

“Preventing corruption through effective, accountable and transparent governance institutions in Uzbekistan” Project

Final Report
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**UNITED
AGAINST
CORRUPTION**



FOR DEVELOPMENT, PEACE AND SECURITY

Presented by Bunafsha Gulakova,
Monitoring and Evaluation Expert
Commissioning Office: UNDP Uzbekistan

Disclaimer:

The opinions and viewpoints presented in this document are those of the consultants and do not necessarily reflect the official stance of UNDP.

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List of Acronyms

ACPIS	UNDP's 'Anti-Corruption for Peaceful and Inclusive Societies' global project
ACA	Anti-corruption Agency of Uzbekistan
ACI	Anti-corruption Initiative
CA TAEC	Promoting Transparency and Action against Economic Crime
CIS	Commonwealth of Independent States
CoE	Council of Europe
CSO	Civil Society Organizations
EU	European Union
EUMS	European Union Member State
FGD	Focus group discussion
GPO	General Prosecutor's Office
HRBA	Human-Rights Based Approach
IT	Information Technology
ISO	International Organization for Standardization
MoJ	Ministry of Justice
MTR	Mid-term Review
OECD	Organization for Economic Cooperation and Development
OECD	Organization for Economic Cooperation and Development's Development
DAC	Assistance Committee
PCEAT	The 'Preventing Corruption through Effective, Accountable and Transparent Governance Institutions in Uzbekistan' Project
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
ToC	Theory of Change
ToR	Terms of Reference
TI	Transparency International
UNDAF	United Nations Development Assistance Framework
UNCAC	United Nations Convention Against Corruption
UNDP	United Nations Development Programme
UNDP IRH	UNDP Istanbul Regional Hub
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
ZAGS	An abbreviation for the Russian Zapis' Aktov Grazhdanskogo Sostoianiia – an office where people register their marital status, newborn children, paternity, change of names, and death.

EXECUTIVE SUMMARY

Table 1. Information on Preventing Corruption through Effective, Accountable and Transparent governance institutions in Uzbekistan”

Project/outcome information		
Project title	Preventing corruption through effective, accountable and transparent governance institutions in Uzbekistan.	
Atlas ID	00110970	
Corporate outcome and outputs	00110170	
Country	Uzbekistan	
Region	RBEC	
Date project document signed	19.04.2018	
Project dates	Start	Planned end
	01.05.2018	31.07.2023
Project budget	US\$8,000,000	
Project expenditures at the time of evaluation	US\$ 373 290	
Funding source	The Government of Uzbekistan	
Implementing party	The Ministry of Justice of the Republic of Uzbekistan	

COUNTRY CONTEXT

Uzbekistan has been undergoing a transformational journey since it changed political leadership in 2016. It also enhanced various aspects of governance. Guided by an ambitious government, the nation has implemented extensive reforms spanning anti-corruption measures, business climate enhancements, judicial reforms, security service improvements, labour conditions, administrative efficiency, human rights, and good governance. Central to these reforms is a comprehensive anti-corruption agenda bolstered by strong laws and strategic plans. The introduction of the "On Anti-Corruption" law marked a significant milestone, signifying the government's commitment to transparency and accountability. Reforms have targeted diverse sectors, with a focus on improving public administration, ensuring quality public services and information access, and overhauling the judiciary. Key strategies, such as the Concept of Administrative Reform and the Action Strategy for 2017-2021, have driven progress. Recognizing the importance of technology, Uzbekistan has advanced digital governance, including digitizing services, streamlining processes, enhancing digital connectivity, and promoting the technology sector. The adoption of the Digital Uzbekistan 2030 Strategy in 2020 highlights the country's commitment to digital transformation. Challenges persist in translating reforms into concrete outcomes, particularly in establishing an effective anti-corruption system. This system aims to nurture capable, independent state institutions, comprehensive anti-corruption programs, active civil society engagement, and a culture that rejects corruption. Development partners, such as the UNDP, have supported anti-corruption initiatives, notably the "Prevention of Corruption through Effective, Accountable and Transparent Governance Institutions in Uzbekistan" (PCEAT) project. Despite these efforts, corruption challenges persist in state-provided services like healthcare, education, and law enforcement, necessitating collaboration between the government, civil society, and citizens. In summary, Uzbekistan's reform journey demonstrates its commitment to sustainable development, global integration, and better governance.

Table 1. Evaluation Ratings Table for PCEAT

Monitoring & Evaluation (M&E)	Rating ¹
M&E design at entry	5
M&E Plan Implementation	5
Overall Quality of M&E	5
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	6
Quality of Implementing Partner Execution	4
Overall quality of Implementation/Execution	5
Assessment of Outcomes	Rating
Relevance	6
Effectiveness	5
Efficiency	5
Overall Project Outcome Rating	5
Sustainability	Rating
Financial resources	3
Socio-political/economic	3
Institutional framework and governance	4
Environmental	3
Overall Likelihood of Sustainability	3

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

FINDINGS AND CONCLUSIONS

- **Finding 1.** The PCEAT project played a crucial role in supporting Uzbekistan's anti-corruption reform process. It aligned with significant milestones achieved during the first phase of reform efforts and actively contributed to the implementation of the New Uzbekistan Development Strategy for 2022-2026. The project focused on promoting fair economic growth, improving governance and transparency, and enhancing the rule of law and access to justice. Its efforts were fully aligned with Uzbekistan's national development priorities and policies, contributing to progress toward a more equitable and prosperous society.
- **Finding 2.** The PCEAT project effectively enhanced the State Anti-Corruption Agency (ACA) in line with national and global priorities. It directly contributed to advancing Uzbekistan's progress in achieving SDG 16 by promoting effective governance, access to justice, and the rule of law. The project actively participated in implementing 29 out of 40 planned activities under Uzbekistan's State Anti-Corruption Programme for 2019-2020, demonstrating a strong commitment to combating corruption.
- **Finding 3.** In the field of anti-corruption, development partners play a pivotal role in providing coordinated support and technical assistance to complement national efforts. However, there was a need for improved coordination among these partners to avoid duplication of efforts and inefficient resource utilization. Transparent funding sources and project implementation were essential to increase accountability and avoid confusion among stakeholders.
- **Finding 4.** Internal coherence among relevant stakeholders within Uzbekistan was achieved through collaboration, particularly through UNDP's PCEAT project in partnership with UNODC. This collaborative effort involved various stakeholders, including government agencies, UNDP, UNODC, and civil society organizations, ensuring a comprehensive approach to combating corruption and benefiting from international expertise.
- **Finding 5.** The evaluation underscored the importance of enhancing coordination among development partners and involving diverse stakeholders to create a more effective and sustainable anti-corruption landscape in Uzbekistan. The successful implementation of the PCEAT project positioned Uzbekistan as a regional leader in anti-corruption efforts, inspiring neighbouring countries to adopt similar strategies for positive change in the Central Asian region.
- **Finding 6.** The project's management structure significantly contributed to achieving anticipated outcomes. Qualified professionals efficiently executed initiatives, with the use of national experts positively impacting both budget and delivery. Gender mainstreaming within UNDP Uzbekistan staff improved inclusivity, and internal anti-corruption advisors facilitated knowledge exchange, strengthening the project's impact. Efficient fund utilization was observed, highlighted by a substantial increase in 2019 due to strategic equipment procurement. Despite delays caused by the COVID-19 pandemic, PCEAT efficiently managed the situation and successfully concluded all study visits.
- **Finding 7.** The project's investment in IT equipment resulted in significant digital advancement for key institutions, leading to streamlined processes, increased efficiency, and improved overall performance. Project board meetings were well-managed, fostering active participation from national and international partners. However, a mid-term evaluation suggested the need for more focus on impact-related discussions to assess broader effects and inform strategic planning.
- **Finding 8.** The evaluation concluded that PCEAT effectively empowered key institutions, civil society, and legal professionals to collaborate for a more transparent and accountable society. The project successfully enhanced the capacities of the Anti-Corruption Agency (ACA), introduced anti-corruption compliance systems, conducted integrity and corruption risk assessments, enhanced the asset declaration system, and implemented codes of ethics and conflict of interest regulations. These efforts contributed to greater transparency and accountability in key institutions, strengthening the overall integrity of public institutions in the country and the region.
- **Finding 9.** Civil Society Organizations (CSOs) played a crucial role in raising awareness and advocating against corruption. However, the limited budget for the CSO grant scheme posed challenges to overall effectiveness and impact. Adequate and robust financial support for CSOs was vital to enable meaningful and sustained actions in the fight against corruption.

