulnerable population groups in rural areas, and create Women's Advisory Groups at seven pilot PSCs.
2. Implement capacity building support for local women-oriented NGOs providing public services to women, and establish WAGs at seven pilot PSCs.
3. Increase the level of women's involvement in local government decision-making processes, including in local budgeting and development programs.

A total of 5,362 citizens, including, 1,211 members of vulnerable population groups have been trained by WAGs, and have subsequently obtained public services, legal support, and legal and social advice. These persons include 764 women, 254 youth, 149 elderly people, and 44 people with disabilities. These requests for personalized assistance have been of a legal nature (43% - 522 applications), of a psychological nature (13% - 157 applications), on entrepreneurial matters (9.5% - 114 applications), and on other matters such as obtaining pensions or protection from domestic violence (34.5% - 418 applications).

The IPSD Project has provided support to the WAGs, including procurement of IT equipment and furniture. Meanwhile, Latvia's MARTA Centre NGO has delivered training to Uzbekistan experts in methods of providing legal, psychological, and entrepreneurial assistance to target beneficiary groups.

**Outputs:**
- Seven WAGs have been established under pilot PSCs, at which staff have been trained by NGO MARTA (Latvia) experts. These WAGs have supported 5,362 visitors.
- Trainings on accessing public services through the my.gov.uz website (the Uzbekistan Government's online portal) and other trainings were held with 564 registrations, including:
  - 267 persons attending trainings on using Uzbekistan's public service system;
  - 245 persons attending trainings on computer literacy and using the my.gov.uz website;

# 6. Project Risks and Mitigations.

74. The Project has made an elaborate list of more than 20 risks and their mitigation approaches. These risks are divided into five categories: Financial Risks, Regulatory Risks, Operational Risks, Organisational Risks, Strategic Risks, and Political Risks. Many of these risks that were anticipated at the time of the design of the Project, now either mitigated or unfounded. Some of the risks, like Political Risks and Regulatory risks, are outside the  Project's management. Operational, Organisational, and Financial Risks are within the manageable sphere of the Project and minor delays might happen while addressing these risks. However, some of the risks, like treating the training courses as a formality rather than a means of improving one's knowledge and abilities, are unique  to the Government administration. Also, apprehensions about non-participation by the public and disincentives to implementing public service are unfounded. Despite identifying a large number of risks in advance, the Project has taken timely actions to mitigate these risks and manage the Project to logically lead to its destiny. The evidence from the field visits and the progress reports of the Project show that the Project management, in association with the implementing national partners, has taken all the necessary steps on time to mitigate the risks. During this MTE, information about each risk is collected, and any necessary comments are listed in Table 9.

**Table 9: Rik assumptions  and Mitigation approaches**

| # | Risk description | Risk type | Comments by the Projects | Observations by the Evaluators |
|---|---|---|---|---|
| 1 | Slow progress in the delivery of Project activities due to long clearance from Government agencies | Financial | No change in risk level. | The comment by the Government is different from the Risk description. The interviewed officials in the MoJ express that delays were from UNDP. |
| 2 | Lack of incentives prevents the private sector entering into PPP with the PSA | Regulatory | No change in risk level.\n\nComments: The PPP Development Agency acts as the Government gateway for PPPs in Uzbekistan and implements single state policy in the field.[7] The Agency cooperates with | There is a fear in the Government staff that if the private sector is allowed to enter into Service Delivery, it may hijack a large part of Governance and create challenges to public service delivery. Also, there is  a strong feeling |

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[7] https://www.pppda.uz/ru/

| # | Risk description | Risk type | Comments by the Projects | Observations by the Evaluators |
|---|---|---|---|---|
| | | | International Financial Institutions, including the Asian Development Bank, the European Bank for Reconstruction and Development, the International Finance Cooperation and the World Bank. The Project team will consult both the National Partner and the PPP Development Agency to gain a thorough understanding of the associated risks and discuss potential mitigation activities and support, which can be provided through the Project.<br><br>Awareness-raising and information campaign to be conducted in the pilot regions. Project will partner with UNDP Acc Lab for piloting innovative approaches in PPP, which will provide additional incentives to the private sector for joining PPP-related activities of the Project.<br><br>The Project also established a cooperation with the Ministry of Economy and Poverty Reduction in order to pilot of the PPP and other existing types of cooperation between the Government and Private Sector for provision of public services and functions. The joint action plan being signed in a few months for further | that the under PPP mode, the service delivery might become costlier due to profit maximisation approaches of the private sector. |

| # | Risk description | Risk type | Comments by the Projects | Observations by the Evaluators |
|---|---|---|---|---|
| | | | implementation. | |
| 3 | Establishment and operation of the pilot PSCs may not be fully supported by relevant Government entities in offering quality public services | Strategic | No change in risk level. | Inter-agency coordination mechanisms need to be strengthened. The risk is not threatening. There is a public demand for PSCs |
| 4 | Targets may not be achieved due to slow and inefficient response from relevant Government agencies or if resistance for change is not sufficiently overcome. | Strategic | Change in risk level: P=2; I=3 Comments: During the second year of the Project no major issues have been encountered with the National Partner – the Public Service Agency in terms of resistance to change. In addition, the Project started to involve other interested such national partners as the Ministry of Economy and Poverty Reduction, Agency for the Development of Public Service, the Senate of Oliy Majlis which facilitated RO decrease the  probability and impact of such risk. | Many targets have been achieved. However, the Project is facing challenges with shift of Project oversight/management from PSA to MoJ. |
| 5 | Distributed ledger technologies' benefits are not comprehended or considered useful under prevalent circumstances | Other (organizational) | Change in risk level: P=2; I=3 Comments: Project team is making every effort to consider the possibilities of the PSA and present the situation in the country in terms of the legal, infrastructure, social and other aspects when designing programmatic elements of the Project, including those related to ledger technologies. Project has involved of an International Consultant | This risk appears to be minimal and the Project should work towards an advocacy strategy for the use of implementors, and capacity development of staff members. |

| # | Risk description | Risk type | Comments by the Projects | Observations by the Evaluators |
|---|---|---|---|---|
| | | | on Blockchain Technologies and organized a training session to inform the interested national partners about the benefits such new technologies, which will be continued. | |
| 6 | Absence of a proper communication strategy may not help showcase the benefits of receiving public services through PSCs | Operational | Risk eliminated and reported during last reporting period. Comments: **Completed.** Project has developed Communications Strategy and has been actively collaborating with the PSA in implementing best communication practices. | The risk is now changed to a very low level. The communication strategy requires effective implementation. |
| 7 | Local residents may not have sufficient incentives to provide innovative ideas | Operational | Change in risk level: P=1; I=1. Comments: Reduced. Project is cooperating with UNDP ACC LAB aimed at exploration and solution mapping (piloting) innovative ideas in rural areas, and three selected ideas being started its implementation within the Project. in addition, local residents and employees of local Public Service Centers have been actively engaged in surveys and discussions organized by the Project team to date, which reflects an adequate level of interest. | Accelerated public service delivery/trouble free service itself is an incentive to the local residents. Therefore, this cannot be treated as a risk. |
| 8 | Overlap in donor's activity in Uzbekistan | Strategic | No change in risk level. Comments: The Project team has organized meetings with other donors, including World Bank's Village Prosperity Project team, implementing activities in | This risk exists for all the Projects in all the countries. However, UNDP's comparative advantage helped for this Project to implement the Project activities. Therefore, the risk level |

| # | Risk description | Risk type | Comments by the Projects | Observations by the Evaluators |
|---|---|---|---|---|
|  |  |  | the Project pilot regions and agreed to cooperation in order to avoid duplication and to strengthen joint efforts. In addition, recently, the UNDP RBEC Regional Director initiated a discussion of leadership engagements with USAID and the World Bank also to coordinate and to strengthen joint efforts. Despite these efforts and considering the complex programming agenda of other donors, as well as engagement of the Project with the National Partner for only a year, the probability and impact of such risk remain high. | has come down. |
| 9 | COVID-19 effect | Operational | No change in risk level.<br><br>Comments:  In addition to rapid response and immediate actions, the team also developed adjusted activities in response to COVID-19. Adjusted activities have already been launched and are being implemented.<br><br>With the suggestion of the donor to reallocate up to EUR 1,8 mln "to fight the economic consequences of the virus", the Project team also developed a COVID-19 Action Plan with the main focus on the digitalization of Public Services Delivery (PSD) to minimize physical contact and the human factor | With the restrictions removed on the movements related to the Pandemic, currently, the risk is of very low level and does not come in the way of Project implementation. |

| # | Risk description | Risk type | Comments by the Projects | Observations by the Evaluators |
|---|---|---|---|---|
| | | | during the PSD processes and to decrease unnecessary procedures.<br><br>Despite all efforts by the Government of Uzbekistan, by UNDP in Uzbekistan, by the donor and the Project team to minimize the COVID-19 effects, it is now evident that the probability of such risk is higher than perceived and all operations will have to be adjusted and reimagined accordingly, which demands time and for lessons to be learned. | |
| 10 | Loss in funds due to FX (foreign exchange) market fluctuations on euro vs dollar | Financial | No change in risk level. | Not a major risk for the Project to deliver on its assurances. |
| 11 | Incomplete or disbalanced start of the Project activities due to delay in recruitment of the Project staff | Operational | Comments: **Completed.** Recruitment and formulation of Project staff is finalized. | This risk does not exist now. |
| 12 | Delay in developing technical specifications for procuring ICT equipment | Operational | No change in risk level.<br><br>Comments: The Project has developed a detailed procurement plan and, in close cooperation with the UNDP Procurement Unit, is monitoring the implementation of procurement activities. Discussions are regularly conducted with the national partners on the technical specifications of the equipment. | The risk level is considerably changed with procurement and deployment of ICT equipment in PSC. Therefore, the Project's comment 'No change in risk level' cannot be accepted. If it is still a risk, the Project staff, UNDP, and the national implementing partner should sit together and finalise the specifications. The situation should not |

| # | Risk description | Risk type | Comments by the Projects | Observations by the Evaluators |
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| | | | | be allowed to escalate to a RISK level. |
| 13 | Delay in procurement of equipment and hardware due to overdue in procurement process (tender, evaluation and etc.) | Operational | Comments: **Completed.** The Project almost finalized all procurement of equipment and hardware. | No Risk |
| 14 | Internal reforms within the Ministry of Justice and Public Service Agency may slow down implementation progress | Organizational | Change in risk level. P=2; I=4. Comment: On March 17, 2022 by the Decree of the President of the Republic of Uzbekistan, the proposal of the Republican Commission for Coordinating the Development of the Administrative Reform Program of New Uzbekistan for 2022-2023 to join the Public Services Agency and its territorial departments with the transfer of tasks, functions and powers to the Ministry of Justice was approved. This was done in order to further strengthen the role and responsibility of the justice authorities in solving the legal problems of the population, including through saving and rational use of budgetary funds by strengthening the priority of justice and law in the country, creating a compact and efficient administrative body that professionally serves the population, a clear determination of organizational and legal | This is not a risk but the changed circumstances are a challenge. UNDP senior leadership should discuss with the Ministry of Justice to have a dedicated department of the public service improvement. In the overall Public Administration Reforms, the idea of a specialised Public Administration Agency or an Independent Public Service Ministry may be mooted. In the decentralisation policy as well, the Public Service Delivery should be assigned to a specialised agency. |

| # | Risk description | Risk type | Comments by the Projects | Observations by the Evaluators |
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| | | | mechanisms for the implementation of functions.<br>The institutional changes within the MoJ were also announced and discussed during the tripartite meeting (05.05.2022) with the participation of the UNDP, EU and MoJ management. | |
| 15 | Local Governments unable or unwilling to introduce participatory mechanisms in local governance | Political | No change in risk level.<br><br>Comments: Project has established extended composition of Project Board with the involvement of the representatives of Ministries and Agencies, including those from the pilot regions.<br><br>The Project has developed and agreed Action Plan on local governance development with the Senate, Action Plan of PPP and KPI application with the Ministry of Economy and Poverty reduction and started their implementation. | Risk level appears to have changed to a lower level. The Ministry of Economy is willing to push forward a Local Governance Law/Sub-National Governance policy to strengthen local government institutions. This could be an opportunity for the UNDP to grab, design and implement a sub-national governance policy or expand this Project in the next phase with the components of local governance strengthening. |
| 16 | Challenges in engaging other Government agencies, particularly regional administrations into the Project activities due to low level of interagency cooperation | Political | No change in risk level.<br><br>The Project has established an interagency Project board in order to increase cooperation between Government agencies and departments | Liaison work of the Project should be strengthened to establish inter agency cooperation and coordination. |
| 17 | Regulation amendments and/or service | Regulatory | No change in risk level.<br>Comments: Project team, under the guidance of the | This risk is short lived. The Project management is working towards |

| # | Risk description | Risk type | Comments by the Projects | Observations by the Evaluators |
|---|---|---|---|---|
| | standards and functional reviews results submitted are not adopted by the Government | | UNDP GG Cluster, has developed an internal note detailing potential impact of expected activities for the year 2020, which also include thorough analysis of the proposed changes in regulations not being adopted by the Government. Based on this exercise, the team is planning to discuss the associated risks with the National Partner in order to learn more of the potential inhibiting factors and thus be able to devise solutions to reduce or eliminate their impact on Project implementation progress. In addition, the Project team has partnered with the Senate and is working on the join Action Plan which was aligned with Project goals and activities. | implementing the Project decisions and policies developed. |
| 18 | Drive for modernization and implementation of reform-oriented initiatives may lose momentum in the years ahead | Political | No change in risk level. Comments: Although, the negative impact of such risk remains high, the probability of its occurrence also remains low. As a logical continuation of the year 2020 having been officially declared the Year of Development of Science, Education and the Digital Economy, on 28 April 2020, the President signed the "Measures to implement the digital economy and e-Government decree". In line with the Decree, an | Reduced risk levels |

| # | Risk description | Risk type | Comments by the Projects | Observations by the Evaluators |
|---|---|---|---|---|
| | | | integrated system for the digital economy has been created within the Ministry for the Development of Information Technologies and Communications. The decree plans to implement 104 Projects worth US$ 130 million, in the e-Government, 87 Projects worth US$ 530 million, in the real sector of the economy, 35 Projects worth US$ 1.5 billion, in the telecommunications sector, 18 Projects in IT parks and 24 Projects in the agricultural sector[8]. This shows its continued drive for modernization and implementation of reform-oriented initiatives, as well as the Government's overall commitment to the development of e-governance and digitalization. Even though the Decree does not specifically mention the Project, activities to be implemented by the PSA on digitalization of the Archives of the Civil Registry Office pertaining to four public services are to be financed by the Project.[9] | |
| 19 | Public servants approach trainings offered as a formality rather than as opportunity to learn new ways | Operational | Change in risk level: P=2; I=3 Comments: Reduced. To date, a number of trainings have been conducted by the Project -- one for PR specialists of | This is a perennial risk everywhere. This Project, and the second phase of the Project if any should clearly focus on this. There should be a specific outcome with SMART |