- **Finding 10.** Challenges in the implementation of the asset declaration system were identified, primarily due to a lack of political support and concerns about potential repercussions, posing a setback in the progress toward a more accountable and corruption-free society. The evaluation recognized the accomplishments of PCEAT while also identifying areas requiring attention and improvement to strengthen the fight against corruption in Uzbekistan.
- **Finding 11.** The achieved outcomes of PCEAT significantly contributed to improving public administration quality to combat corruption effectively. Mechanisms like IT solutions and certification processes promoted transparency and accountability in public institutions. Digitalization and ISO certification in state agencies reduced corruption opportunities and enhanced anti-corruption functions. Integrated IT solutions led to efficiency gains in public service delivery and resource savings. PCEAT also fostered fruitful collaboration between CSOs and state organizations, strengthening partnerships and results. However, achieving the intended impact of equitable public services and accountable institutions required sustained commitment from all national stakeholders, including government bodies, CSOs, and development partners, through aligned support and coordinated efforts.
- **Finding 12.** The sustainability of achievements depended on strong national ownership. Many of PCEAT's achievements were sustained in areas with robust national commitment. Effective anti-bribery management systems and tailored training programs for institutions were institutionalized, promoting a culture of transparency, accountability, and anti-corruption practices.
- **Finding 13.** Challenges remained in sustaining certain achievements due to weak institutionalization, coordination gaps, and limited civil society engagement. Overcoming these obstacles required a collaborative approach involving development partners and high-level political dialogue with national state actors. Ensuring ongoing progress required institutionalization.

LESSONS AND RECOMMENDATIONS

Lesson 1. Interventions should be balanced in their design: The current approach to combatting corruption in Uzbekistan is primarily government-focused, lacking active engagement of essential stakeholders beyond government institutions. This limited scope raises challenges like a dearth of diverse perspectives, diminished accountability, restricted innovation, missed collaborative opportunities, and potential government bias.

Lesson 2. Sub-grants or grant schemes must provide sufficient time-bound resources to CSOs, including institutional support budgets: CSOs in Uzbekistan face challenges due to persecution and operational limitations. PCEAT, while cautious in funding CSOs with limited capacity, recognized the need for a balanced approach. However, the grants given to CSOs lacked sufficient time-bound and budgetary support for sustained impact. Short-term, constrained funding can hinder long-term project effectiveness and limit their capacity for lasting change. To improve this, it's vital to allocate ample time and resources to CSO grants, enabling them to develop sustainable anti-corruption initiatives. Adequate, continuous funding empowers CSOs to implement lasting projects, promoting continuity and building on their successes. Furthermore, fostering coordination among development partners can enhance collective anti-corruption efforts and avoid duplication. Streamlining resources and efforts can boost the effectiveness of combatting corruption in Uzbekistan.

Lesson 3. Strengthening the rule of law and promoting transparency and accountability requires a comprehensive and long-term approach. Governance reforms sparked by crises or corruption scandals, like in Uzbekistan, lack lasting impact. Achieving comprehensive and enduring governance reform, encompassing the rule of law and social foundations, demands sustained commitment rather than quick fixes. Instilling transparency and accountability across government, politics, and civil service may take a generation. Revamping incentive systems to promote these values, replacing corrupt individuals, and providing regular re-training can bolster governance effectiveness. Continuous dissemination of governance knowledge and incentives to address issues is vital for nurturing an effective governance culture. Public education is pivotal for enhancing the rule of law, transparency, and societal accountability. Ongoing citizen support is essential for lasting progress in effective governance. Public engagement and awareness-building can empower citizens to champion transparency and accountability.

These recommendations are meant to guide the UNDP in taking specific actions and making decisions based on the findings and conclusions derived from the evaluation's exploration of key questions.

- ⇒ **Recommendation 1** advises sustaining and expanding the positive outcomes of the PCEAT project into the next programming cycle by focusing on strengthening compliance in key institutions. This involves conducting comprehensive assessments of current anti-corruption efforts in these institutions, updating anti-corruption policies, encouraging regular audits, collaborating with relevant stakeholders, developing clear performance indicators, and sharing best practices regionally and globally. This comprehensive approach aims to maintain and build upon the progress made by PCEAT, extend its reach to additional strategic institutions like the justice system, customs, and border control, and ensure the continued reduction of corruption, improved transparency, and enhanced citizen trust in these critical sectors.
- ⇒ **Recommendation 2** emphasizes the need to enhance citizen engagement and support investigative journalism. This involves promoting citizen participation through awareness campaigns, feedback mechanisms, and community involvement to hold institutions accountable. It also suggests allocating adequate resources and time frames to empower Civil Society Organizations (CSOs) and develop educational materials for various age groups while establishing a program pillar to protect investigative journalism legally.
- ⇒ **Recommendation 3** focuses on improving internal and external coherence in anti-corruption efforts. This includes strengthening collaboration with important partners such as the European Union (EU) the European Union (EU), European Union Member States (EUMS), and the United States Agency for International Development (USAID) and creating a publicly accessible map consolidating anti-corruption projects and programs from all development partners.
- ⇒ **Recommendation 4** suggests promoting Gender-Responsive Anti-Corruption Policies by advocating for the development and implementation of gender-responsive anti-corruption policies that consider the unique vulnerabilities, experiences, and contributions of women in the fight against corruption.

PURPOSE, OBJECTIVES AND SCOPE OF THE EVALUATION

The assignment combines a summative and ex-ante evaluation with eight objectives: 1) Evaluate overall PCEAT project progress, aligning with specified outlines; 2) Review pertinent information sources; 3) Examine baseline, targets, and donor reports; 4) Engage stakeholders, including the Project Team, government, beneficiaries, and others; 5) Assess relevance, effectiveness, efficiency, impact, and sustainability; 6) Check the implementation of mid-term review recommendations; 7) Provide forward-looking recommendations for enhancing corruption prevention mechanisms; and 8) Deliver results as outlined in the ToR.

EVALUATION APPROACH AND METHODOLOGY

The evaluation approach and methodology involved a well-defined process, including 1) A thorough desk review to understand project objectives and activities; 2) Stakeholder consultations to gather insights and expectations; 3) Systematic data collection through surveys, interviews, and discussions; 4) Data analysis to identify patterns and evaluate project strengths and weaknesses; 5) Utilization of predefined evaluation criteria for assessing performance; 6) Generation of findings and recommendations based on the analysis; and 7) Compilation of results into a comprehensive report for project improvement. This methodology aimed to provide valuable insights and guidance for future project planning and implementation.

Data for this evaluation were collected using a combination of methods, including online/offline interviews, focus group discussions (FGDs), and a desk review of documents. The desk review involved analyzing information from various sources, which was aggregated and synthesized to form the basis of the findings. Remote interviews were conducted with key stakeholders, beneficiaries, and partners, encompassing the project's timeline from 2018 to May 2023, including extensions.

The evaluation process spanned three phases: desk review, fieldwork, and synthesis, completed over 30 working days between April and June 2023, with a field mission in Tashkent in May 2023. During the field mission, 25 stakeholders and direct beneficiaries were interviewed, with a gender balance of 40% female

participants, including professionals and civil society activists. Moreover, specific group Zoom meetings were conducted to delve into thematic, programmatic, and operational aspects. Physical observations were also carried out, including participation as an observer in the Tashkent Law Spring Forum in May 2023, organized by entities such as the Ministry of Justice and the Prosecutor General's office. The full interview questionnaire is provided in Annex 2 of the report.

Evaluation Limitations:

- The Final Evaluation coincided with Uzbekistan's early Presidential Elections on July 9, 2023, leading to limited stakeholder availability. The Tashkent Law Spring Conference facilitated engagement with key government stakeholders.
- Significant turnover in program participants, especially among Government officials, posed challenges due to a lack of institutional memory. To address this, former staff members were consulted, and delivered outputs were reviewed to bridge the gap.
- Conducting online surveys with training beneficiaries was deemed infeasible due to low expected response rates and extended endorsement times from state officials. Respondents also struggled to distinguish between different training programs, potentially affecting feedback accuracy. Relying solely on online surveys was deemed insufficient for credible conclusions.

1. Introduction

Background and state of affairs

Since the change of political leadership in 2016, Uzbekistan embarked on a transformative journey aimed at integrating the nation into the global economy and enhancing various aspects of governance. Spearheaded by a visionary government, the country implemented a series of ambitious reforms that touched upon anti-corruption policies, business climate, the justice system, security services, labour conditions, administrative efficiency, human rights, and good governance.

At the core of these reforms was a comprehensive anti-corruption agenda backed by robust laws and strategic plans, which created a favourable environment for combating corruption effectively. The introduction of the landmark law "On Anti-Corruption" (including the year of adoption of the law) provided a solid legal framework and established mechanisms for implementing anti-corruption measures. This marked a significant milestone, showcasing the government's commitment to address the long-standing challenge and usher in a new era of transparency and accountability.

The reform agenda encompassed a wide range of sectors, with mid-term priorities focused on public administration, access to quality public services and information, and judicial and legal reforms. The government adopted a Concept of Administrative Reform to achieve these goals, outlining a strategic roadmap to establish an efficient and transparent public administration system. In parallel, the Action Strategy on Five Priority Areas of Development of the Republic of Uzbekistan for 2017-2021 was launched, providing a comprehensive framework for driving progress across key sectors.

Recognizing the importance of technology and digitalization, the government has streamlined digital governance over the past six years, focusing on digitizing the public sector, automating business processes and service delivery, and improving digital connectivity. Furthermore, strategic decisions were made to develop the IT outsourcing capacity of Uzbekistan, fostering the growth of the technology sector and positioning the country as a competitive player in the global IT market. In 2020, the Digital Uzbekistan 2030 Strategy was adopted to transform the country's digital infrastructure, e-government, digital economy, digital technologies, and IT education over the next ten years.

These reforms reflected the government's unwavering commitment to fostering sustainable development, improving the investment climate, and enhancing the overall well-being of its citizens. By embracing change and embarking on this ambitious journey, Uzbekistan sought to redefine its place on the global stage, attract foreign investments, and create a prosperous future for its people. In practice, however, these reforms translated to minimal efforts by the government.

Establishing an effective and efficient anti-corruption system is one of the critical goals of public administration reform. Such a system should create a conducive environment for developing and functioning competent, independent and robust state bodies, comprehensive anti-corruption programmes and initiatives, active civil society organisations and citizens, and a cultural norm supporting intolerance towards corruption in the society.

In 2008, the Republic of Uzbekistan ratified the UN Convention Against Corruption (UNCAC) through accession procedure². Uzbekistan was subject to UNCAC review in 2016, which highlighted following successes and good practices in implementing (Chapter III of the UNCAC) of the Convention: defining “acting as an intermediary in bribery” (article 212 of the Criminal Code) as a separate offence, as a measure facilitating action against corruption; and the establishment of an inter-agency working group to support the improvement of the organizational, practical, and regulatory frameworks for combating corruption³, flexible approach to mutual legal assistance and recognizes that it has experience in the application of the Convention as a legal basis for mutual legal assistance;⁴.

In the same concluding remarks, the report provided various recommendations concerning implementation challenges, technical assistance, and international cooperation (Chapter IV of the UNCAC). In 2022, the second cycle covered Chapter II on preventive measures and Chapter V on asset recovery. However, due to significant delays by the national counterparts, the Secretariat of the Conference of the States Parties to UNCAC postponed conducting the second cycle review to June 2024⁵. In March 2019, the Fourth Round of Monitoring of the Istanbul Anti-Corruption Action Plan resulted in 47 Recommendations to the Government of Uzbekistan while acknowledging the significant anti-corruption efforts and positive shift towards opening more coherent reforms in the country.⁶

The Report emphasizes that authorities must strive to systematize anti-corruption policies, making them strategic, identifying priorities, and clearly defining the expected impact on corruption levels in the country to achieve this objective⁷. Among key recommendations were those addressing policy-level changes and institution-building. For example, “*establish a special agency or use an existing body (for instance, the Ombudsman’s office) which will be responsible for the enforcement of the access to information legislation, perform surveillance over the implementation of the regulation, ensure independent review of complaints and can apply necessary sanctions in this regard*”.⁸

The major reforms are required by who? to introduce modern and effective mechanisms for the prevention of conflicts of interest as well as asset and interest disclosure systems by public officials. To that end, the Government has adopted the Law on Civil Service. Furthermore, on 28 October 2020, the President of the State, Mr Shavkat Mirziyoyev, signed a Decree “On Organisational Measures to Reduce the Shadow Economy and Improve the Efficiency of Tax Authorities”. The mentioned Decree provides for an anti-corruption initiative (ACI), which includes the development of a rating methodology for assessing the level of corruption in government bodies across the regions, as well as introducing a system of periodic publication of rating results and assessing the personal responsibility of heads of government bodies for anti-corruption in their respective bodies.

These positive changes attracted many development partners in the region. On March 22, 2018, the UNDP Country Office in Uzbekistan, jointly with the Ministry of Justice of Uzbekistan, launched a project titled Prevention of Corruption through Effective, Accountable and Transparent Governance Institutions in Uzbekistan (PCEAT). This intervention was accompanied by policy and advisory support of UNDP’s Global “Anti-Corruption for Peaceful and Inclusive Societies” (ACPIS) project and UNDP’s Istanbul Regional Hub (IRH). The rating methodology for assessing the level of corruption in government bodies relates to the Korean *Anti-Corruption Initiative Assessment Tool*, which the PCEAT implemented with support from the

² See: <https://www.unodc.org/unodc/en/corruption/ratification-status.html>, last visited <<20.04.2023>>

³ See: par.22, CAC/COSP/IRG/I/4/1/Add.41, 2016

⁴ Ibidt at par.3.2

⁵ See: <https://uncaccoalition.org/uncacreviewstatustracker/>, last visited <<20.04.2023>>

⁶ See: <https://www.oecd.org/countries/uzbekistan/anti-corruption-reforms-in-uzbekistan.htm>, last visited <<12.05.2023>>

⁷ Ibid.

⁸ Ibid. recomendation

UNDP Seoul Policy Center and the Korea Anti-Corruption Commission. This component also presents one of the critical outcomes of the current project under evaluation.

Nevertheless, the persistence of corruption in state-provided services in Uzbekistan, as highlighted by the recent public opinion poll, is a matter of concern. The healthcare system, recruitment process, and system of higher and public education have been identified as the most corrupt areas, followed by the courts, General Prosecutor's Office, Ministry of Internal Affairs, tax authorities, and bodies of sanitary and epidemiological supervision and control. Addressing this issue requires a multifaceted approach involving collaboration between the government, civil society, and citizens⁹.

Evaluation's objective, purpose and scope.

The present assignment combines a summative and an ex-ante evaluation. For this purpose, the evaluation had the following eight objectives:

1. To evaluate the overall progress of the PCEAT project and develop an evaluation report as per the outline provided in ToR (Annex A), supported with evidence-based, credible, reliable and useful information. This should be done by assessing project performance against outputs and contribution against outcomes set out in the project's Results Framework per the ToR Annex B.
2. To review all relevant sources of information, including the Project Document, annual work plans and reports, mid-term review report, Project Inception Report, PPRs, Project Board meeting minutes, Financial and Administration guidelines, project budget revisions, national strategic and legal documents, and any other materials that the Evaluator considers useful for evidence-based evaluation.
3. To review the baseline, target indicators and annual reports submitted to the project's donors.
4. To follow a participatory and consultative approach, ensuring close engagement with the Project Team, government counterparts, national partner agencies, the UNDP Country Office(s), direct beneficiaries and other stakeholders. The engagement of stakeholders is vital to a successful FE.
5. To consider criteria such as relevance, effectiveness, efficiency, impact and sustainability to review the final results and progress of the project (see ToR Annex C: guiding evaluation questions).
6. To review whether mid-term review recommendations have been addressed and implemented.
7. To provide forward-looking recommendations on how UNDP Uzbekistan and the Government of Uzbekistan can further enhance corruption prevention mechanisms based on the achievements of the PCEAT project.
8. To deliver results as indicated in the ToR.

1.1.1. Scope of Evaluation

The Final evaluation covered the project cycle from 2018 until May 2023, encompassing the period of three no-cost extensions granted to the PCEAT after 2021 agreed between the Government of Uzbekistan and UNDP. As a result, the process deployed a forward-looking approach that brought forth findings and recommendations to shape UNDP Uzbekistan's anti-corruption support for the next phase. The evaluation was conducted in three phases and was completed within 30 working days between April and June 2023. The Final evaluation covers the project cycle from 2018 until May 2023, including the period of three extensions granted to the PCEAT after 2021. The field Mission took place in May 2023 in the city of Tashkent.

A total of 35 stakeholders, primary beneficiaries and implementing partners were engaged in interviews, with 12 of these participants being female professionals and dedicated civil society activists. Furthermore, as part of this phase, three focused Zoom meetings were organized, each dedicated to programmatic and operational themes within the program's scope.

⁹ p. 34. Anti-Corruption Reforms in Uzbekistan. Istanbul Anti-Corruption Action Plan. Fourth Round of Monitoring. OECD. 2019.

1.1.2. Recipients of the Final Report.

The present review aims to document the concrete overall progress of the project, final results, and lessons learned and provide recommendations for future programming strengthening the project's overall performance. These outcomes should inform the direct recipients of the MTE, such as the Ministry of Justice of Uzbekistan, the General Prosecutor's Office (GPO) of Uzbekistan, the Anti-Corruption Agency of Uzbekistan, UNDP Uzbekistan's senior management, UNDP's global and regional anti-corruption teams, project management and implementation team, as well as other partners on how to improve PCEAT performance (in terms of its activities, process and results) going forward.

Introduction of Project Corruption Prevention through Effective, Accountable and Transparent Governance Institutions in Uzbekistan (PCEAT).

The PCEAT project is a flagship UNDP initiative on anti-corruption (AC) in Europe and the Commonwealth of Independent States (CIS). The project was launched by the UNDP Country Office in Uzbekistan jointly with the Ministry of Justice of Uzbekistan on March 22, 2018, with policy and advisory support of UNDP's Global "Anti-Corruption for Peaceful and Inclusive Societies" (ACPIS) project and UNDP's Istanbul Regional Hub (IRH). The Government of Uzbekistan funds the PCEAT project with a total budget of \$8 million. The timeframe of the PCEAT is 2018 to 2023, and the project successfully reported its achievements in 2018, 2019, 2020, 2021 and 2022. The Project was extended till the 31st of May 2023. Since the project funds were available, several extensions were granted, and some activities continued beyond the end of 2021. Therefore, at the time of the preparation of this Inception Report, some activities were ongoing.