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[8] https://tashkenttimes.uz/national/5281-shavkat-mirziyoyev-holds-meeting-on-digital-economy-and-e-government
[9] https://lex.uz/docs/4800657

| # | Risk description | Risk type | Comments by the Projects | Observations by the Evaluators |
|---|---|---|---|---|
| | of providing public services | | the regional PSA offices and another one for staff of the PSA and PSCs on stress management, crisis management, time management and effective communication. Feedback provided by participants has been largely positive, but it is too early to draw conclusions on the impact and evaluate it. Project has contracted a training company for 15 types of trainings for front, back offices and local government representatives. As well as three Summer Schools for the PSA/PSCs management, local governors and deputies, as well as for volunteers with using interactive approached are planned. These will be carried out by the next reporting period. | outputs in the new Project. This Project should focus on public servants' capacity development area now. |
| 20 | Corporate web portal not maintained appropriately leading to loss of appeal by citizens | Technical | No change in risk level. Comments: Citizens' appeals are not maintained on either www.gov.uz or on www.davxizmat.uz and they are not publicly available information through any other mediums or portals. Only general and not comprehensive analysis is carried out on this subject, and no approach to problems based on feedback from users is applied yet. Establishment of the situation center within the | Project should work on a Public Complaints Handling system. |

| # | Risk description | Risk type | Comments by the Projects | Observations by the Evaluators |
|---|---|---|---|---|
| | | | Project, which will include a Data Center, will address these issues, while the Project's other future product – a long-term strategy for a Public Service Delivery (PSD) system in Uzbekistan -- will suggest and outline strategic approaches. | |
| 21 | Local residents may not be interested in enhancing their digital skills due to circumstances of their lives OR other circumstances | Operational | No change in risk level Although it is hard to claim with certainty that all local residents are now interested in enhancing their digital skills more than before, it is evident that the COVID-19's effects include an increased need for digitalization. On 15 March Uzbekistan restricted travel (including international flights, domestic public transportation and movement by car), closing borders (except for trade), closing schools and universities and all stores except grocery stores and pharmacies, and cancelling public events and religious gatherings. Government employees were asked to telework or to stay home. These measures had eased only by 15 June with a general quarantine continuing at least until 1 August. During the lockdown online press-conferences and trainings became the norm, several banks started offering banking delivery services and 6.1 | This is not a risk. Such situation exists in any society. The Project has to put baby steps. |

| # | Risk description | Risk type | Comments by the Projects | Observations by the Evaluators |
|---|---|---|---|---|
| | | | million school students attended remote learning classes[10]. | |
| | | | Just like globally, in Uzbekistan the expectation is that people's interest in enhancing their digital skills will only increase despite life's or other circumstances. | |
| 22 | Absence or unproper quality of digital infrastructure, including the internet mostly in rural areas | Operational | No change in risk level. On 28 April, President Shavkat Mirziyoyev signed a resolution on measures to widely introduce the digital economy and e-Government. The document sets the task of completely modernizing the country's digital infrastructure and providing access to modern telecommunications services in all regions. To this end, in 2020-2021, the Government plans to connect all healthcare institutions, schools and kindergartens and villages and mahallas to high-speed Internet and improve the quality of communication services[11]. Risk levels will be re-evaluated once implementation of these activities is launched. | The Project should conduct a situational analysis to address this challenge and take necessary actions. |
| 23 | Budget availability to finance the operations of the PSA | Financial | No change in risk level. Comments: The Project will undertake the financing of additional activities to make up for such an eventuality so | UNDP cannot do capacity substitution. It can enhance the available capacity. Financing the operations should be by the Government and |

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[10] https://blogs.worldbank.org/europeandcentralasia/uzbekistan-timely-response-learning-during-school-closures
[11] https://bit.ly/2YdbeX9; https://lex.uz/docs/4800661

| # | Risk description | Risk type | Comments by the Projects | Observations by the Evaluators |
|---|---|---|---|---|
| | | | that public service delivery reform continues unhindered. | incremental support for CD activities and soft support may be provided by the Project. |

# 7. Project Implementation

75. The Project has shown exemplary adaptability during its implementation. It has faced two major challenges during the Project cycle up to this Mid Term Evaluation. One is the COVID-19 Pandemic, and another is the dissolution of the Public Service Agency (PSA), with which the Project has an MoU to work and deliver. A sudden merger of PSA with the Ministry of Justice made the Project lose all the capacities it had developed, and it had to start building the capacity from scratch. The COVID-19 Pandemic has also posed implementation challenges for the project, causing it to move at a glacial pace. Both the challenges were unforeseen and not factored into the risk log. The third one has been the rapidly changing reform processes in the Government, and changing public demands. Despite these, the Project has been able to adapt to the changed circumstances very effectively and efficiently and has been able to deliver.

76. The stakeholders have actively supported the Project. More particularly, the women's advisory groups, the Ministry of Economy, the Ministry of Justice,

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**Box 3: Activity 3.4: Piloting Public-Private Partnerships (PPP) in public service delivery**

Initiating and piloting Public-Private Partnerships (PPP) in public service delivery is one of the most challenging steps to undertake in current circumstances, because of the resistance of governmental institutions and government-centric public administration systems, and a lack of effective influence of the PSA to initiate such changes. The Project developed and signed a joint action plan with the Ministry of Economic Development and Poverty Reduction for years 2021 and 2022, to select and pilot public functions and services in the Project's pilot regions.

A study was conducted on opportunities available to the private sector in providing public functions and services. The analysis divided functions and services into groups based on their proximity to each other, and selected public functions and services for testing based on the potential and capabilities of entrepreneurs. More than twenty public services and five public functions were preselected and reviewed, and main concerns and requirements gathered from private sectors indicated that the following are matters of concern:

1. A lack of information and steps about public functions and services processes, and the way by which the private sector could be involved.
2. A high risk of reducing the quality of the provision of public services and public functions during the transition period, when they are transferred from state bodies to the private sector.
3. The business sector is interested in some of the public functions and services.
4. The business sector is ready to go through a licensing process to be involved in the process, but government power should be limited by monitoring and controlling functions.
5. It is necessary to develop appropriate legislative acts that will protect interests of both parties.

The report was presented to the Ministry of Economic Development and Poverty Reduction and to back-office organizations of selected public functions and services, to discuss the opportunities and risks of these initiatives, and to establish further follow up actions on involving the private sector through this process.

An assessment of legal and regulatory frameworks in the EU on private sector involvement in public service delivery has also been conducted. The report's main findings are that Uzbekistan is on a new path of opening its public functions and services to the private sector, and is faced with the important task of modernizing its legal system. This will provide a legal and regulatory

Deputies of the Regions, Donors, EU delegation, and the Latvian Embassy have reinforced their confidence in the Project leadership and Project management. The EU delegation even expressed its readiness to consider the allocation of funding for the second phase of the Project if necessary. However, the partnerships with the private sector have not given the desired results because there is an inherent unwillingness from the Government counterparts to part with some of their duties and responsibilities to the private sector. ( See the box below, Activity 3.4).

77. The partnerships developed with the implementing line Ministries and regional governorates/mayor offices of the Government of Uzbekistan have helped the Project to come to this stage of success. Constant monitoring of progress and the guidance by the Project board supported the Project management to reach out to the clientele. The Project leadership has outstanding team management skills and could command respect among the staff, partners, and stakeholders. However, there are some coordination issues with the Government and the communication systems in the Government not yet fully formalized. Administrative delays from both the sides—UNDP and the Government are observed. However, these delays have not had any adverse impact on the delivery of the Project.

78. The Project finances are also not an issue. Both the EU Delegation and UNDP have no issues with insufficiency of funding and delays in the release of resources. No co-financing issues have been unearthed during the evaluation.

## 8. Project Results and Impacts

### 8.1. Progress towards objective and expected outcomes

79. The progress towards the Project objectives and expected outcomes is extensively discussed in the foregoing pages under the chapter Data analysis. While discussing the progress towards objectives and expected outcomes, two things should be kept in mind. One—The project document does not specify its objectives. Neither does it enlist or explain the Project objectives. Therefore, the Project objectives have to be constructed based on their relationship and relevance to national priorities. The second one is the project's expected outcome, which is found only in the chapter III-results and partnerships. The results framework, the multiyear work plan, or the monitoring and evaluation plan do not have any reference either to the Project objectives or to the Project outcomes. They are all linked to UNDAF outcomes. Therefore, the progress is evaluated in relation to the overall Project's intent to enhance public service delivery. If this is considered as the key objective of the Project, the Project has made sufficient progress towards achieving these objectives and outcomes. There is enough evidence from the data collected from the beneficiaries of the

Project, clients at the service delivery centers, the Government, and donors that the Project has been able to achieve its objectives and worked towards the achievement of its outcome to the extent required up to this MTE, and is working towards final achievements within the remaining period of the project.

80. The Relevance, Effectiveness, Efficiency, and sustainability of the Project and the ratings given based on the evaluation are given in the following table. For the purpose of clear understanding and comparing them with the overall achievements and performance of the project, these evaluation criteria are explained with the help of the following box. The ratings given against each criterion are based on the evaluation findings against each criterion. At an initial assessment, or after reading the project performance reports, every criterion gets a rating of six (6). A deeper peep into the project performance and if the tasks that have to be accomplished in the remaining period of the project are considered, the criteria take the next highest rating for the level of performance achieved so far. Also, limitations, challenges, and lessons are kept in mind while allocating these rates.

## 8.2.   Country ownership

81. The Project is implemented under a national implementation modality. The Ministry of Justice, the Ministry of Economy, and regional deputies and governorates own the responsibility of implementing the Project. However, the Project is managed by a team appointed by the UNDP consisting of all the national staff, and the team is supporting the government's endeavours in public sector reforms. The Project is based on the country's demands, presidential decrees, and public service delivery initiatives of the Government. The Project supported the existing PSCs and the establishment of new centers. Thus, the country owns the ownership of the processes and results of the Project.

| Table 10 |
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| **9. Findings relevant to the Evaluation Criteria** |

| 9.1.   Relevance | E. Score: 6 Star |
|---|---|
| The national priorities, policies, and national development plan are undeniably known to the EU Delegation and UNDP. The project's high relevance to national priorities is its most significant feature since it is a demand-driven project that was entirely based on those priorities. The Public Services Agency (PSA) under the Ministry of Justice of the Republic of Uzbekistan (PSA) and its territorial subdivisions with a mandate to deliver services through Public Service Centers (PSC) was envisioned as a new and | |

dedicated institution, according to the project document. The Project has its basis in the presidential decree of 2017 focusing on strengthening public services in Uzbekistan. The project is in line with the national desire to improve local governance and public service delivery in rural areas, according to both the data analysis and the field interviews.

The project was completely in line with the corporate goals of UNDP, the then-UNDAF for Uzbekistan, and the current United Nations Sustainable Development Cooperation Framework (UNSDCF), as well as the development and human rights priorities of empowerment and gender equality. The Project has assisted and coordinated government initiatives to promote gender equality, increase accessibility, and safeguard human rights in Uzbekistan. Within the parameters of the Project, these initiatives have been fully carried out. Additionally, the Khokimiyats (municipal councils) have benefited from the participatory decision-making approach for local government financing, which has enabled them to systematically identify local community needs, plan and manage local budgets in accordance with those needs, and create an environment that is conducive to wider local community participation in the process of allocating budgetary resources. This process assisted in identifying the major challenges facing the delivery of public services in rural and distant locations. As a result, the Project has consistently shown that it is a demand-driven and pertinent Project for Uzbekistan.