1.1.3. Budget expenditure

2018 Project implementation cycle: Allocated and approved USD 1, 488,000 with USD 1,506,382 spent, constituting 101 % of the annual budget.

2019 Project implementation cycle: Allocated and approved USD 2,739,132 with USD 1,883,898 spent, constituting 70% of the annual budget.

2020 Project implementation cycle: Allocated and approved USD 2,006,426 with USD 1,096,743.

2021 Project implementation cycle: Allocated and spent USD 957,105.

2022 Project implementation cycle: Allocated and spent USD 839,784¹⁰

1.1.4. Intervention logic

The following are the elements of the PCEAT intervention logic:

Impact/Overall Objective: Equitable access to quality public services for all and ensuring that the public, and particularly the project target groups, will be able to enjoy more effective, accountable, transparent and rights-based institutions (access to quality public services, access to justice)

Outcome: The quality of public administration is improved to prevent corruption.

In addition, PCEAT is also harmonised with key UNDAF outcomes formulated as: "By 2020, the quality of public administration is improved for equitable access to quality public services for all".

Output: Anti-corruption solutions, principles and tools are integrated into the public administration systems, public service delivery, civil service performance, the system of law-making and rule-making.

¹⁰ See : <https://open.undp.org/projects/00110970>, last visited <<02.05.2023>>

To reach these results on Output, Outcome, and Impact level, PCEAT has envisaged four intervention (activity) areas as stipulated hereunder:

Activity 1. Legislative and policy support to integrate anti-corruption solutions into the Process of law-making, rule-making, legislation drafting and policy advice, including drafting legal and policy documents on preventing corruption.

This intervention includes 22 sub-activity and four indicative deliverables. These deliverables are:

1. Comparative analytical report on the best practices for preventing corruption.
2. Series of drafts of legal documents on preventing corruption in the public and private sectors.
3. Anti-corruption screening (expertise) was conducted for the key legal documents in the Action Strategy 2017-2021.
4. Policy recommendations available for further improvement of organisational structure, transparency and openness of public services in accordance with international standards and laws.

Activity 2. Strengthening human resource capacities of civil servants aimed at further improvement of knowledge and skills in the area of preventing corruption.

This intervention area is designed with eight sub-activities that consider the principles of civil service management to be enshrined in the upcoming new law on Civil Service. Three indicative deliverables are expected as a result of engagement with the educational entities in the recipient institutions, namely:

1. Anti-corruption Training Programmes, curriculum, and handbooks.
2. Model departmental instructions on improving the organisational and legal framework for preventing a conflict of interest in the public sector.
3. Knowledge materials, infographics, videos and awareness-raising materials, both printed and digital, on the prevention of corruption.

Activity 3. Streamlining and digitalising public service delivery and interaction among and within government entities to ensure effective document flow and transparency of public services for effective corruption preventing.

This area of support includes over 20 sub-activities to strengthen the technical capacity of the relevant state bodies and agencies aimed at introducing e-governance tools and modern ICT into the public service and state governance.

The following deliverables were planned under this area:

1. Development of a National E-government Strategy and unified registry of all e-services/tools.
2. Comprehensive analysis for further improvement of Unified Portal of Interactive Public Services.
3. The websites of the Interagency Commission Ministry of Justice provide open data and transparent information to prevent corruption.
4. Open Budget software program.
5. Mobile apps and e-services for citizens and businesses.
6. Corruption reporting tools include websites, mobile applications, phone and SMS lines, citizen complaint boxes, Facebook pages, etc.
7. Electronic asset declaration portal.

Activity 4. Developing a culture of intolerance towards corruption in society through knowledge and advocacy to support anti-corruption efforts, as well as active cooperation between the government, civil society and private sector.

This support area was designed with 13 sub-activities to strengthen knowledge, awareness and capacities within the general public, partnership of state bodies with the private sector, non-profit organisations and civil society. There are three main deliverables envisaged under this intervention:

1. Media Strategy for a full-fledged awareness-raising campaign.
2. Surveys that demonstrate the extent, dynamics and trends of corruption.

3. Media/information awareness-raising products.

1.1.5. Result Framework of the PCEAT

PCEAT Project is fully harmonised with Uzbekistan's Action Strategy 2017-2021 and national commitments under the 2030 Agenda. All interventions within the PCEAT Project are aimed at bolstering the emerging national corruption prevention system and monitoring the implementation of the UNCAC and OECD Istanbul Plan of Action in a cohesive manner.

The provided Logical Framework of the PCEAT is designed with one Expected Output (EO) **“Anti-Corruption solutions, principles and tools are integrated into the public administration systems, public service delivery, civil service performance, a system of law-making and rule-making”**. Against this EO, a range of indicators is designed to measure results from Impact to input/output level. Indicators are gender-desegregated, and the LF is populated with baselines and targets.

1.1.6. Theory of Change (TOC)

The project's Theory of Change (ToC) is formulated as follows:

If Uzbekistan implements integrated anti-corruption policies, focusing on capacity development and raising public awareness of the negative impact of corruption, strengthening anti-corruption legislation, delivering high-quality public services through innovative methodologies and e-governance, fostering civic space, freedom of expression, and media for inclusive decision-making, citizen participation, oversight, and monitoring, it will minimize corruption risks and establish transparent, accountable, and responsive governance institutions.

To conduct a more comprehensive evaluation of the project, the Evaluation expert reconstructed the ToC using the same intervention logic of the PCEAT project and connected all result areas (4) to outcome and impact results. The reconstructed ToC for the present evaluation stipulates the following:

If the legislative environment is conducive to integrating anti-corruption solutions (Output 1), if public services are modernized and digitized (Output 2), and if the capacity of civil servants and society is developed to prevent corruption and promote a culture of intolerance towards corruption (Output 3), then the project's target groups will experience more effective, accountable, transparent, and rights-based institutions (Impact) because the quality of public administration will improve to prevent corruption (Outcome).

1.1.7. Map of Stakeholders

The Project has the following national implementing partners and stakeholders:

Main partners and their roles:

1. Ministry of Justice - key organisations in countering and preventing corruption and the project's national coordinator, communicates with various stakeholders, provides expert support, piloting and implementation of jointly developed tools, informs on political and economic priorities and capacity building needs.
2. General Prosecutor's Office - the leading agency for prevention and countering corruption, national coordination agency for UNCAC, Anti-Corruption Agency, leading the Inter-Agency Commission on Anti-Corruption

Other national partners:

Interagency Commission, Ministry of Justice, General Prosecutor's Office, Ministry of Foreign Affairs, Ministry of Finance, Ministry of Internal Affairs, Supreme Court, Ministry for Development of Information Technology and Communication, National Agency for Project Management, Independent Institute for Monitoring the Formation of Civil Society, Center "E-Government"

Educational establishments:

Ministry of Higher Education, Science and Innovation, Ministry of Preschool and School Education, Tashkent State University of Law, Academy for Public Administration, University of World Economy and Diplomacy, High Training Courses of the General Prosecutor's Office, Lawyer Training Center.

Target groups:

Law enforcement personnel, civil servants, recipients of public services, private entities and businesses, and the broader public.

After the MTR in 2020, the Project followed the recommendations generated by the evaluation and included activities that included the CSOs. In this way, a number of national organizations were involved in regions located far from the capital, making awareness-raising a priority in their engagement with the public at large.

2. Evaluation approach and methodology

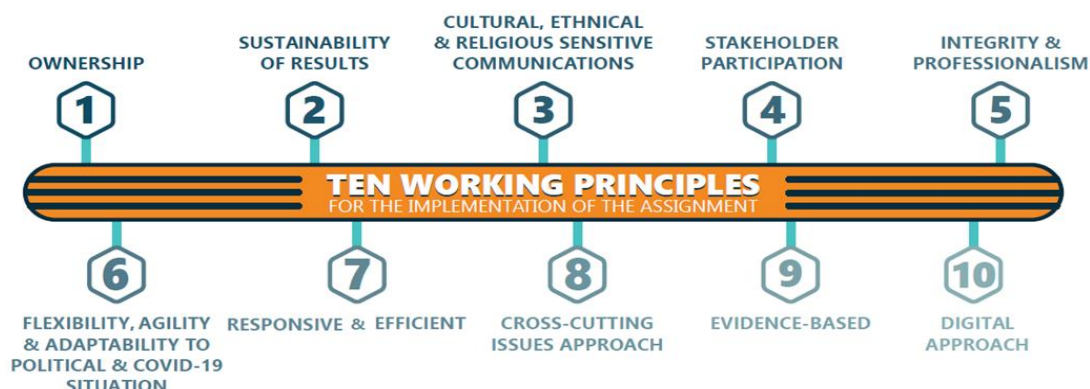
The proposed evaluation methodology is based on a mixture of diverse techniques and tools. The approach and methodology were fine-tuned during the Inception Phase and agreed upon with the UNDP at the beginning of the implementation phase. The methods and approach for the Ex-ante evaluation involved several key steps:

1. Desk Review: A comprehensive desk review was conducted to gather relevant documentation, such as project proposals, feasibility studies, and any available background information. This helped to establish a solid understanding of the project's objectives, activities, and expected outcomes.
2. Stakeholder Consultations: Consultations were held with key stakeholders involved in the project, including project managers, implementing partners, and relevant government officials. These consultations gathered insights, perspectives, and expectations related to the project's anticipated impact and potential challenges.
3. Data Collection: A systematic data collection process was implemented to gather both quantitative and qualitative data. This included surveys, interviews, and focus group discussions with project beneficiaries, experts, and other relevant stakeholders. The data collection aimed to capture information on the project's relevance, efficiency, effectiveness, sustainability, and potential risks.
4. Analysis: The collected data was analyzed using appropriate qualitative and quantitative methods. This involved identifying patterns, trends, and themes within the data and evaluating the project's strengths, weaknesses, opportunities, and threats. The analysis also considered the alignment of the project with relevant national policies, strategies, and international frameworks.
5. Evaluation Criteria: The evaluation was guided by a set of predefined evaluation criteria, including relevance, coherence, efficiency, effectiveness, sustainability, and potential impact. These criteria provided a framework for assessing the project's performance and determining its potential for success in achieving its intended outcomes.
6. Findings and Recommendations: Based on the analysis of the data and the evaluation criteria, the evaluation team generated findings and recommendations. These findings highlighted the project's strengths and weaknesses, identified areas for improvement, and proposed actionable recommendations to enhance the project's design and implementation in the future.

7. Reporting: The evaluation findings and recommendations were compiled into a comprehensive report. The report presented a clear and concise overview of the evaluation process, methodology, key findings, and proposed recommendations. The report also included an executive summary for easy reference.

By following this methodology and approach, the Ex-ante evaluation aimed to provide valuable insights and guidance for the project's planning, design, and implementation phases.

Figure 1. The working principles put forward for this assignment.



2.1.1. Applying HRBA and GE in the evaluation

The relevant duty bearers and rights holders were consulted and participated in the evaluation. During the inception phase, the Expert assessed the extent of the **Human-Rights Based Approach** both in the design and implementation by measuring the relevant outcomes in strengthening government institutions through technical partnerships, creating platforms for grassroots voices to reach policymakers, good practices, policy advocacy and support for action research.

Adherence to the principle of Leave No-One Behind: the design of the Programme was infused with a clear understanding of inequalities and power dynamics in the context of Uzbekistan and its anti-corruption sector and an understanding of how the intervention fits with the need for transformational change to address underlying inequalities. The Evaluator consulted with the beneficiary CSOs to reach out beyond easily accessible stakeholders to women, persons living in remote locations, people with disabilities, persons living in poverty, disadvantaged and marginalised groups, and ethnic groups.

2.1.2. Guided by an effective Theory of Change (TOC)

The evaluation reconstructed the Intervention Logic based on consultation with the stakeholders at the Inception Phase. As a result, a theory of change that sets clear goals, outcomes, outputs and inputs of the Action was used to guide the evaluation exercise.

2.1.3. Mainstreamed the relevant SDGs and their interlinkages.

The Evaluator assessed how the design and implementation contributed to the progressive achievement of Sustainable Development Goals (SDG) and, in particular, goals 5 (gender equality), 8 (sustainable economic growth) and 16 (effective, accountable and inclusive institutions).

3. Implementation strategy

3.1.1. Data Collection Tools

The **online/offline interviews, focus group discussions (FGDs) and desk review of the documents** are **modalities** by which most information data were collected. A detailed description of the tools is provided hereunder.

3.1.2. Desk Review and synthesis

The Evaluator and the Reference Group collected a bank of information during the exercise, which was documented and could be used for future evaluations and by the UNDP. The information collected from different sources was aggregated and analyzed. A synthesis of the findings was prepared based on the desk review, conducted interviews and meetings, and the information gathered through documented indicators, outcome and impact results, and targets. All collected documents were handed over to the UNDP for their use in the prospective Final Evaluation of the project.

3.1.3. Interviews with key informants

Rounds of interviews were conducted remotely with participating entities. In close collaboration with the UNDP, the list of contacts was discussed and confirmed. With the assistance of UNDP staff, the Evaluator developed a schedule of online consultations with the beneficiaries, stakeholders, and partners. The final evaluation encompasses the project cycle from 2018 until May 2023, including the three extensions granted to the PCEAT after 2021. The evaluation was carried out in three phases (desk, filed and synthesis) and was completed within 30 working days between April and June 2023. The field mission occurred in the city of Tashkent in May 2023. A total of 25 stakeholders and direct beneficiaries were interviewed, with 40% of these respondents representing female professionals and CSO activists. Additionally, three program-specific group Zoom meetings were conducted during this phase to address thematic, programmatic and operational areas. The interview questionnaire is presented in the Annex 2 of the present report.

3.1.4. Physical Observations

The on-site observations were conducted at the training institution of the Prosecutor General's office. The evaluator had the opportunity to participate as an observer in the Tashkent Law Spring Forum in May 2023 during the mission dates organized by the Ministry of Justice (MoJ) and the Prosecutor General's office, among others.

Limitation of evaluation:

- The Final Evaluation coincided with the early Presidential Elections held in Uzbekistan on 9 July 2023. Consequently, many stakeholders were not available to participate in the evaluation process. The Tashkent Law Spring Conference allowed us to reach out to the majority of relevant government stakeholders.
- There was a high turnover of individuals who had previously participated in the program activities, particularly among Government officials. This turnover posed challenges as the new appointees did not have institutional memory and could not comprehensively understand the program interventions. During the evaluation process, the evaluators contacted the former staff members involved in the implementation and reviewed delivered outputs to mitigate the gap.
- Due to an expected low response rate and the longer time required to obtain the endorsement from the state officials, it was not considered feasible to conduct online surveys with the beneficiaries of the training. Furthermore, some respondents encountered difficulties distinguishing between the different training programs conducted by various development partners, which could have affected the accuracy and specificity of their feedback. Consequently, it was recognized that relying solely on online surveys would not yield credible and valuable conclusions.

3.1.5. Evaluation Questions and Evaluation Matrix (EM)

- The Evaluator conducted the evaluability assignment and assessed the evaluation questions proposed in the Terms of Reference (ToR). Adhering to the OECD-DAC evaluation criteria, the Evaluation Matrix was formulated, with a primary focus on the following evaluation factors: (a) relevance, (b) effectiveness, (c) efficiency, and (d) sustainability, alongside any other relevant criteria.
- The accepted 24 evaluation questions served as the foundation for the Evaluation Matrix, which was further strengthened by incorporating measurable indicators and sources of verification. This approach

aimed to ensure a comprehensive and rigorous evaluation process. These 24 evaluation questions and findings formed the core of the evaluation report. The list of evaluation questions is presented in Annex 1 of the present report. One more criterion was included in the Evaluation Matrix to evaluate the objectives and outputs of the PCEAT project: Value-added of UNDP through the PCEAT project in promoting anti-corruption reforms in Uzbekistan, partnership building in relation to the fight against corruption; the role of project activities focusing on innovation and technology in fostering anti-corruption reforms in the country; and UNDP's role in contributing to overall advocacy and awareness to strengthen national discourse on anti-corruption and zero-tolerance towards corruption in the society.

4. Findings of Evaluation

Relevance and Coherence

1. *To what extent was the project aligned with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan, and the SDGs?*
2. *To what extent has the project appropriately responded to the country's political, legal, economic, and institutional changes?*
3. *To what extent were lessons learned from other relevant projects considered in the project's design?*
4. *To what extent were the perspectives of those who could affect the outcomes and those who could contribute information or other resources to the attainment of stated results considered during the project design processes?*
5. *To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?*

National development AC priorities and policies. The PCEAT project was crucial in supporting Uzbekistan's three-phased anti-corruption reform process. It proved highly relevant and timely, particularly during the first phase of the reform efforts. Serving as a cornerstone of the anti-corruption initiatives, the project aligned with significant milestones achieved during this period, including the adoption of the Law on Combatting Corruption in January 2017, the establishment of the Republican Inter-Agency Anti-Corruption Commission, Civil Service Law and the approval of the State Anti-Corruption Programme for 2017-2018. PCEAT actively helped implement the New Uzbekistan Development Strategy for 2022 to 2026, focusing on three important goals: Goal 10 aimed at promoting fair economic growth and reducing inequality, Goal 83 focused on improving governance and transparency, and Goal 84 targeted enhancing the rule of law and access to justice. Thus, PCEAT's efforts fully aligned with Uzbekistan's overall development, making strides in economic opportunities, better governance, and legal reforms to create a more equitable and prosperous society. PCEAT was tuned to the needs of the State in public administration reform, including access to quality public services and public information and judicial and legal reform. These priorities were further supported by adopting the Concept of Administrative Reform, which outlines steps to establish an effective and transparent public administration system. To support these reforms, the Government has launched an Action Strategy on Five Priority Areas of Development of the Republic of Uzbekistan for 2017-2021, an e-government master plan for 2013-2020, and the Government decisions to develop the IT Outsourcing capacity of Uzbekistan.