Thus, the relevancy criterion receives a value of 6. However, during the project cycle's review phase, there shouldn't be any complacency.

| 9.2. Effectiveness | E. Score: 5 Star |
|---|---|

According to the documents reviewed and the pertinent stakeholder interviews conducted, the project was successful in producing the desired results by implementing organisational changes, involving the stakeholders, and reaching out to women, people with disabilities, and other vulnerable populations. The Project has a programme of mobile service delivery units that bring services right to people's doorsteps.

The development of institutional and human resource capacity is clearly evident from the pilot service centre visited in Khavast district. Without exception, every institution or organisation involved in the project's support or collaboration stated that UNDP's assistance improved the provision of public services and increased public participation in decision-making. They have the ability to think creatively in the areas of service delivery, openness, and accountability. In partner/stakeholder organisations such as the Ministry of Justice, the Ministry of Economy, local municipal offices, and other organisations, the results have been realised in terms of institutional and individual performance. Women's Advisory Groups (WAG) of civil society

organisations and NOGs like MARTA are more successful at raising awareness among women and assisting them in using public service. But there are certain problems with efficacy, particularly with people's participation in decision-making and service delivery by mobile service units. These facilities had to include internet access in order to encourage more frequent visits and private engagement. Additionally, the WAG needs more room to expand their assistance. As a result, this criterion receives a score of fiveStar (5). It is expected that the project would complete its targets and receive a rating of six-star(6).

| 9.3.   Efficiency | E. Score: 5-Star |
|---|---|

The Project's design and planning are sufficiently clear. In the project document, the deliverables, outputs, and outcomes of the project are clearly stated and linked to the UNDP's overall goals, as well as to standards for financial planning and ways to get the most out of the money spent.

No evidence of money loss was discovered during the evaluation. The funds given by the partner organisations, such as the EU and UNDP, have been wisely used by the Project. Only 32.31% of the money was used by the Project in the first year after it began. This may be primarily caused by a lack of equipment and supplies, travel expenses, delays in hiring, and other expenses. The Project, however, accelerated delivery in the following years and made up for the underspending shown in the first year by overspending by 24% in the second year and 22% in the third. According to the interviews conducted with the EU delegation in Tashkent, the project has been able to spend every euro very wisely and with a clear sense of purpose, with an emphasis on project deliverables. The Project also includes four specialised activities and 24 sub-activities for the various organisations and institutions it supports, with a single output covering all other significant aspects of Project delivery. The Project has effectively used the resource allotted to it to manage all the activities intended for implementation. The Public Service Authority (PSA), the organisation with whom the Project had a contract to implement the Project, and the Ministry of Justice merged, yet the Project was still able to fulfil its obligations. Respecting the Government's intention to integrate PSA, the Project has anticipated that it would have to address evolving needs. National ownership of leadership arrangements in the project's governance structure, combined with UNDP's persistent technical guidance, reduced several implementation risks and enabled efficient planning and communication. Positive relationships exist across the key partners. The voices of women, the aged, youth, CSO and PWD were part of the public service delivery planning. The Project cannot be expected to be more

efficient than the current level. Consequently, a rating of 5 seemed appropriate and will soon reach the level of six(6).

| 9.4. Sustainability | E. Score: 3-Star |
|---|---|

The Project provided the skills, expertise, tools, necessary hardware, regulations, legal framework, and other technical support for the Public Services Centers, Local Governance, and Participatory Decision Making. The project might offer the best training, various initiatives to build capacity, gender-sensitive service delivery methods, accessibility to the population at risk through a contract with MARTA, and the formation of women's advisory groups (WAGs). The Project document, however, makes no mention of an exit strategy. Furthermore, the government still lacks a decentralisation strategy, and decentralised administration is not mentioned in the Uzbek constitution. The bright side is that the Ministry of Economy is aware of the country's participatory planning and wants to improve the government's ability to identify Key Performance Indicators (KPIs) and Deputy Governors' competencies. The Government is eager to improve the service delivery systems, with or without Project help. Therefore, the Project's legal obligation should be to inform the government about budgetary allocations for enhancing service delivery and ongoing capacity development. To make the outcomes sustainable, a new project phase is also suggested.

Taking all of this into consideration, sustainability is given a rating of 3, or "Moderately Likely (ML): moderate risks to sustainability."

| 9.5. Human Rights and Gender | E. Score: 5-Star |
|---|---|

The Project is built on the  Human Rights Council's *Resolution 25/8  that underlines that States have the primary responsibility - including through their constitutional provisions and other enabling legislation, and consistent with their international obligations - to ensure that professional public service upholds the highest standard of efficiency, competence and integrity, and are predicated on good governance principles, including impartiality, rule of law, transparency, accountability and combating corruption. Essentially, it reaffirms the right of every citizen to have access, in general terms of equality, to public service in his/her country. Therefore, the proposed Project is designed with a rights-based approach to public services in order to promote the realisation of the basic, social and economic rights of citizens in rural areas, including those of women, children and youth, elderly, persons with disabilities, and other vulnerable groups.*  The Project has adhered to both the letter and the spirit of this. Activity 4 of the project specifically focuses on collaborative planning and decision-making. In response, the Ministry of Economy is creating participatory planning methodologies and KPIs. Additionally, the creation and

deployment of Women's Advisory Groups (WAGs) demonstrates the Project's commitment to the defense of human rights and mainstreaming gender into Project activities by involving a regional NGO, the Civil Initiative Support Center, and one international NGO, MARTA from Latvia. Among the activities for the project outcome is a gender marker. However, due to cultural aspects within the country's demographic norms, women participate in the capacity-building programmes to a modest extent. According to the third year's annual report, only 400 women out of the project's 2000 participants received training. There is still a lot of work to be done, at least during the remaining stages of project implementation, in order to include more women in training courses. As a result, this assessment criterion receives a score of Five-Star (5).

# 10. Gender Equality, Women's Empowerment and Cross-Cutting issues

82. The evaluation considers gender, disability, and human rights issues, particularly how well the project's interventions have supported efforts to reform public service delivery to better meet the needs of various groups, particularly women and other vulnerable groups. The evaluation examined the data in order to demonstrate how successfully the project has applied human rights-based approach concepts. Women, those with disabilities, the elderly, and those who were in need of assistance were given extra consideration when contacted for field interviews and when questionnaires were distributed. This final report takes the results into account. From the project's document reviews, field trips, and stakeholder interviews, it is clear that the project has a strategy for recognising the intersecting challenges and mainstreaming gender. In order to strengthen the ability of local NGOs in Uzbekistan to provide public services to women and members of other vulnerable groups in rural areas, as well as to support the establishment of Women's Advisory Groups (WAGs) in seven pilot public service centres (PSCs), UNDP Uzbekistan and the Ministry of Foreign Affairs of Latvia have signed a Memorandum of Understanding (MoU). The WAG teams counsel the female clients on how to fill out forms, offer services, and learn about their rights. All examples of accessibility for people with impairments include wheelchairs, handicapped ramps, and assistance in braille for those who are blind.

# 11. Main findings of the Evaluation in addition to the Evaluation Criteria

Based on the above analysis and discussion the following findings can be listed.

83. **Finding 1:** The Project is overall thematically relevant at the conception, responding to the country's priorities declared in the overarching strategic

development plans of Uzbekistan, Public Administration Reform strategies, , Presidential decree of 2017, and the Uzbekistan agenda of reforms for development.

84. **Finding 2:** The Project supported the government's intentions to strengthen decentralisation in public service delivery in rural areas by empowering decision makers at the local level, improving implementation of constitutional human rights provisions, supporting legal reforms, increasing access to public service delivery for women and vulnerable groups, and strengthening public participation, which are the key focus areas that capture the country's needs. In that context, the project is highly relevant.

85. **Finding 3:** The project has identified the development challenges in the country and to address the challenges, supported the ongoing efforts of the Government to reform local public service delivery and ensure effective implementation of the one-stop shop modality for which, as promised in the project document, the Project has supported (a) reforms and revisions in the policies and legal framework; (b) contributed to institutional strengthening at national and sub-national level; (c) extended technical and supervisory support for decentralising accessibility to public services; and (b) enhanced the human resource capacity at all levels;

86. **Finding 4:** Public Services Agency (PSA) under the Ministry of Justice with its 201 Public Service Centers (PSC) was established on the initiative of the President of the Republic of Uzbekistan on December 12, 2017. The main objective of its establishment was the simplification of the process of receiving the government-provided services, eliminating excessive paperwork, long queues and corruption. The inception of the PSA was based on the People's reception offices, which deserved public trust and displayed high efficiency of their services among citizens. The idea was to create and institutionalise the one-stop-shop concept. PSA was the point of contact and the de-facto agency to implement the Project activities. This PSA was merged with the Ministry of Justice. The main goal of the Project was to strengthen PSA and support its endeavours to develop one-stop-shops in order to extend hassle- free public services. Reasons are not clearly made known to the evaluation team during the evaluation, however, the evaluation finds that the project suffered an initial setback when the PSA was merged with the Ministry of Justice. The Project had to again develop the capacities of the newly created public service delivery unit in the Ministry.

87. **Finding 5:** Due to its impartiality, comparative advantage, ability to implement, and commitment over an extended period of time, UNDP has earned the Government of Uzbekistan's trust as a partner. The Government is not satisfied

with a few issues, however, including the hiring and procurement processes handled by UNDP as part of the NIM Project. However, the Project backs up its actions by claiming that they were undertaken with the previous agreement of the Project board, which is represented by the Government.

88. **Finding 6:** Public-Private Partnerships (PPP) are still in their infancy when it comes to providing public services. A concept paper, a PPP roadmap, and a specific activity are all parts of the project's documentation. On the other hand, there are concerns among the government's workforce. Because the private sector strives for project maximisation, the employees believe that if PPP is implemented in the delivery of public services, either they will lose their employment or the services will become highly expensive.

89. **Finding 7:** Another effective idea the Project has developed to bring the service to the people's doorsteps is the Mobile Public Service Center (MPSC). People seek these centers' greater efficiency and are very interested in this MPSC arrangement. The evaluation revealed that, despite this strategy's enormous success, it has some flaws. For example, mobile vans are not always equipped with internet access, mobile operators occasionally use their own talk time or mobile data to serve customers, and there aren't enough vehicles to operate mobile centers.

90. **Finding 8:** The Project has produced numerous concept papers, guidelines, research papers, and other knowledge products, including the PSD strategy, blockchain technology, PPP concept, and regulatory framework. The only thing in question is whether or not the implementer will use these products to improve the way public services are delivered.

## 12.     Conclusions, Recommendations & Lessons

91. Based on the field interviews, focus group meeting results, discussions with the stakeholders, document reviews, and analysis of paper based and online data collected, the following conclusions, recommendations, and lessons learned are offered.

92. **Conclusion 1: A Very Successful Project:**   Up until this point in the midterm evaluation, the project has been successfully carried out, and it has succeeded in reaching the target population and improving the delivery of public services. The project has completed 38 months of delivery out of a total commitment of 54 months, and there are 16 months left in the project cycle. The participants in focus group meetings held in the Ministry of Justice, Ministry of Economic Development and Poverty Reduction , and in the Syrdarya region strongly expressed that the results may not be sustainable if the project is closed within 16 months and that another full cycle of the project is required for

institutionalising the changes introduced and for adequate human and institutional capacities to be built. In order to maintain the supply of capacity, it may be planned to extend the project for one more term from this point forward.

93. ***Conclusion 2: The Project Document does not have specific and explicit objectives*** spelt out. A review of the Project Document found that it did not include any specific project objectives. It would have been preferable to have more specific project objectives in order to design more targeted activities and actions; a list of objectives will help the implementers achieve the desired goals and objectives. For example: *(a) to support the Ministry of Justice in establishing viable and functional Public Service Centers; (b) to assist the Government of Uzbekistan in institutional strengthening for Public Service Delivery; (c) to design and implement with the Government the necessary capacity development activities to enhance Public Service delivery.*

94. ***Conclusion 3: The activities and output indicators are not in sync***. The Project has one Output, four (4) activities, and 24 sub-activities. However, the Project has just nine(9) output indicators spread across 24 well defined sub-activities. This has created a challenge to matching the output indicators with the activities.

95. ***Conclusion 4: The country does not have a decentralisation policy.*** This finding completely falls outside the scope of the project operations and the current assessment. However, respecting the Ministry of Economic Development and Poverty Reduction plans and needs of technical support, the project may consider working with the Ministry to improve service delivery in rural areas. Additionally, the initiative is now helping to increase the Ministry's capacity for KPI creation and to promote participatory governance. The current centralistic systems in use are making regional and district decision-makers more dependent on the central authorities, which is causing delays the provision of services. Therefore, a decentralised governance policy formulation that brings governance to the people's doorsteps would have been preferable. UNDP might consider these ideas.

96. ***Conclusion 5. The level of support by the NGOs engaged in supporting the women clients at PCSs needs to be upgraded***. The NGOs collaborate with the Project via an Institutional Contract awarded to the NGOs and a Part-Time National Personnel Service Agreement awarded to an individual. These NGO form Women Advisory Groups (WAG) to support women clients at the PSC, guide them through the service delivery processes and approaches, do the necessary paperwork, and guide them through the use of Electronic Filing Systems. In 11 months, WAGs directly assisted 3294 people at service centers in

seven regions. WAGs also assisted 989 clients in obtaining services online via www.my.gov.uz, and 4,264 women and men were trained on legal, psychological, and business issues in order to improve their legal, digital, language, and entrepreneurship skills. 6,883 rural residents were given information materials about public service delivery. The WAG prioritised the quality of services provided. In addition, to ensuring the quality of services provided during the first two to three months beginning in October, the project organised a number of trainings and prepared WAG consultants to serve visitors. These services have been extremely beneficial and effective. When efficiency is measured, a different story emerges. WAGs provided the following services per day: 1.42 people provided direct support at PSCs; 0.42 people provided online support; 1.84 people provided training; and 2.95 people received information material. Value per money is not calculated due to a lack of data on WAG spending. However, at the centre the evaluation team went to, a WAG member was explaining to a woman about how the centre gave out services, and the woman seemed very happy with the WAG member's service.

97. **Conclusion 6: The Project could quickly recoup the capacity loss due to merger of PSA with the Ministry of Justice.** Due to the merger of the Public Service Agency(PSA) with the Ministry of Justice (MoJ) the Project has experienced a capacity loss. However, the project was able to manage the issue effectively by developing and implementing additional capacity development activities for the Public Service Delivery staff and institutions of the Ministry of Justice to continue with its commitment. The project has successfully overcome the issue, and the project implementation has returned to normal. The evaluation team places on record the timely actions taken by the project management.

## 13.    Lessons Learned

98. **Lesson 1: Working with the National Governments is always challenged by uncertainties, and the Governments have their own priorities.** It is the first lesson learned over the duration of the Project. The Ministry of Justice's Public Services Department (PSD) was expected to function continuously until the conclusion of the Project's lifecycle when the Project was initially designed. Accordingly, capacity development interventions were designed and planned for the life of the project. In addition, the Project has spent enough time and money on PSA's capacity development. Nonetheless, the PSA has been abruptly amalgamated with the Ministry of Justice, and the Ministry has assumed direct supervision of the Project. As a result of the unexpected decision, the Project's ambitions to further strengthen the PSA's capability and transform it into a nodal agency to oversee the country's service delivery activities have been disrupted. The project had to revise its plans in order to build the capacities of Ministry of Justice's personnel and institutions that are now responsible for

handling the old PSA functions.

99. ***Lesson 2: National Engagement will have an added advantage of implementation of the Projects***. Lessons learned need not always be negative. Positive lessons can also be learned and adapted elsewhere. Thus, the main lesson from the Project implementation is the way the Project was implemented. The Project was implemented in a National Implementation Modality, with National Officers both at the Project Site and within UNDP, and the Project was housed within national premises. This has created a full ownership of the Project. Today, the national implementers own the successes and failures of the Project fully. They do not shift the responsibilities or shortcomings to UNDP.

100.     ***Lesson 3: Demand driven Projects will always yield desired results.*** This Project is an example of how a demand driven Project would give desired results. The Project was designed based on the national requirements, and needs spelt out in the Presidential Decree of 2017 "On Fundamental Reform Measures for the National System of Public Service Delivery to the Population". The results of the Project have further motivated the Government/ National partners to demand the extension of the Project with more focused outputs and organization specific deliverables. This is an opportunity for the UNDP and other donors to extend the support with a revised Project output.

101.     ***Lesson 4: Localisation of International Laws and conventions requires strong local support and a willingness to adopt to change:*** Implementation of international treaties, conventions, and international laws, particularly those pertaining to gender justice and human rights, has been slow not due to intrinsic inability to implement, but rather inadequate preparedness. Understanding, appreciating, and embracing gender justice and Human Rights were extremely sluggish among locals. The country's cultural, psychological, economic, and political customs and practices have not adequately supported the timely adoption of human rights and gender justice. Therefore, the most important lesson is to gradually and progressively implement changes in the way people think. Advocacy, campaigning, and relentless attention regarding the rights could only produce the intended outcomes. (Changes pertaining to international treaties, legislation, and Human Rights principles should be incorporated into the curriculum from the primary school level to the higher education level, at least within the next few generations. This is however outside the scope of this Project.)

102.     ***Lesson 5: Procurement delays are anti-development:*** Despite the Project's high success rates, there are negative vibes here and there regarding the Project implementation delays due to lengthy procurement procedures,

hiring processes, and time consumed to procure human and physical resources. In the rapidly changing Uzbekistan's reform agenda, delays in procurement are making the goods and services procured redundant if not timely procured. As a result, the project is advised to be wary of procurement and recruitment delays and to avoid them as much as possible.

# 14.    Recommendations

103.     ***Recommendation 1: Extend or plan on developing next phase of the Project :*** The Project is highly sought after. The Covid-19 Pandemic has caused a two-year setback for the Project. However, it could fulfil its obligations in the most efficient manner feasible. Although it looks like the Project has completed a considerable number of activities, without Covid-19, even more could have been accomplished. The project has delivered 38 months out of a total commitment of 54 months, with 16 months remaining in the project cycle. The participants in focus group meetings held in the Ministry of Justice, the Ministry of Economic Development and Poverty Reduction, and the Syrdarya region were emphatic that the results may not be sustainable if the project is completed within 16 months, and that a second full cycle of the project is necessary for institutionalising the changes introduced and for building the necessary human and institutional capacities. The Ministry of Economy supports firmly the emphasis on standardising local capacity development, regional planning and budgeting, and decentralised administration with a key focus on service delivery. In consideration of the needs and wants of the implementing partners and in order to sustain the supply of capacity, it may be proposed to expand the project for one more term, moving forward with a clear and sustainable exit strategy.

104.     ***Recommendation 2: Re-formulate the Results and Resources framework in the new Project with organization/institution specific deliverables with specific components:***  In the current form, the Project does not have any implementing department specific or ministry specific deliverables or specifically allocated resources for any agency. For example, the Ministry of Economic Development and Poverty Reduction. It has definite and specific functions under the Project particularly focusing on local Governance, participatory planning, and decision making with Key Performance Indicators. However, the Project has not specifically identified technical and financial support to the Ministry of Economy and Rural Development. The Project should have a dedicated technical expert assigned to the Ministry of Economy, based and functioning out of that Ministry/department instead of functioning from the Project Office.

105.     ***Recommendation 3: The Project should be carried out in full***

***accordance with the National Implemented Modality.*** Now the Project runs in a government allocated building with UNDP recruited national staff. In fact, it should have been a mixture of Government and National staff including the budgets managed by the government. It is recommended that at least for the next phase, the Project should be implemented under a full national implementation modality.

106. ***Recommendation 4: There should be an Exit strategy for the Project.*** The proposed Project should have an exit strategy to close the Project at the end of its cycle and make the Project interventions sustainable through full government involvement and ownership.

107. ***Recommendation 4: Focus on Back Office Strengthening:*** The Project is advised to focus on the back-office capacity development in the remaining period of the Project so that they will be ready to take up challenges in the second phase; and in the second phase a balanced approach of capacity development of both the back and front offices can be taken up.

108. ***Recommendation 5: Enhancement of staff skills should be a priority.*** As opined by the public present at the service centers and based on the evaluation results, the human resources engaged in public service delivery and governance require more public relations, attitudinal transformation, service specific skills, knowledge of the service delivery procedures, time management, leadership skills, communication skills, complaints management, grievance redressal approaches, budget, auditing, public finance, and IT skills and other training courses as already planned. Training interventions for capacity development are a continuous process, so they are always in demand from dedicated civil service personnel.

109. ***Recommendation 6: More work on Public Private Partnerships (PPP) is needed.*** At the current level of performance, the initiatives for PPP do not match the pace of the overall performance of the Project. The Project has to engage more seriously with the private partners to delegate some of the public service delivery activities to the private sector. If we take the example from India, the entire passport processing is handed over to a private agency by the Government of India. Excepting the signatures by the Ministry of External Affairs, application stage to passport printing is taken care by the private sector, and the passport is issued in one day. Such possibilities may be explored in Uzbekistan.

--End of Evaluation Report-

Annexure 1

Terms of Reference for the Evaluation

| | UNITED NATIONS DEVELOPMENT PROGRAMME<br>TERMS OF REFERENCE/SERVICE CONTRACT |
|---|---|

| I. Job Information | |
|---|---|
| Job title: | International Consultant for Mid-term Evaluation (MTE) of the Project |
| Type: | Individual Contract |
| Project Title/Department:<br>Duration of the service:<br>Work status (full time /part-time):<br>Duty station:<br>Expected travel site:<br>Reports To: | Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan<br>40 working/days during June - August 2022 Part-time<br>Tashkent<br>Tashkent city and pilot regions<br>Deputy Resident Representative, UNDP in Uzbekistan |
| II. Background and context | |

The project aims to enhance the capacity of government agencies for improved public service delivery by expanding accessibility to public services, integrating service delivery systems and decentralising their access; as well as by enabling the necessary mechanisms to support these changes and ensuring their sustainability. By improving delivery of public services, the project will contribute to improving the quality of life of vulnerable sectors of the population in rural areas - such as women, youth and children, the elderly, and people with disabilities – by enhancing their access to public services and by increasing the quality of service delivery. This project also aims to strengthen citizen participation through a variety of outreach and social accountability mechanisms that enhance people's voice in decision-making processes and increase their access to information; effectively increasing the transparency of Uzbekistan's local governance system. The project objectives are congruent with government policy demands in designing and implementing initiatives that would foster institutional effectiveness, transparency and participation and change management. Thus, project objectives are clearly linked with the country's reform aspirations and strategies.

The project goals are in line with several of the Sustainable Development Goals (SDGs). For example, project activities contribute towards the achievement of SDG 16 calling for the promotion of peaceful and inclusive societies for sustainable development and for building effective, accountable and inclusive institutions at all levels. At the same time the project activities are also promote inclusive and sustainable economic growth, technological advancement and innovation for all women and men, including young people and persons with disabilities and equal pay for work of equal value (SDG 8). Furthermore, project activities have advance achievement of gender equality by empowering all women, ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in the political, economic and public life (SDG 5).

The Project has the following components:

- Activity 1: Build an enabling environment for improved public service delivery by streamlining regulatory framework and relevant policies, and encouraging data-driven and evidence-based policy making,
- Activity 2: Enhance institutional capacities of the PSA, the MoJ and associated agencies to develop, plan, implement and monitor public service delivery policy implementation via the PSCs,
- Activity 3: Build technical capacity of at least 5 PSCs in the pilot regions to showcase an exemplar model of public service delivery aiming to win public trust and overcome concerns with regard to the viability of one-stop shops,
- Activity 4: Introduction of pilot participatory planning and governance systems in local Government in the pilot regions to ensure that public service delivery addresses the needs of the people, in particular the vulnerable groups.

The Outcomes of the Project are:

1. Build an enabling environment for improved public service delivery by streamlining regulatory framework and relevant policies and encouraging data-driven and evidence-based policy making.

2. Enhance institutional capacities of the Public Services Agency (PSA), the Ministry of Justice (MoJ) and associated agencies to plan, develop, implement and monitor public service delivery policy implementation via the PSCs.

3. Build technical capacity of at least 5 PSCs in the pilot regions to showcase an exemplar model of public service delivery aiming to win public trust and overcome concerns with regard to the viability of the one-stop-shops

4. Introduce and pilot participatory planning and governance systems in local governments in the pilot regions to ensure that public service delivery addresses the needs of people, in particular of vulnerable groups.

The Outputs of the Project are:

*Output 1:* (1.1) review of regulatory and policy framework pertaining to public service delivery at the central and local government levels; (1.2) standardisation of service management practices and procedures; (1.3) quality assessment of existing service delivery level and development of proposals for streamlining delivery; (1.4) functional review of government organisations engaged in public service delivery; (1.5) development and implementation of an action plan for the rapid digitalisation of government records and archives; (1.6) introduction of data analysis tools across the public service delivery system; and (1.7) implementation of pilot blockchain-based solutions in public service delivery.

*Output 2:* (2.1) Capacity development and training for PSA and PSC personnel; (2.2) provision of trainings to personnel of government agencies responsible for development and provision of public services; (2.3) improve access to information about public services through various channels; (2.4) enhance the PSA's integrated information system, call center and situation center; and (2.5) introduction of an internship programme at PSA/PSC for university and college students.

*Output 3:* (3.1) assessment of demand for most popular public services; (3.2) streamline provision of at least 22 public services provided through the PSCs in the 5 pilot regions; (3.3) Support the establishment of regional centers for innovative ideas, digital skills & women empowerment; (3.4) pilot public-private partnerships (PPP) in public service delivery; (3.5) improvement of user experience by upgrading the design, layout, furnishing and equipment of the PSCs; and (3.6) promotion of the PSCs through awareness raising campaigns conducted.