A primary focus of the PCEAT project was to provide tailored support in two key areas: enhancing the State Anti-Corruption Policy and promoting legislative reforms. The project aimed to implement effective preventive measures and integrate anti-corruption policies into the national development agenda by strengthening the normative framework. This comprehensive approach sought to address corruption at its roots and foster a sustainable framework for combating it. Moreover, by enhancing the State Anti-Corruption Agency, the PCEAT project made significant strides in advancing the national progress towards achieving SDG 16, which focuses on promoting peaceful, just, and inclusive societies, with a particular emphasis on effective governance, access to justice, and the rule of law. The efforts of the PCEAT project directly align with these objectives, as

strengthening the AC Agency is instrumental in promoting transparency, accountability, and combating corruption, all of which are vital components of effective governance.

In its commitment to making tangible progress, the PCEAT project actively engaged in implementing The PCEAT project was directly involved in implementing 29 activities out of 40 planned activities under the State Anti-Corruption Programme of Uzbekistan for 2019-2020. By directly involving itself in these activities, the project demonstrated its dedication to driving positive change in the fight against corruption.

Through its targeted support and collaborative approach, the PCEAT project has played a vital role in advancing anti-corruption initiatives in Uzbekistan. The project has contributed significantly to building a more transparent, accountable, and corruption-free society in Uzbekistan by improving the State Anti-Corruption Policy and promoting legislative reforms. As the nation continues its journey towards combating corruption, the impact of the PCEAT project stands as a testament to the transformative power of collective efforts in bringing about meaningful change.

PCEAT remains highly pertinent in the ongoing third phase of Uzbekistan's anti-corruption reform process, which centres on several key objectives. These include enhancing the Anti-Corruption Agency's (ACA) capacity, focusing on its preventive functions, further strengthening parliamentary oversight and public control, and introducing new mechanisms and systems to enhance public service delivery. The ultimate goal is to promote effective governance and rebuild public trust in government institutions.

To achieve these goals, the ACA's support closely aligns with the UNDP's capacity development framework for public institutions. This framework prioritizes three essential levels of capacity development: organizational capacity, functional capacity, and individual capacity.

At the organizational level, the emphasis is on strengthening the ACA's internal structures, processes, and resources to bolster its anti-corruption efforts. Functional capacity development seeks to empower the ACA with improved methodologies, tools, and systems to enhance its preventive and investigative functions. Finally, individual capacity development aims to equip ACA staff with the necessary skills, knowledge, and expertise to carry out their duties effectively.

PCEAT demonstrates a comprehensive and strategic approach to supporting Uzbekistan's anti-corruption reform by adhering to the UNDP's capacity development framework. Through its continued efforts, the project is crucial in fostering transparency, accountability, and integrity within the country's governance system.

During the Mid-Term Review of the PCEAT project in 2020, it was identified that the project would benefit from enhancing its rights-based approach by involving more Civil Society Organizations (CSOs). The review highlighted the importance of collaboration with CSOs to ensure a broader and more inclusive perspective in the fight against corruption.

To this end, the recommendation of the MTR was implemented between 2020 and 2023 by Involving CSOs in the project. Thanks to this change, the PCEAT benefited from CSOs' deep understanding of local contexts and the needs of communities affected by corruption. The grassroots presence of the CSOs enabled the project to gather valuable insights and feedback directly from the people, making their involvement crucial in designing targeted and effective anti-corruption interventions.

Last but not least, the PCEAT project demonstrated its relevance by aligning with the Government's efforts to fulfil its international obligations towards UNCAC in curbing and preventing corruption. To this end, the PCEAT project was a remarkable model for the entire Central Asian region. The initiative's scale, scope, and level of political will were unprecedented, making it a flagship intervention in the Central Asian region. This pioneering project set a compelling precedent for neighbouring countries to follow. The need for such a comprehensive and ambitious initiative in the region was evident, and PCEAT's successful implementation provided a compelling case for other nations to adopt similar approaches in their anti-corruption endeavours. By serving as a model, the project effectively inspired and encouraged neighbouring countries in Central Asia

to take meaningful steps towards combating corruption, fostering regional cooperation and collective efforts in the fight against this common challenge.

Coherence

6. *How effective are the organizational structures and operations, as well as policy mandates, between the implementing partners? E.g. support from the global anti-corruption team in Singapore, Istanbul regional hubs and UNDP Uzbekistan?*
7. *What are the advantages and disadvantages of the current approach?*

External Coherence. The evaluation highlights a significant issue concerning external coherence in implementing anti-corruption initiatives in Uzbekistan. Development partners involved in supporting anti-corruption projects in the country lack effective coordination, leading to a lack of complementary and synergistic efforts. As a result, the evaluation did not identify any successful projects that have demonstrated a cohesive and mutually reinforcing impact. One of the challenges contributing to this lack of coherence is the presence of numerous projects in the anti-corruption field funded by various sources, including EU funds and funds from EU member states. While these projects aim to address corruption, inadequate coordination hampers their effectiveness. Government stakeholders also face difficulties in identifying the funding sources for these projects, further highlighting the lack of transparency and coordination in the implementation process.

The overburdening of the anti-corruption field with multiple projects without sufficient coordination could lead to duplication of efforts, inefficient resource utilization, and a fragmented approach to combating corruption in Uzbekistan.

There is a clear need for improved coordination and communication among development partners and relevant stakeholders to address this issue. Establishing mechanisms for sharing information, resources, and best practices could lead to more effective and complementary anti-corruption projects. Enhanced cooperation would also help streamline efforts, reduce duplication, and maximize the impact of resources invested in the fight against corruption.

Furthermore, ensuring transparency in funding sources and project implementation is vital to increase accountability and avoid confusion among government stakeholders and beneficiaries. When development partners work together in a coherent and coordinated manner, their collective efforts can contribute significantly to strengthening the anti-corruption landscape in Uzbekistan and fostering sustainable progress in this critical area.

Internal coherence. Throughout this period, the collaboration between ACPIS and relevant stakeholders yielded tangible outcomes, strengthening Uzbekistan's legal and institutional frameworks in the fight against corruption. The dedication and expertise of ACPIS have played a vital role in advancing anti-corruption measures and promoting good governance in the country. Collaborating with UNODC, UNDP has effectively coordinated and led numerous successful efforts to influence policy and engage in joint advocacy initiatives and campaigns, promoting the State's anti-corruption endeavours. This collaborative support from UNDP's Global Anti-Corruption Team in Singapore and the Istanbul Regional Hub to UNDP Uzbekistan has primarily focused on policy influencing and capacity building, particularly in normative frameworks. The positive outcomes of this joint work in influencing policy are evident across all result areas. This support was provided through strategic advice and the development of essential tools thoughtfully tailored for use by national beneficiaries. Noteworthy examples include, but are not limited to:

- *Policy and programmatic support to incorporate anti-corruption solutions in the process of law-making and policy advice, such as the AC Decree, Law on Civil Service, Asset Declaration, AC proofing, Comparative anti-corruption analysis of the draft Civil Service Law, revision of draft Law*



on the Anti-Corruption Agency, draft Law on Declaration of Income, Assets and Conflict of Interest of Public Servants.

- Strategic advice and technical support to conduct sectoral corruption risk assessments in critical public sectors, such as health, construction, and education.
- Capacity building and development for government agencies on corruption prevention, linking anti-corruption efforts to national SDGs through webinars, Civil Service Law, Asset Declaration, and lectures at the OPG Academy.
- Promoting global and regional advocacy by sharing Uzbekistan's anti-corruption experiences internationally.
- Facilitating South-South and triangular cooperation through study visits to benchmark countries like Singapore, South Korea, Denmark, and Norway.
- Taking the lead in the day-to-day operations of the newly established ACA by developing practical tools, such as the 'Practitioner's Guide: Capacity Assessment of Anti-Corruption Agencies,' to enhance ACAs' capacity to execute their mandates more effectively.



The advantage of the current approach to combating corruption in Uzbekistan is that it involves multiple stakeholders, including government agencies, UNDP with regional offices, UNODC, and an **emerging number of Civil Society Organizations** (CSOs). This collaborative effort ensures a comprehensive approach to addressing corruption from various angles, maximizing the impact of anti-corruption initiatives. By collaborating with UNDP and UNODC, Uzbekistan gains access to international expertise and best practices in anti-corruption efforts. This support enhances the country's capacity to implement effective measures and learn from the successful experiences of other nations. The approach involves joint efforts to influence policy and advocacy initiatives, promoting anti-corruption measures at both national and international levels. This advocacy can lead to favourable policy changes and increased public awareness of the importance of combating corruption. The successful implementation of the PCEAT project positions Uzbekistan as a regional leader in anti-corruption efforts. This can inspire neighbouring countries to adopt similar strategies and create a positive impact throughout the Central Asian region.

The current approach to combating corruption in Uzbekistan has a notable disadvantage in its limited engagement of key stakeholders outside government institutions. As of now, the predominant focus lies on government-led initiatives, with relatively limited involvement of civil society organizations, the private sector, young people, and independent media.