*Output 4:* (4.1) digital transformation of selected public services, including licensing activities of the khokimiyats and other governmental organizations & integration them with PSCs; (4.2) train public servants on planning, RBM methods and techniques; (4.3) introduction of key performance indicators (KPI) and reporting systems in pilot khokimiyats; (4.4) develop manuals and guidelines for pilot khokimiyats; (4.5) facilitate interaction between public authorities and civil society to strengthen public participation and encourage dialogue; and (4.6) introduction of gender-sensitive approaches to public service delivery.

Partnerships:

The Ministry of Justice is the key national implementing partner for the project. Other project's national partner institutions are Ministry of Economic Development and Poverty Reduction, Senate of Oliy Majlis, Ministry for Development of Information Technologies and Communications, local khokimiyats of pilot regions and districts.

Target groups and beneficiaries:

In addition to government institutions and civil servants, the beneficiaries of the Project are in both the public and private sectors, including the general public, vulnerable groups and NGOs.

III. Evaluation purpose, scope and objectives

Purpose

The main purpose of this Mid-term Evaluation (MTE) is to assess progress towards the achievement of the
Project's outputs/outcomes (as per the Project result framework) and identify potential challenges in Project
implementation so far. It will assess intermediate signs of Project success or failure with an aim of

recommending eventual course corrections in the second half of the Project lifetime and, if necessary, set the Project on-track in order to increase the probability for achieving its intended results by the end of its duration.

The consultant is expected to identify weaknesses and strengths of the project design and implementation, and to come up with recommendations regarding the overall design and orientation of the project and on the work plan for the remaining period of the Project, after evaluating the adequacy, efficiency, and effectiveness of implementation, as well as assessing the achievements the project outputs and outcomes. The evaluation will also assess early signs of project success or failure and prompts adjustments. The results and recommendations of the evaluation would therefore help UNDP Project team to document lessons learnt and best practices for the next project cycle.

The scope of the mid-term evaluation covers all activities undertaken in the indicated duration of the project. This refers to:

- Planned outputs of the project compared to actual outputs and the actual results as a contribution to attaining the project objectives.
- Problems and necessary corrections and adjustments to document lessons learnt.
- Efficiency of project management, including the delivery of outputs and activities in terms of quality, quantity, timeliness and cost efficiency.
- Likely outcomes and impact of the project in relation to the specified goals and objectives of the programme.

Objectives of the evaluation:

- Assess whether the project design was clear, logical and commensurate with the time and resources available;
- An evaluation of the project's delivery of achievement of its overall objectives;
- An evaluation of project's performance in relation to the indicators, assumptions and risks specified in the logical framework matrix and the project document;
- Evaluate the project's efficiency, including its implementation strategy, institutional arrangements as
  well as its management and operational systems and value for money;
- Progress towards sustainability and replication of project activities;
- Assess the extent to which the design, implementation and results of the project have incorporated a gender equality perspective and human rights-based approach;
- Document good practices, innovations and lessons emerging from the project;
- Provide actionable recommendations for future programming.

IV. Evaluation Approach and Methodology

The final decision on the specific design and methods for the evaluation will emerge from consultation among programme staff, the evaluators and key stakeholders, based on the inception report prepared by the evaluator, about what is appropriate and feasible to meet the evaluation purpose and objectives and answer the evaluation questions, given limitations of budget, time and data.

The evaluation should use a combined methods approach, drawing on both primary and secondary, quantitative and qualitative data to come up with an overall assessment backed by clear evidence. Data will be collected through surveys of all relevant stakeholders (national and local Government institutions, UNDP COs, development partners, beneficiaries, etc.) and other selected mechanisms (e.g., key informant interviews, focus group discussions and et cetera). Further data on the project indicators will be used by the evaluation to assess the project progress and achievements.

The final methodological approach including interview schedule, possible field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluators.

The evaluation methodology will include the following:

- Desk review of programme document, monitoring reports (such as minutes of the Board meeting, mission reports, and other internal documents including consultant and financial reports);
- Review of specific products produced so far, including datasets, management and action plans, publications (e.g., blogs, media et cetera) and other material and reports;
- Interviews with the Project Manager, donor, consultants, relevant CO management and staff;

- Interviews with other relevant stakeholders involved, namely the EBRD, etc.;
- Surveys and questionnaires to target direct beneficiaries including male and female participants in development programmes, and/ or questionnaires to other stakeholders at strategic and programmatic levels. Digital data collection tools are used in UNDP Uzbekistan, namely KOBO Toolbox. All results from field surveys are captured as part of lessons learned and used in dashboards and to generate baseline data for future projects and interventions.
- Focus group discussions with all stakeholders.

The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the project manager, implementing partners and direct beneficiaries.

The final report must describe the full evaluation 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.

## V. Scope of the Evaluation

The evaluation will assess the extent to which the planned Project outcomes and outputs have been achieved since the beginning of the Project in May 2019 and likelihood for their full achievement by the end of the Project in November 2023 (based on the Project Document and its results framework).

The MTE will look into the Project's processes and activities, strategic partnerships and linkages in the specific country's context that proved critical in producing the intended outputs and the factors that facilitated and/or hindered the progress in achieving the outputs, both in terms of the external environment and risks, crisis caused by the pandemic, as well as internal, including weaknesses in programme design, management and implementation, human resource skills, and resources.

The evaluation will also assess the cross-cutting aspects of the Project, such as gender equality and human rights and innovativeness in result areas.

To the extent possible, the MTE will also consider the results of the Project's contribution to address the effects
of the COVID-19 pandemic.

## VI. Evaluation Criteria and Key Questions

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

**Impact:**

- To what extent were the objectives of the project achieved?
- To what extent and degree were the lives of vulnerable, underrepresented, rural women, women/men with disabilities, youth were improved?
- What indicators demonstrate that?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- To what extent were the project's approach and implementation mechanisms to promote sustainable livelihood and improved resilience of communities impactful? What is the evidence?
- What has happened as a result of the project?
- What real difference has the project 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?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men or vulnerable groups?

**Relevance:**

- what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the Gender Equality Strategy of UNDP, 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?
- Has the project been screened for gender equality and the gender marker assigned to this project representative of reality?
- 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 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 projects objectives and outputs clear, practical and feasible within its frame?
- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- 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, female and male beneficiaries and changing partner priorities?
- How effective was the project's strategy to involve women, marginalized, disadvantaged and poor in?
  the realization of its activities?

## 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 was the UNDP project implementation structure gender balanced?
- 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 have the M&E systems utilized ensure effective and efficient project management?

**Sustainability**
- Are/ have there {been} any financial risks that may jeopardize the sustainability of project outputs?
- To what extent will/ have financial and economic resources be {been} available to sustain the benefits achieved by the project?
- Are/ have there any {been} social or political risks that may/ could jeopardize sustainability of project
outputs and the project's contributions to country programme outputs and outcomes?

- Did the legal frameworks, policies and governance structures and processes within which the project operated pose risks that could jeopardize sustainability of project benefits?
- To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs?
- To what extent did UNDP actions pose a social (including human rights, women's rights) threat to the
  sustainability of project outputs?
- To what extent has the stakeholders' ownership been sufficient to allow for the project benefits to
  be sustained?
- To what extent have the mechanisms, procedures and policies been I place 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?

Important Note to evaluation managers: within the structure of the report, the below criteria may either be reflected separately or integrated into the above evaluation criteria. Regardless, the evaluation must identify specific evaluation questions on the below criteria.

## VII. Timeframe

The total duration of the evaluation will be approximately 40 working days over a time period of 12 weeks starting on June, 2022. The tentative evaluation timeframe is as follows:

| Timeframe | Activity |
|---|---|
| June 15, 2022 | Application closes |
| July 1, 2022 | Selection of Evaluator |
| July 15, 2022 | Preparation period for Evaluator (handover of documentation) |
| | Document review and preparation of Inception Report |
| | Finalization and Validation of Inception Report |
| July 30, 2022 | Stakeholder online/offline meetings, interviews, etc. |
| August 15, 2022 | Presentation of initial findings |
| August 30, 2022 | Preparation of draft evaluation  report |
| September 5, 2022 | Circulation of draft evaluation report for comments |
| | Incorporation of comments on draft report into Audit Trail & finalization of report |
| TBC | Concluding Stakeholder Workshop (optional) |
| September 15, 2022 | Expected date of full completion |

Options for stakeholder online/on-site meetings, interviews, etc. should be provided in the Evaluation Inception Report.

## VIII. Evaluation Deliverables

| # | Deliverable | Description | Timing | Responsibilities |
|---|---|---|---|---|

| 1 | The inception report should include the following key elements:<br>• Overall approach and methodology;<br>• Key lines of inquiry, linking refined evaluation questions to data collection instruments;<br>• Data collection instruments and mechanisms; | International Consultant clarifies objectives, methodology and timing of the evaluation | No later than 2 weeks before stakeholder online/on-site meetings, interviews, etc., by July 15, 2022 | International Consultant submits Inception Report to Commissioning Unit and project management |
|---|---|---|---|---|

| | • Proposed list of interviewees;<br>• A work plan and timelines to be agreed. | | | |
|---|---|---|---|---|
| 1.1 | Develop design with detailed method, tools and techniques that are gender-inclusive and gender-sensitive, generating information from and about men, women and other marginalized groups, as well as key gender and human rights issues | International Consultant will design method of evaluation and share with National Consultants | At the beginning of evaluation International Consultant will provide reports according to the developed matrix by July 30, 2022 | |
| 2 | Presentation/validation of preliminary findings to relevant in-country stakeholders | Initial Findings | End of stakeholder online/on-site meetings, interviews, etc., by August 15, 2022 | Evaluation team presents to Commissioning Unit and project management |
| 3 | Draft evaluation Report | Full draft report with annexes | Within 3 weeks of end of stakeholder online/on-site meetings, interviews, etc., by August 30, 2022 | Evaluation team submits to Evaluation Reference Group, composed of representatives of all direct fund recipients, for their comments |
| 4 | Final Mid-term Evaluation Report | Revised final report in which the evaluation | Within 1 week of receiving comments | Evaluation team submits both |

| | | details how all received comments have (and have not) been addressed in the final evaluation report | on draft report by September 15, 2022 | documents to the Commissioning Unit | |
|---|---|---|---|---|---|

*All final evaluation 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.[1] The final accepted version of the report will reflect Evaluation Reference Group's comments.

## IX. Evaluation Arrangements

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

The Commissioning Unit will contract the Evaluator. An updated stakeholder list with contact details (phone and email) will be provided by the Commissioning Unit to the evaluation team. The UNDP CO and implementing partners will collaborate on liaising with the International Consultant to provide all relevant documents, set up
online/on-site stakeholder interviews.

## X. Team composition

A team of 2 independent evaluators will conduct the evaluation – one international consultant as a team leader (with experience and exposure to projects and evaluations in other regions) and 1 national consultant. The team leader will be responsible for the overall design and writing of the evaluation report, while the national
expert will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building,

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[1] Access at: http://web.undp.org/evaluation/guideline/section-6.shtml

work with the Project Team in arranging stakeholder online/on-site meetings, interviews, etc., providing
translation to local language, collecting stakeholders' feedback, etc.)

UNDP will sign the contract with each Consultant in accordance with the approved UNDP procurement procedures for an individual contract. 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 Evaluation focal point.

- The Consultant will work under the direct supervision of the UNDP DRR, with support from SPIU Associate/CO Evaluation 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 Project Manager, in close coordination with SPIU Associate/CO Evaluation focal point and UNDP DRR will circulate the draft for comments to government counterpart – Ministry of Justice of the Republic of Uzbekistan. UNDP will provide comments and suggestions within 5 working days after receiving the draft. The finalized Evaluation Report, addressing all comments received shall be submitted by August 15, 2022.

If any discrepancies have emerged between the findings of the evaluation team 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 Team Leader (international evaluator) will be aimed at maximizing the overall "team"
qualities in the following areas:

Education

- Advanced university degree (Master's degree or equivalent) in sociology, development studies,
  political science, statistics or a related field;

Experience
- At least 7 years of demonstrated relevant work experience with designing and conducting evaluations of development, peacebuilding experience is preferred or peacebuilding interventions is required. Project evaluation/review experience within United Nations system will be considered as an asset;
- Extensive experience in mixed methods research and participatory gender-sensitive approaches is required;
- Knowledge of and experience with youth policy, social cohesion, human rights, youth empowerment, gender equality, women empowerment is required;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Demonstrated experience with report writing is required;
- Familiarity with the country/region and previous work experience in/with similar geopolitical settings is an asset;
- Experience in conducting remote evaluations is an asset;
- Excellent communication skills;

- Strong analytical skills;
- Familiarity with the UN system is a strong asset;

<u>Language</u>
- Fluency in written and spoken English. Knowledge of Russian will be considered as an asset.

XI. Evaluator Ethics

The evaluation team 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

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|---|
| 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<br>authorization of UNDP and partners. |
| **XII. Payment Schedule** |
| ●   20% payment upon satisfactory delivery of the final Evaluation Inception Report and approval by the Commissioning Unit<br>●   40% payment upon satisfactory delivery of the draft Evaluation report to the Commissioning Unit<br>●   40% payment upon satisfactory delivery of the final evaluation report and approval by the Commissioning Unit and RTA and delivery of completed evaluation<br><br>  Criteria for issuing the final payment of 40%:<br>●   The final evaluation report includes all requirements outlined in the evaluation TOR and is in accordance with the evaluation guidance.<br>●   The final evaluation report is clearly written, logically organized, and is specific for this project (i.e., text has not been cut & pasted from other evaluation reports).<br>●   The Audit Trail includes responses to and justification for each comment listed.<br><br>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 evaluation, that deliverable or service will not be paid.<br><br>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<br>his/her control. |
| **XIII. Application Process**[2] |

Recommended Presentation of Proposal:

a) Letter of Confirmation of Interest and Availability using the template[3] provided by UNDP;
b) CV and a Personal History Form (P11 form[4]);
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.

Applicants are requested to apply online through the UNDP website at http://www.uz.undp.org. Application shall be submitted by indicated deadline. Incomplete applications will be excluded from further consideration. Application should contain a current and complete C.V. or PH form with indication of the e-mail and phone contact. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs). 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 70% and the price proposal will weigh as 30% 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.

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[2] Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP https://popp.undp.org/SitePages/POPPRoot.aspx

[3] https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx

[4] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

**Evaluation Mission Itinerary**
**Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan**
**Project Mid-term evaluation**

**12-16 September 2022.**

| Time | Meeting | Participants | Venue |
|------|---------|--------------|-------|
| Day 1 – 12 September, 2022 | | | |
| 10:00-11:00 | Briefing meeting with UNDP CO Management (Discussion of the MTE Inception Report) | From UNDP:<br>Liya Ergasheva, Programme Management Specialist, Strategic Planning & Integration Unit<br>Kamila Mukhamedkhanova, Head of Effective Governance Cluster<br>Bunyod Avliyokulov, Programme Specialist, Effective Governance Cluster<br>Gulnara Ibragimova Strategic Planning & Integration Unit<br>From MTE team:<br>Dr. Madhava Rao, International Consultant for MTE<br>Yulduz Uzakbayeva, National Consultant/Evaluator for MTE | UNDP Country Office 4, Taras Shevchenko street, Tashkent |
| 14:30-16:00 | Meeting with the IPSD project team (Discussion of the key project's highlights) | From IPSD Project:<br>Abror Khodjaev, Project Manager<br>Gayrat Satvaldiev, Programme Coordinator<br>Dilshod Rasulov, M&E Specialist<br>Bakhtiyor Sayfitdinov PSCs Component Coordinator<br>Rimma Mukhtarova PR and outreach specialist<br><br>From MTE team:<br>Dr. Madhava Rao, International Consultant for MTE<br>Yulduz Uzakbayeva, National Consultant/Evaluator for MTE | IPSD Project office 93, Shota Rustaveli Street, Tashkent |
| Day 2 - 13 September, 2022 | | | |
| 10:00-11:00 | Meeting with Ministry of Justice (MoJ) Key area(s) for discussion: Review regulatory and policy framework (Public service strategy and | From the MoJ:<br>Bunyod Azizov, Head of Department for the development and implementation of the monitoring of administrative procedures<br>From MTE team:<br>Dr. Madhava Rao, International Consultant for MTE<br>Yulduz Uzakbayeva, National | Office of the Ministry of Justice of the Republic of Uzbekistan 5, Sayilgoh street, Tashkent |

| Time | Meeting | Participants | Venue |
|---|---|---|---|
| | other regulations) Business Process Re-engineering | Consultant/Evaluator for MTE | |
| 11:00-12:00 | Meeting with Ministry of Justice (MoJ) Key area(s) for discussion: Piloting of public service center Functional review Electronic Apostille Standardize service management practices and procedures (ISO 9001/27001); Women advisory groups at Public Services Centers. Digitalization of public services License platform. Introduction of the blockchain in PSD | From the MoJ: Adham Baratov, Deputy Head of Department of public services, office for coordinating the activities of public service centers and civil registry offices Kamol Almuradov, Deputy Head of Department of digitalization of public services From MTE team: Dr. Madhava Rao, International Consultant for MTE Yulduz Uzakbayeva, National Consultant/Evaluator for MTE | Office of the Ministry of Justice of the Republic of Uzbekistan 5, Sayilgoh street, Tashkent |
| 14:30-17:00 | Meeting with Ministry of Justice (MoJ): Key area(s) for discussion: Quality Assessment of Public Service Delivery. | From the MoJ: Davlatnazar Matrasulov, Head of Center for the development of public services, From MTE team: Dr. Madhava Rao, International Consultant for MTE Yulduz Uzakbayeva, National Consultant/Evaluator for MTE | Office of the Ministry of Justice of the Republic of Uzbekistan 5, Sayilgoh street, Tashkent |
| Day 3 - 14 September, 2022 | | | |
| 10:00-11:00 | Meeting at Ministry of Economic Development and Poverty Reduction of the Republic of Uzbekistan Key area(s) for discussion: Private sector | From the at Ministry of Economic Development and Poverty Reduction: Sirojiddin Ahadov deputy head of Department for private sector analysis and development Sulaymon Tangriberdiev, Deputy Head of the Department for Macroeconomic policy, analysis and forecasting Rustam Khojiyev Department for | Office of the Ministry of Economic Development and Poverty Reduction of the Republic of Uzbekistan 45A Ave Islam |

| Time | Meeting | Participants | Venue |
|------|---------|--------------|-------|
| | involvement into public function and public service delivery; KPI for local government; | Macroeconomic policy, analysis and forecasting From MTE team: Dr. Madhava Rao, International Consultant for MTE Yulduz Uzakbayeva, National Consultant/Evaluator for MTE | Karimov, Tashkent |
| 11:00-12:00 | Meeting at the Senate of the Oliy Majlis of the Republic of Uzbekistan Key area(s) for discussion: Law on local governance; Functional review of Kengashes of local deputies | From the Senate of the Oliy Majlis of the Republic of Uzbekistan: Quvondiq Mukumov, Head of Department of the Senate of the Oliy Majlis From MTE team: Dr. Madhava Rao, International Consultant for MTE Yulduz Uzakbayeva, National Consultant/Evaluator for MTE | Office of the Senate of the Oliy Majlis of the Republic of Uzbekistan 9, Islam Karimov street, Tashkent |
| 14:00-15:00 | Meeting with the Embassy of the Republic of Latvia Key area(s) for discussion: Cooperation with MFA Latvia, NGO Marta, etc. | From the Embassy of the Republic of Latvia: Reinis Trokša, Ambassador Extraordinary and Plenipotentiary of the Republic of Latvia to the Republic of Uzbekistan Kintija Kleina, Third Secretary/Political & Economic Affairs From MTE team: Dr. Madhava Rao, International Consultant for MTE Yulduz Uzakbayeva, National Consultant/Evaluator for MTE | Embassy of the Republic of Latvia 16 A Lashkarbegi street, Tashkent |
| 16:00-17:00 | Meeting with NGO "MARTA Center" (Latvia) Key area for discussion: Women advisory groups at Public Services Centers | From the NGO "MARTA Center" (Latvia): Iluta Lace, Director/Expert of the MARTA Center From MTE team: Dr. Madhava Rao, International Consultant for MTE Yulduz Uzakbayeva, National Consultant/Evaluator for MTE | Through Zoom (link will be provided) |
| Day 4 - 15 September, 2022 | | | |
| 10:00-11:00 | Meeting in the Civic Initiatives Support Center (NGO) Key area for discussion: Women advisory | From the Civic Initiatives Support Center (NGO): Farzona Khashimova, Gender Expert Ms.Umida administrative assistant Ms. Natalya accountant From MTE team: | Office of the Civic Initiatives Support Center (NGO) 7B, A.Kadiry street, Tashkent |

| Time | Meeting | Participants | Venue |
|------|---------|-------------|-------|
| | groups at Public Services Centers | Dr. Madhava Rao, International Consultant for MTE<br>Yulduz Uzakbayeva, National Consultant/Evaluator for MTE | |
| 12:00-13:00 | Meeting in the Delegation of the EU to Uzbekistan | From the Delegation of the EU to Uzbekistan:<br>Alessandro Liamine, Programme Manager<br>From MTE team:<br>Dr. Madhava Rao, International Consultant for MTE<br>Yulduz Uzakbayeva, National Consultant/Evaluator for MTE | International Business Center (15th floor) 107B, Amir Temur Street, 100084, Tashkent, Uzbekistan |
| Day 5 – 16 September, 2022, 09:30-19.00 | | | |
| 11:30-12:30 | Field visits to selected project pilot Public Services Centers Piloting of public service center | From pilot PSC:<br>Hayrullaev Obidjon, Director of the PSC,<br>Vasila Norbekova WAG specialist,<br>Volunteers,<br>PSC operators and other staff,<br>Clients<br>From MTE team:<br>Dr. Madhava Rao, International Consultant for MTE<br>Yulduz Uzakbayeva, National Consultant/Evaluator for MTE | Khavast district of Sirdarya region (The vehicle of IPSD project will be used for the travel) |
| 13:30-14:30 | Meeting in the Council of People's deputies of Khavast district of Syrdarya region | From the Council of People's deputies of Khavast district of Syrdarya region:<br>Temur Razzoqov, Head of Secretariat of the Council of People's deputies of Khavast district of Syrdarya region, Deputy Head of Public Advisory Council<br>From MTE team:<br>Dr. Madhava Rao, International Consultant for MTE<br>Yulduz Uzakbayeva, National Consultant/Evaluator for MTE | Khavast district of Sirdarya region (The vehicle of IPSD project will be used for the travel) |
| 12:30-13:30 | Meeting in the Khokimiyat of Khavast district of Syrdarya region | From the Khokimiyat of Khavast district of Syrdarya region:<br>Nodir Abdullayev, Deputy Khokim of Khavast district<br>From MTE team:<br>Dr. Madhava Rao, International Consultant for MTE<br>Yulduz Uzakbayeva, National Consultant/Evaluator for MTE | Khavast district of Sirdarya region (The vehicle of IPSD project will be used for the travel) |

Annexure 3
## List of Personnel Interviewed
### 12-16 September 2022.

**From UNDP:**
1. Liya Ergasheva, Programme Management Specialist, Strategic Planning & Integration Unit
2. Kamila Mukhamedkhanova, Head of Effective Governance Cluster
3. Bunyod Avliyokulov, Programme Specialist, Effective Governance Cluster
4. Gulnara Ibragimova Strategic Planning & Integration Unit

**From IPSD Project:**
5. Abror Khodjaev, Project Manager
6. Gayrat Satvaldiev, Programme Coordinator
7. Dilshod Rasulov, M&E Specialist
8. Bakhtiyor Sayfitdinov PSCs Component Coordinator
9. Rimma Mukhtarova PR and outreach specialist

**From the MoJ:**
10. Bunyod Azizov, Head of Department for the development and implementation of the monitoring of administrative procedures
11. Adham Baratov, Deputy Head of Department of public services, office for coordinating the activities of public service centers and civil registry offices
12. Davlatnazar Matrasulov, Head of Center for the development of public services

**From the at Ministry of Economic Development and Poverty Reduction**:
13. Sirojiddin Ahadov deputy head of Department for private sector analysis and development
14. Sulaymon Tangriberdiev, Deputy Head of the Department for Macroeconomic policy, analysis and forecasting;
15. Rustam Khojiyev Department for Macroeconomic policy, analysis and forecasting

**From the Senate of the Oliy Majlis of the Republic of Uzbekistan:**
16. Quvondiq Mukumov, Head of Department of the Senate of the Oliy Majlis

**From the Embassy of the Republic of Latvia:**
17. Reinis Trokša, Ambassador Extraordinary and Plenipotentiary of the Republic of Latvia to the Republic of Uzbekistan
18. Kintija Kleina, Third Secretary/Political & Economic Affairs

**From the NGO "MARTA Center" (Latvia):**
19. Iluta Lace, Director/Expert of the MARTA Center

**From the Civic Initiatives Support Center (NGO):**
20. Farzona Khashimova, Gender Expert
21. Ms.Umida administrative assistant
22. Ms. Natalya accountant

**From the Delegation of the EU to Uzbekistan:**
23. Alessandro Liamine, Programme Manager


**From pilot PSC:**
24. Hayrullaev Obidjon, Director of the PSC,
25. Vasila Norbekova WAG specialist,

**Volunteers,**
26. PSC operators and other staff,
27. Clients

**From the Council of People's deputies of Khavast district of Syrdarya region:**
28. Temur Razzoqov, Head of Secretariat of the Council of People's deputies of Khavast district of Syrdarya region, Deputy Head of Public Advisory Council

**From the Khokimiyat of Khavast district of Syrdarya region:**
29. Nodir Abdullayev, Deputy Khokim of Khavast district
30. Staff of office of the Deputy