The disadvantage of the current approach is that ensuring the sustainability of anti-corruption efforts requires continuous commitment and dedication from all stakeholders, including the UN agencies themselves. There may be concerns about maintaining momentum and avoiding complacency over time. Comprehensive anti-corruption reforms require significant financial and human resources. Budgetary constraints and competing priorities could challenge allocating sufficient resources to anti-corruption initiatives.

Efficiency

8. *To what extent was the project management structure, as outlined in the project document, efficient in generating the expected results?*

9. *To what extent has there been an economical use of financial and human resources?*

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

The efficiency of the project management structure, as outlined in the project document, was instrumental in generating the expected results to a significant extent. By leveraging a combination of national and international expertise, the project was staffed with qualified professionals who played key roles in executing various initiatives. The strategic decision to engage national experts and ACPIS global and IRH regional teams positively impacted the overall budget and delivery, leading to cost-effectiveness in achieving project goals.

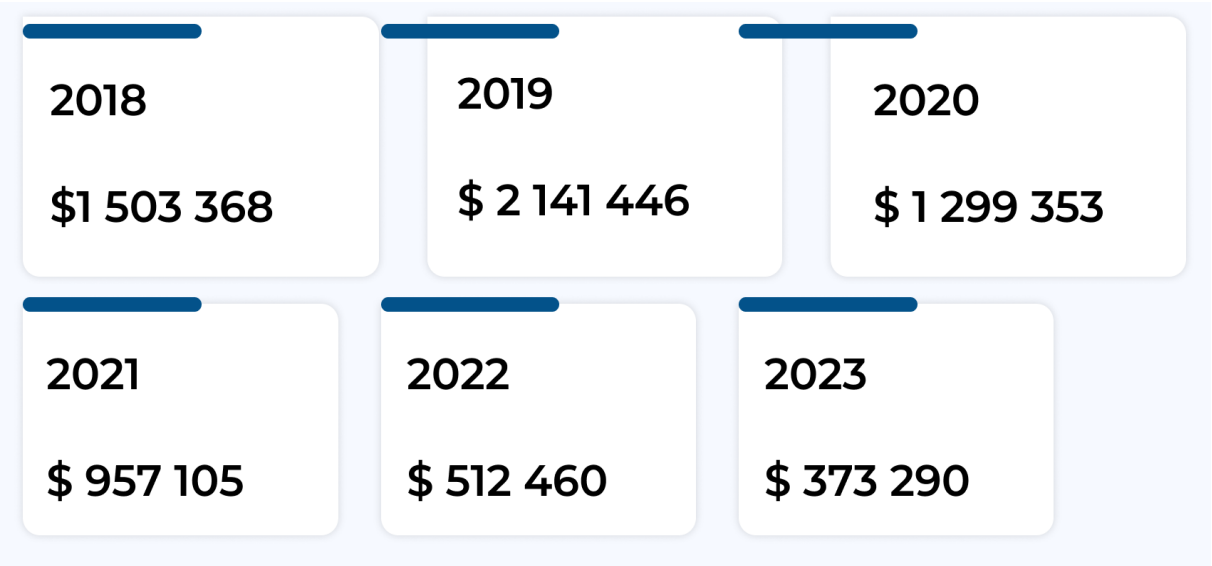
The gender mainstreaming approach within the UNDP Uzbekistan staff further enhanced the project's effectiveness, ensuring a more inclusive and comprehensive implementation process. Their role as facilitators, experts, and advocates for specific issues and initiatives they were committed to contributed significantly to the project's success.

Moreover, using in-house anti-corruption advisors with expertise in comparative analyses and best practices facilitated cross-country discussions and knowledge-sharing, further strengthening the project's impact.

Overall, the project management structure demonstrated efficiency and effectiveness in coordinating various activities, resource allocation, and decision-making, leading to the successful realization of expected results. In total, 20 international experts (12 female experts) were procured to implement specific activities.

According to the chart provided, the majority of funds were efficiently utilized during the period from 2018 to 2020, with a notable increase of USD 2,141,446 million in 2019. This upsurge can be attributed to PCEAT's strategic procurement of essential equipment for its participating institutions, enhancing their operational capabilities.

Figure 2. Budget expenditure between 20018 and 2023



The investment of USD 2,229,977.23 in the procurement of necessary IT equipment resulted in the significant digital advancement of operations for the Ministry of Justice (MoJ), the General Prosecutor's Office (GPO), and the Anti-Corruption Agency (ACA). According to interviewed beneficiaries, this digital advancement has streamlined their processes, enhanced efficiency, and improved overall performance.

As for the management and the governance of the PCEAT, upon reviewing the project board meeting minutes spanning from December 2018 to 2022, it became evident that the PCEAT project team consistently provided accurate and ample information to guide the implementation process for all partners involved. These project board meetings were well-scheduled, ensuring appropriate pacing, and exhibited robust participation from both national and international partners. The discussions during these meetings encompassed a wide array of pertinent subjects, including progress updates, the quality of achieved outcomes, encountered challenges, and the effectiveness of coordination with other projects funded by donors. These discussions were promptly documented, serving as valuable resources for management, decision-making, learning, and accountability.

The results management would have been more effective if deliberations at these meetings also encompassed progress towards the impact-level results. This recommendation during the Mid-term evaluation underlined the importance of dedicating specific attention to the broader results and achievements of the project: impact-related discussions in future agendas would have contributed to a more comprehensive assessment of the project's success and facilitated informed strategic planning and resource allocation.

Effectiveness

11. *To what extent were the project outputs achieved?*
12. *What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?*
13. *To what extent have stakeholders been involved in project implementation?*
14. *What factors contributed to effectiveness or ineffectiveness?*

Overall, the project's comprehensive efforts have significantly contributed to the fight against corruption, empowering key institutions, civil society, and legal professionals to collectively work towards a more transparent, accountable, and corruption-free society.

Some examples are significant strides in bolstering the Anti-Corruption Agency's (ACA) capacities, enabling it to carry out its mandates more effectively. Another notable achievement was the introduction of anti-corruption compliance systems, including ISO certification, in the public sector for the first time in the country and the region. This move has strengthened the overall integrity of public institutions, as evident from the successful completion of integrity and corruption risk assessments in key entities such as the Government Property Office, Ministry of Justice, Health and Higher Education institutions. Additionally, the project extended support to enhance the asset declaration system, ensuring greater transparency and accountability among key institutions. The implementation of codes of ethics and conflict of interest regulations in the public sector has further fortified the fight against corruption.

Moreover, the project has significantly amplified the role of Civil Society Organizations (CSOs) through impactful public awareness campaigns. This heightened engagement has increased awareness and support for anti-corruption initiatives in the broader society. To further embed anti-corruption values, the project initiated anti-corruption education programs targeting civil servants, universities, and schools, fostering a culture of integrity from a young age.

Another project accomplishment is the growing prestige and attractiveness of the international legal forum "Tashkent Law Spring." With 845 representatives from the legal sphere participating, including 178 foreign and 667 national attendees, the forum has become a prominent platform for discussing contemporary political and legal topics. The inclusion of 127 speakers across 16 sessions, including a notable plenary session, showcases the event's significance in addressing critical anti-corruption issues.

The evaluation finds that despite many laudable achievements, the asset declaration system has been introduced only in theory but not effectively implemented in practice. Regrettably, there is currently no functional asset declaration system in Uzbekistan. Despite its introduction as a measure to promote transparency and combat corruption, the lack of proper implementation has hindered its effectiveness. This failure represents a setback for the project's objectives and the broader anti-corruption efforts in the country. Without a functional and enforced asset declaration system, the ability to monitor and prevent illicit wealth accumulation among public officials and individuals in positions of power remains compromised, impeding progress towards a more accountable and corruption-free society. The lack of political support for the implementation of the asset declaration system has been a significant hindrance to its effectiveness. The implementing partners explained the situation due to the topic's sensitive nature, which has made it challenging to garner the necessary backing from key stakeholders within the political landscape. The reluctance to fully embrace and enforce the system stems from concerns about potential repercussions, as public officials and influential figures may hesitate to disclose their assets openly.

The support for the CSOs

The PCEAT initiative has played a pivotal role in fostering a culture of intolerance towards corruption within society by actively promoting awareness and advocating against corrupt practices. This has been achieved through knowledge dissemination, advocacy efforts, and the establishment of strong collaborative ties among government bodies, civil society organizations, and the private sector. Notably, the engagement of three CSO grantees, namely "Zienur," "Chehra," and the "Centre for Human Rights Culture," has been instrumental in driving this transformative change. The initiative's impact has been particularly evident through its innovative contests, spanning categories such as "Best journalistic article (blog on the Internet)," "Best innovative idea on anti-corruption," and "Best drawing." These contests have attracted many participants, with more than 1,500 creative submissions received by the joint competition committee. The culmination of these efforts resulted in the recognition of 15 exceptional winners, thereby underscoring the project's success in instilling a culture of anti-corruption awareness, creativity, and commitment across society.