<div align="right">Annexure 4</div>

<div align="center">List of Documents Reviewed</div>

1. UNDP Evaluation Guidelines
2. UNEG Evaluation Guidelines
3. Sample Evaluation Reports posted by UNDP/UNEG on the website
4. Copy of original signed Project Document for 2019-2024
5. Copies of Consolidated Yearly reports for 2019-2020, 2020-2021, 2021-2022
6. M&E plan of the project
7. M&E Reports for all the three years
8. Activity wise Budgets and Expenditure  for three years
9. Copies of Audit observations
10. Copies of comments by the Project Board Meetings
11. Training courses, Participants, and places of training and expenditure
12. Policies, rules, regulations, procedures, and legislations produced     and implemented during the project cycle
13. Letters of appreciations, commendations, or admonitions received during the project cycle.
14. All products developed by the project
15. Data sets produced by MARTA
16. Data sets produced by NGO Civil Initiative Support Center
17. ToRs for Women Advisory Groups
18. KPMG Analysis of PSD
19. Legal and Administrative framework in EU
20. Presidential Decrees
21. Constitution of Uzbekistan
22. Uzbekistan Government Website
23. Special studies conducted by the Project
24. BPR Manual produced by the Project
25. Financial progress reports four reports

Annexure 5

## Evaluation Matrix

| Evaluative Criteria Questions | Specific sub-questions | Indicators/ Description of success as per Results framework | Sources | Data collection methods/ tools | Methodology of Analysis |
|---|---|---|---|---|---|
| | | Relevance: How does the project relate to the main objectives and development priorities at the local, regional and national level? | | | |
| (Include evaluative questions)- Key Questions | Specific sub-questions | (i.e., relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.) | Project documentation, National counterpart organisations | Desk review, stakeholder consultations, and secondary data sources | *Qualitative data -* is analysed based on a three- step process, namely: i) reducing the data so that patterns, observations, or 'themes' that repeatedly appear in the data can be identified; |
| To what extent the EU Delegation and UNDP's partnership Public Service Delivery improvement and Enhanced Governance in Rural Uzbekistan is consistent with and responding to emerging national and local policies, priorities and needs of the intended beneficiaries? | • Was the project a demand driven project? • Are planned interventions, activities aligned with national priorities in the PSD and access to public services? | EU Delegation and UNDP are fully aware of the National priorities, policies, and national development agenda. Secondly, the most important aspect is that the project is very much relevant to the national priorities for it was a demand driven project designed fully based on the national priorities. The Project Document explains " In 2017 the President of Uzbekistan adopted Decree "On Fundamental Reform Measures for the National System of Public Service Delivery to the Population", which envisioned the establishment of new and dedicated institution, i.e., the Public Services Agency | Project documentation, UNDP corporate documentation, UNDP counterparts | Desk review, stakeholder consultations, and secondary data sources | ii) presentation of the data in a clear and concise manner (potentially graphically, where possible or appropriate) so that patterns or themes can be easily grasped by the reader; and iii) developing findings or conclusions based on the implications of the data collected and analysed. Where possible the quantitative data will be triangulated against other data sources. |
| To what extent does this work respond to UNDP's corporate plans, the UNDAF/UNSDCF Uzbekistan and to human rights and development priorities of empowerment and gender equality issues? | • How has the Project aligned with current UNDP corporate goal(s) in Uzbekistan? • Alignment between Project outputs and UNDAF outcomes? Was policy support / capacity development / process development conducted? If 'yes', did it meet identified needs? | | Project progress reporting, IPSD Coordination Group, national partner organisations | Desk review, stakeholder consultations, and secondary data sources | |

| | | | | | |
|---|---|---|---|---|---|
| | | under the Ministry of Justice of the Republic of Uzbekistan (PSA) and its territorial subdivisions with mandate to deliver services through Public Service Centers (PSC)". The data analysis and the field interviews also reveal that the Project is aligned with the national demand of enhancing of local governance, and public service delivery improvement in rural areas. The project was fully aligned with UNDPs corporate plans, the then UNDAF Uzbekistan and now United Nations Sustainable Development Cooperation Framework (UNSDCF) and with human rights and development priorities of empowerment and gender equality issues. The Project has supported and coordinated the Government of Uzbekistan efforts of ensuring Gender Equality, creating Accessibility, and Human Rights protection. The project has fully implemented these initiatives within the scope of the project. Furthermore, The participatory decision making | | | |

| | | approach for local government financing, has helped the *Khokimiyats* (municipal councils) to systematically identify local community needs, plan and manage local budgets accordingly and created an enabling environment for wider local community engagement in the budgetary resources' allocation process. This process also helped in determining the key burdens in the public service delivery system in rural and remote areas. Thus, project has repeatedly proved that it is a demand driven and relevant project for Uzbekistan. The relevance criteria thus take an evaluation rating of 6. However, there should not be any complacency during the remining period of the project cycle. | | | |
|---|---|---|---|---|---|
| **Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved so far?** | | | | | |
| How effective have UNDP's strategies and activities been towards achieving the program's intended results? | • Have defined outputs been Achieved/progress being made towards achieving these? <br> • What organisational changes have occurred in partner / stakeholder | The documents reviewed, and interviews held with the relevant stakeholders reveal that the project has been effective in | Project progress reporting, IPSD Coordination Group, national partner organisations | Desk review, stakeholder consultations, and secondary data sources | |

| | | | | | |
|---|---|---|---|---|---|
| | organisations?<br>• What improvements have been made in service delivery and access to public services,<br>• Is there any reduction in the number of grievances pending before the President's office or other public grievance machinery | achieving defined outputs; bringing in organisational changes, engaging the stakeholders, reaching out to the women, persons with disabilities, and other vulnerable population. The project has a programme of mobile service delivery units where the services are delivered in an environment of 'delivery at the door step'.<br>Both institutional and individual capacity enhancement is clearly visible. All the institutes/organisations engaged for project support/partnerships unequivocally explained that the support provided by UNDP in enhancement of public service delivery and participation of people in decision making. They have been able to think out of the box in the areas of service delivery, transparency, and accountability. The results have been realised with regards to institutional and individual performance in partner/stakeholder organisations like the Ministry of Justice, the Ministry of Economy, Local Municipal offices, and other organisations. NOGs like MARTA and Civil Society organisations Women Advisory Groups (WGA) are more effective in awareness raising among women and helping them utilising the public service. However, there are a few issues with regards | | | |

| | | to effectiveness more particularly, engagement of people in decision making, and service through mobile service delivery units. These units required to be equipped with internet facility, increasing the frequency of visits, and with private participation. Also, there is a need to more scope for the WGA to improve their support. Therefore, this criterion takes a rating of 5 | | | |
|---|---|---|---|---|---|
| What are the major changes in the Public Service Delivery and Enhanced Governance are visible after the implementation of the project? | • Have results been realised with regards To *institutional performance* in partner / stakeholder organisations? • Have results been realised with regards to *individual capacity* in partner / stakeholder organisations? • | •Both the institutional capacity and individual capacity developed through this project is fully deployed to achieve the project outcomes and outputs. The PSC capacity has been enhanced through supply of computer units, and training the Human Resources handing the service delivery. | Project reports, interview reports, and other media reports available, and the activities implemented to date. | Desk review, stakeholder consultations, | ***Quantitative data*** - is analysed using relevant arithmetic approaches. The method of presentation will be selected to facilitate reader's understanding of the results and may include: simple graphic representation of numeric data in charts, use of percentages, tabulation, or weighted distribution where responses are weighted and ranked. |
| | Efficiency: Was the project implemented efficiently, in line with international and national norms and standards? | | | | |
| UNDP's activities and outputs in Public Service Delivery improvement? | • Clarity in the definition and planning of the Project? • Timeliness in the delivery of outputs? • Efficiency in the use of UNDP and external human resources? • Balance between expenditure on technical service delivery and managerial support ( Value for Money) | There is enough clarity in the definition and planning of the project. The project deliverables, outputs, and outcomes are well articulated and related to UNDP corporate goals, financial planning standards, approaches of value for money

The evaluation has not found any drainage of funds. The project has judiciously spent the funds released by the partner agencies like | Financial Reports, Project documentation, implementation partners, UNDP counterparts | Desk review, stakeholder consultations, and secondary data sources | |

| Have resources (funds, expertise, time, staffing) available to the program been utilised in the most appropriate and economic way possible towards the achievement of results? | • What identifiable benefit (cost savings, Improved speed of delivery, higher quality technical support) have resulted from UNDP partnering with other EU delegation, and agencies and/or other organisations? <br> • Was the management of the Project responsive to changing needs? <br> • Did the Project suffer from delays in implementation? If so, why and what was done about it? | EU and UNDP. During the first year of its start, the project spent only 32.31% of the funds. This could be mainly due to non-procurement of equipment and supplies, travel costs, recruitment delays, and other costs. However, the project could fast forward the delivery in the later years, and could fill up the gap of under spending witnessed in the first year by excess spending of 24 % in the second year and 22% in the third year. The interviews with EU delegation in Tashkent revealed that the project has been able | | | |
|---|---|---|---|---|---|
| How have partnerships influenced the efficiency of the program in delivering against its portfolio? | | to spend each Euro very judiciously and purposefully with focus on project deliverables. Furthermore, the project has been designed with a single output to cover all major aspects of project delivery and with four specific activities and 24 sub-activities for different organisations and institutions supported through the project. The project has managed all the activities designed for implementation by judiciously using the allocated resource. Despite the merger of Public Service Authority(PSA) (which was the agency with which the Project had the contract to implement the project), with the Ministry of Justice, the Project has been able to deliver on its commitments. By respecting the Government's decision of PSA merger, the project has expected its readiness to respond to the changing needs. The project cannot be | | | |

| | | done more efficient than the current level. Therefore, a raging o 5 felt reasonable. | | | |
|---|---|---|---|---|---|
| | | Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results? | | | |
| To what extent will the project activities and changes brought in service delivery, and access to public services, capacity development will continue after cessation of support from the project? | • What examples exist of project activities being independently undertaken by partner / stakeholder organisations; and/or receiving non external funding support?<br>• Are there any actions that can be taken now that will increase the likelihood that the Project's outcomes will be sustainable? | Here we speak about the sustainability of results. The Project has supported the Public Service Delivery Centers and the Local Governance, and Participatory decision making with necessary skills, knowledge, tools, required hardware, policies, legal | IPSD Coordination Group, national partner organisations, UNDP counterparts | Desk review, stakeholder consultations, and secondary data sources | |
| Is the level of national ownership and the measures that serve to enhance national capacity enough to guarantee the sustainability of results? | • Have changes with regards to *institutional performance* been fully embedded in the relevant institution / organisation?<br>• And are funding / resources in place to support these changes after the completion of the Project?<br>• Was there any resistance to changes brought in? If YES, any measures taken to address the dissatisfaction?<br>• Have changes with regards to *individual capacity* been fully embedded in the relevant institutions / organization?<br>• Are there any areas of the Project that are clearly not sustainable? | framework and other technical support. The project could provide the best possible training, and other capacity development initiatives, Gender sensitivity service delivery approaches, accessibility to the vulnerable population through contract with MARTA and creating Women Advisory Groups(WAGs). However, the project document does not explain any exit strategy. Furthermore, the government still does not have a decentralisation policy and the constitution of Uzbekistan does not speak of decentralized | | | |
| Is there a resource | • To what extent are national | | | | |

| | | | | | |
|---|---|---|---|---|---|
| mobilisation strategy in place for the program to ensure the continuation of benefits? Are national partners contributing financial and other resources towards the continuity of the results of this program? Are there public/private Partnerships in place? | partners developing self-funding resources to support Project initiatives? <br>• Are there public / private partnerships being developed or in place between national partners and the local private sector? <br>• If no, what were the challenges / barriers to establishing these partnerships? | governance. The silver lining is the Ministry of Economy is aware of the participatory planning in the country and wanted to strengthen the Government capacities in identifying Key Performance Indicators(KPIs) and enhancing the capacities of Deputy Governors. With or without the project support, the Government is keen on strengthening the service delivery systems. Therefore, the bounden responsibility of the project should be making aware of the Government about budget allocations for service delivery improvement and continual capacity development. Another phase of the project is also suggested to make the results sustainable. Keeping all this in view a rating of 3 *'Moderately Likely (ML): moderate risks to sustainability'* is given to the sustainability. | | | |
| | Gender equality, Human Rights and women's empowerment: How did the project contribute to gender equality and women's empowerment? | | | | |
| Has the project considered Human Rights and Gender mainstreaming into the project deliverables? | • How are the activities designed to mainstream Human Rights and Gender? <br>• Are there any specific activities | The Project is built on the Human Rights Council's *Resolution 25/8 that underlines that States have the primary responsibility - including through their* | Desk review of documents, interviews with Women Groups, Clients, and NGOS, | Interviews with stakeholders and focus groups | |

| | | | | | |
|---|---|---|---|---|---|
| | to ensure mainstreaming of HR and Gender?<br>• Were there any gender sensitive activities taken up during the implementation of the project?<br>• What considerations were given for gender balancing in resource allocation and activity design? And what actions were taken to implement these? | *constitutional provisions and other enabling legislation, and consistent with their international obligations - to ensure that professional public service upholds the highest standard of efficiency, competence and integrity, and are predicated on good governance principles, including impartiality, rule of law, transparency, accountability and combating corruption. Essentially, it reaffirms* | | | |
| Has the project any specific focus on Gender issues? | | *the right of every citizen to have access, in general terms of equality, to public service in his/her country. Therefore, the proposed project is designed with a rights-based approach to public services in order to promote the realisation of the basic, social and economic rights of citizens in rural areas, including those of women, children and youth, elderly, persons with disabilities, and other vulnerable groups.* The project has practiced this in letter and spirit. The activity 4 of the project specifically focuses on participatory planning and participatory decision making. Taking cue from this, the Ministry of Economy is working on participatory planning approaches and setting KPIs. Furthermore, engaging one International NGO, MARTA from Latvia, and Local NGO Civil Initiative Support Center in formulation and deployment of Women Advisory Groups(WAGs) shows the project's commitment to protection of Human Rights and | | | |

| | | | | | |
|---|---|---|---|---|---|
| | | mainstreaming gender into the project activities. The project output also has a Gender Marker built in into its activities. However, due to cultural reasons within the population practices of the country, women participation in the capacity development programmes is minimum. As per the project annual report for the third year, out of 2000 persons training by the project during the project cycle, only 400 women participated. There is a lot to do for the project to engage more women in training courses at least in the remaining part of the project implementation. This makes the evaluator give a rating of 5 for this criteria of evaluation. | | | |
| | Impact: Are there indications that the project has contributed to, or enabled progress toward the improvement of youth status/policy? | | | | |
| | | | | | |
| | *(Expand the table to include questions for all criteria being assessed: Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)* | | | | |

**SURVEY QUESTIONNARIRE ON UNDP PROJECT**
**Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan**
**(There are 20 questions in this questionnaire with multiple answers. You may select as many answers as you wish and feel appropriate)**

Name:_____

Position in UNDP/Government_____email:_____

1. Do you have any role to play in the project?
   a. Yes, I work in the project in the role of………………
   b. Yes, I work on behalf of UNDP
   c. Yes, I work in the government and in the project team
   d. No, I have no role to play in the project but I am a beneficiary of the project.
   e. _____

2. What are the key objectives of the project as you understand?
   a. To enhance public service delivery across the country
   b. To enhance public service delivery only in select areas
   c. To strengthen  public delivery institutions & revise systems and procedures
   d. To strengthen national and sub-national institutional and individual capacities of service delivery
   e. _____

3. Do you think the project is absolutely necessary for Uzbekistan?
   a. Yes, it is absolutely necessary for Uzbekistan
   b. Yes, it is absolutely necessary but some more interventions like_____ are required.
   c. No, The Government of Uzbekistan is already delivering on its own. This project is not required
   d. No, this project is a waste of time and money.
   e. _____

4. Do you think the objectives of the project are reflected in the output and activities?
   a. Yes, they are perfectly reflected in the output and activities
   b. Yes, but they are partially reflected
   c. Yes, but the activities are too many to manage and deliver within the duration of the project timeframe
   d. No, the project objectives are different from the output and activities.
   e. _____

5. What environmental capacity development is required for improved public service delivery and enhanced Governance in your view?
   a. Current policy, Legal framework, and the senior management capacity development initiatives are inadequate, these are required to be strengthened to create an enabling environment;
   b. We have enough environmental capacity, policies, legal framework, and senior management capacities are adequate, only we require institutional strengthening.

    c. We do not have any sub-national governance policy neither is there any service delivery policy. We have only some ad-hoc arrangements. We expect this project reviews all the policies, legal framework and brings in attitudinal transformation in the senior leadership to strengthen environmental capacity.

    d. National level environment is good, sub-national level capacity is required to be strengthened.

    e. _____

6. What institutional capacity development is required for improved public service delivery and enhanced Governance in your view?

    a. The public service delivery institutions are in a primitive stage of delivery, and they are running with the age-old systems, procedures, rules, regulations, and guidelines. Considering the global service delivery improvement perspective, and looking at the requirements of international investors, all systems and procedures at national and international level have to be development with IT support.

    b. The public service delivery institutions at national and sub-national levels are perfectly strengthened and working in a manually operated environment. The Government has manually operated systems, procedures, rules, regulations, and guidelines. The only requirement is converting the current systems to an IT enabled delivery systems and inducting more Human Resources into the Government.

    c. The public service delivery institutions with the systems, procedures, rules, regulations, and guidelines are perfectly strengthened at National level and they are IT enabled. These are to be strengthened only at sub-national level.

    d. The Government of Uzbekistan has everything in place. No institutional strengthening is required.

    e. _____

7. What individual capacity development initiatives are required for improved public service delivery and enhanced Governance in your view?

    a. The Human Resources engaged in Public Service delivery and governance require only IT skills and no other training courses.

    b. The Human Resources engaged in Public Service delivery and governance require public relations, attitudinal transformation, service specific skills, knowledge in the service delivery procedures, time management, leadership skills, communication skills, complaints management, grievances redressal approaches, budget, auditing, public finance, and IT skills and no other training courses.

    c. The Human Resources engaged in Public Service delivery and governance require basic training in using available systems and procedures and implementation of government programmes.

    d. The project should first conduct a Training Needs Assessment (TNA) both at National and Subnational level and then design and deliver training courses required for individual capacity development.

    e. _____

8. Do you think the above areas ( Q5 to Q7) are adequately taken care by the project?

    a. All areas are adequately covered by the project and activities are directly linked

b. Institutional and Individual capacity development are covered, environmental capacity issues are not adequately covered. Project should have balanced all the interventions for institutional strengthening

c. Training element is over emphasised in the project. There is no adequate focus on Institutional and Environmental capacity development

d. Issues of all the three areas of capacity development are adequately identified, but the activities are inadequate

e. _____

9. Did you see any improvements in the above areas after the project started implementing it?
   a. It is too early to comment
   b. There is no information for me on the development/implementation
   c. There is much progress in comparison to the situation seen before the implementation of the project and after implementation of the project
   d. There is progress, but very slow
   e. _____

10. How do you rate the UNDP's relations with the implementing partner?
    a. UNDP and the Government of Uzbekistan are well organised and their efforts are well co-coordinated
    b. UNDP is very active but the Government of Uzbekistan is very slow in implementing the project. Therefore, the relations between the implementing partner and UNDP are not satisfactory.
    c. Both the UNDP and the Implementing partners are very slow in responding to each other's requests and implementation related demands and thus, the project is suffering
    d. The implementing partner is very active but the UNDP is very slow in responding to the requests of the implementing partner.
    e. _____

11. How do you rate the Project's relations with the EU?
    a. They are very professional and excellent
    b. EU is not satisfied with the Project implementation
    c. EU is satisfied with the implementing partner but not with the UNDP
    d. EU is satisfied with the UNDP support and supervision but not with the implementing partner
    e. _____

12. Are the resources provided adequate for accomplishing the tasks of the project?
    a. Yes
    b. No
    c. Yes, but timely release of funds is an immediate requirement
    d. The resources estimated are more than necessary. Some of the activities of the project are redundant and need not to be included in the project.
    e. _____

13. How effective is the project in your own words?

    a. The project is very effective in terms of its implementation, service delivery improvement, and reach out to the target beneficiaries.

    b. The project is partially effective in terms of its implementation, and service delivery improvement.

    c. The project is totally ineffective and no perceptible change is seen

    d. It is very hard to comment now on its effectiveness because the project is still in middle of its implementation stage

    e. _____

14. What challenges did you see in the implementation of the project?

    a. _____

    b. _____

    c. _____

    d. _____

    e. _____

15. The project is managed under National Implementation Modality. Offer your comments on this modality.

    a. _____

    b. _____

    c. _____

    d. _____

    e. _____

16. Do you have any other comments to offer?

_____
_____
_____
_____
_____
_____
_____
_____
_____


17. Did the project activities help to Khavast Kengash of People's Deputies improve the quality of life of vulnerable segments of the population in the Khavast district? such as women, youth, children, the elderly and people with disabilities?

    a. The Project has clearly included these in the project design, activities and actions

    b. The Project has vaguely included these but the activities are not clear

    c. The project has not yet all considered these as project priority areas

    d. These are not required to be considered in this project.

    e. _____

18. To what extent have gender equality and the empowerment of women from remote areas been addressed in the design, implementation and monitoring of the project?

    a. To a great extent.

    b. This project has about 50% focus on these

    c. The project has considered these but to a minimum extent say 15% to 20%

    d. No focus on these

    e. _____

19. How do you know that vulnerable segments of the population (people with disabilities, women, children, youth, etc.) have really received a full service from the center of public services upon their requests? In other words, how do you know that their requests are not left unanswered, unresolved or partially resolved?

    _____
    _____
    _____
    _____
    _____
    _____
    _____

20. Has the provision of public services expanded on remote areas for women, people with disabilities, elderly, children in Khavast district since the start of the project in 2019? If not, why do you think so?

    a. Yes, it is. The project is timely and making very good contribution

    b. Yes, however, more focus is needed for which the project has to be modified

    c. No, these were already there. The project has made only an incremental change

    d. No, the project or the Government has no specific interest in these areas

        e. _____

Annexure- 7

### NUMBER OF PUBLIC SERVICE DELIVERY CENTERS UNZBEKISTAN

| Dates: January – June 2022 | Number of PSCs | Average number of services delivered (6 months) | Average number of persons serviced at each center per day | Comments |
|---|---|---|---|---|
| All PSCs countrywide | 207 | 26 885 | 207-210 | A number of serviced persons from center to center varies based on the PSCs location. For example, PSC in big cities which have 15 and more operators services more visitors |
| Pilot PSCs of IPSD project | 7 | 14 200 | 109 | All pilot PSC are located in rural areas and employs from 3 to 5 operators. |

Annexure -8

## QUESTIONNAIRE-SURVEY OF USERS
## OF PUBLIC SERVICE CENTER (PSC)

**1. Your gender:**
&#9744; Male; &#9744; Female.

**2. Your age:** between 18-30 &#9744;; between 31-40 &#9744;;
between 41-50 &#9744;; between 51-60 &#9744; and over 60 &#9744;.

**3. What district do you live in?**
_____.

**4. You live:**
a) in town &#9744;; b) in kishlak &#9744;.

**5. 5. In what status did you apply to the PSC?**
&#9744; Individual; &#9744; Legal entity.

**6. How many times did you apply to the PSC during the year for the same service:**
&#9744; Applied 1 time; &#9744; Applied more than 2 times;

**7. Level of education:**
&#9744; Secondary education
&#9744; Bachelor
&#9744; Masters
&#9744; No education

**8. What area do you work in?**
&#9744; Entrepreneur
&#9744; Civil servant
&#9744; Teacher
&#9744; Student
&#9744; Medicine/Health
&#9744; Temporarily unemployed
&#9744; Farmer/Seasonal worker
&#9744; Retired
&#9744; Labour migrant
&#9744; Self-employed
&#9744; Housewife\unemployed woman
&#9744; Other (indicate)_____

**9. How do you usually get information about the public service? For example, what documents are needed cost, terms of services, etc.?**
&#9744; When visiting the PSC / PSC's branch;
&#9744; When visiting Mahalla Council Assembly (Mahalla Committee);
&#9744; By calling the call center;
&#9744; When contacting a responsible organization (for example, a water utility, tax, etc.);
&#9744; Through internet resources;
&#9744; Through promo materials;
&#9744; From acquaintances/friends/colleagues/relatives;
&#9744; Other (indocate)
_____.

**10. What public services did you apply to PSC this year? Mark the services and rate the quality of the services provided to you on a scale from 1 to 5 as described below, where 1 is very bad and 5 is very good.**

| 1 | &#9744; | 1 2 3 4 5 |
|---|---|---|
| 2 | &#9744; | 1 2 3 4 5 |
| 3 | &#9744; | 1 2 3 4 5 |

| 4 | ☐ | 1 2 3 4 5 |
|---|---|---|
| 5 | ☐ | 1 2 3 4 5 |
| 6 | ☐ Your answer | |

**11. During receiving public services, which of the following negative situations did you encounter:**

- ☐ Service time is too long;
- ☐ High cost of services;
- ☐ Uncomfortable conditions in the PSC;
- ☐ Long queues;
- ☐ Illiteracy / Incorrect work of operators;
- ☐ Rudeness of operators;
- ☐ Have not experienced any negative situations;
- ☐ The PSC or it's branch is far away;
- ☐ Surcharge / "bribes";
- ☐ Procedures are not inderstood
- ☐ Procedures are lengthy
- ☐ Other

_____.

**12. Ease and convenience of obtaining a public service?**

- ☐ the service could not be obtained / it is almost impossible to receive the service;
- ☐ received the service, but there were many additional requirements for documents than specified in the regulations;
- ☐ I received the service, but there were additional procedures that I was not informed about in advance;
- ☐ I received the service, but the process turned out to be more difficult than I thought;
- ☐ Received the service immediately, no problems.

**13. Do you have any suggestions / comments related to the work of the PSC? (Please, indicate)**

_____
_____
_____
_____.

Annexure-9

## EVVALUATION RATINGS TABLE

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