According to the progress reports and feedback from interviewed partners and beneficiaries, the involvement of NGO "Chehra" in the PCEAT initiative has been effective. The project has achieved commendable success in engaging a significant number of participants, including over 6,000 pupils, with an encouraging 50 percent of them being girls and approximately 300 teachers, of which 282 were women. The competitions, namely 'Best Essay,' 'Best Video,' and 'Best Drawing,' held in three districts of Fergana province, witnessed enthusiastic participation from 1,294 pupils, demonstrating the initiative's impact in fostering creativity and proactive thinking. Beneficiaries praised the project for its comprehensive approach, which effectively raised awareness about corruption and cultivated a strong sense of responsibility among the youth to combat corruption in their communities. The initiative's emphasis on active cooperation between government, civil society, and the private sector received commendations, as it facilitated a broader societal commitment to fighting corruption. Overall, the progress reports and feedback from partners and beneficiaries highlight NGO "Chehra's" success in promoting a culture of intolerance towards corruption and inspiring positive change at the grassroots level.

The evaluation notes, however, that a small, earmarked budget for the CSO grant scheme may have limited the number of CSOs participating in the program, thereby restricting the potential impact and reach of the initiatives. The interviewed CSOs provided that a small budget and short deadlines may have curtailed the scale and scope of projects that CSOs could undertake because they were constrained to execute smaller-scale activities, missing out on opportunities for comprehensive and transformative interventions. If such a modality continues, this limitation may lead to missed chances to implement systemic changes, leaving some critical aspects of the anti-corruption fight unaddressed.

Furthermore, a modest budget might affect the quality and sustainability of the projects undertaken by CSOs. Insufficient funds may compromise resources, expertise, and staffing, potentially impacting the effectiveness and longevity of the initiatives. Additionally, limited funding could hinder the capacity-building efforts of AC CSOs, limiting their ability to grow and develop over time.

Impact

15. To what extent were the objectives of the project achieved?

16. What were the major factors influencing the achievement/ non-achievement of the objectives?

17. How many people have been affected? What types/kinds/groups of people have been affected and may be impacted after the project?

The attained results significantly contribute to the desired outcome of PCEAT, which aims to enhance the quality of public administration to prevent corruption. By facilitating the development of IT solutions, business compliance applications, and the certification process within state agencies, PCEAT has effectively introduced mechanisms that enhance transparency, efficiency, and accountability in the functioning of public institutions.

For instance, the successful digitalization of ZAGS employees' attestation process and the implementation of ISO 37001:2016 certification for the Ministry of Justice underscore a commitment to robust internal processes, reducing potential avenues for corruption. The heightened awareness of the "Conflict of Interest" concept among employees in agencies such as the Agency of Public Services and Agency of Intellectual Property emphasizes the cultivation of ethical behaviour and reduced nepotism, thereby contributing to a more corruption-resistant environment.

The improved performance of anti-corruption functions in institutions like the Office of the Prosecutor General and the Anti-Corruption Agency of Uzbekistan signifies a strengthened ability to investigate and prevent corrupt activities. Similarly, developing the Anti-Corruption Agency based on international principles sets a solid foundation for enforcing anti-corruption measures.

Furthermore, the efficiency gains resulting from the integrated IT solutions positively impact the delivery of public services, as demonstrated by the enhanced speed of interactive court services and the savings of substantial financial resources. These outcomes collectively lead to an improved overall quality of public administration, marked by enhanced transparency, accountability, and integrity, ultimately working toward preventing corruption within the public sector.

One of the impacts of PCEAT was the successful facilitation of a conducive environment for productive collaboration between CSOs and state organizations within the grant projects, leading to effective partnerships and enhanced outcomes. To this end, eight CSOs collaborated with the Ministry of Justice and the Prosecutor General's office, which was impossible in the past.

As for the intended impact of the PCEAT, which aims at equitable access to quality public services and establishing effective, accountable, transparent, and rights-based institutions - a long-term and sustained engagement is essential. This requires commitment from all national stakeholders, including government bodies, civil society organizations (CSOs), and anti-corruption (AC) development partners. The involvement and commitment of all national stakeholders are crucial in driving the necessary reforms and institutional changes. This includes government bodies, which must take ownership of the anti-corruption agenda and implement policies that promote transparency and accountability. CSOs also play a vital role in advocating for anti-corruption measures, holding institutions accountable, and providing oversight to ensure that public services are delivered equitably and effectively.

Development partners in the anti-corruption field are pivotal in providing coordinated support and technical assistance to complement national efforts. Their expertise, resources, and collaborative approach can enhance the effectiveness and sustainability of anti-corruption initiatives. By aligning their support with the country's priorities and engaging in a coordinated manner, development partners can help bolster the impact of anti-corruption efforts.

Sustainability

18. *To what extent do stakeholders support the project's long-term objectives?*
19. *Are there any social or political risks that may jeopardize the sustainability of project outputs and the project's contributions to country programme outputs and outcomes?*
20. *To what extent do project interventions have well-designed and well-planned exit strategies?*

One of the sustained PCEAT results is the successful implementation of an anti-bribery management system based on ISO 37001:2016, which marks a significant milestone in the fight against corruption. This achievement has established effective and sustained anti-corruption systems in various public bodies, including the Ministries of Health, Public Education, High Education, and Construction. Additionally, Tashkent city, Kashkadarya region, and Chirokchi have all witnessed the adoption of robust anti-corruption measures.

Moreover, the implementation efforts extended to khokimiyats (local governments), with Tashkent city, Tashkent region, Mirzo-Ulugbek, and Bula district successfully implementing anti-corruption systems. These efforts demonstrate a strong commitment to transparency, integrity, and accountability within the public and local governance sectors. By adhering to ISO 37001:2016 standards, Uzbekistan has taken significant strides towards creating a corruption-free environment and promoting good governance practices at all levels.

However, like any development intervention supporting political and legal reform, PCEAT's sustainability heavily relies on the political will and quality of implementing anti-corruption reforms. While considerable progress has been made in anti-corruption efforts in Uzbekistan, system-wide challenges continue to threaten long-term sustainability. To this end, the overarching challenges to sustainability are linked to weak institutionalization of anti-corruption efforts, coordination gaps between laws and enforcement, and limited civil society engagement. Addressing these challenges requires a concerted and coordinated approach by development partners and national, state, and non-state actors.

In early 2021, multiple discussions were held with the implementation agencies to formulate an exit strategy. The objective was to ensure sustained efforts towards institutionalization and secure the necessary resources for achieving expected results in the project's final phase. However, the continuity of certain key result areas is contingent on the availability of human and financial resources for each institution and its specific mandate.

There is a need to continuously instil a 'zero tolerance' culture towards corruption in private and public institutions, which can be a key factor in sustaining the efforts of all partners. Such a result cannot be reached with a single intervention. The evaluation identified factors that PCEAT should consider for sustaining existing and planned results:

Sustainability of CSOs active participation:

Ensuring the continued engagement of CSOs in anti-corruption endeavours necessitates a supportive normative and political framework. Additionally, this sector heavily relies on securing foreign grants for funding. In the context of Uzbekistan's limited NGO sector, active involvement in anti-corruption initiatives comes with potential risks to their autonomy and safety.

Sustainability of ACA:

The sustainability of the newly established ACA depends on the strength and integrity of other relevant institutions to ensure a measurable and lasting impact in combating corruption. Effective prosecution and a functional judiciary are essential for successfully adjudicating corruption cases without bias. PCEAT can enhance the ACA's results-based management and institutional efficiency to effectively implement anti-corruption initiatives and monitor their impact, considering its role in implementing the AC Action Plan.

Sustainability of OPG's digitalized bailiff services:

To maintain the efficiency of the bailiff system, the State must provide ongoing support to IT and long-term digital solutions with the necessary technical capacities. Institutionalizing training for the Office of the Prosecutor General (OPG) staff on data protection continues to be essential to ensure the proper handling of sensitive information. Additionally, harmonizing personal data across the justice sector is paramount to prevent delays and technical issues in the system's functioning.

Exit Strategies:

PCEAT initiated discussions with the implementation agencies for the exit strategy in early 2021 so that the necessary resources for sustaining the results will be identified by the end of the project. The development of training and educational outputs plays a crucial role in sustaining the results of PCEAT. To this end, eight sets of training programs and materials have been meticulously designed for the beneficiaries, including the Anti-Corruption Agency, General Prosecutor's Office, Ministry of Justice, Ministry of Public Education, Ministry of Higher and Secondary Education, Academy of Public Administration under the President of Uzbekistan, and Higher School of Judges under the Supreme Judicial Council of the Republic of Uzbekistan.

Under "Lot 1," curricula focusing on corruption prevention and modern anti-corruption mechanisms have been created for various target groups in the education sector. Additionally, training of trainers has been conducted based on these curricula. In "Lot 2," a comprehensive set of measures has been developed and implemented to enhance the legal literacy and knowledge of officials and employees working in public institutions in their fight against corruption. For "Lot 3," specialized anti-corruption training courses have been devised for law enforcement officials and the courts. These courses effectively utilise modern information and communication technologies to combat corruption. PCEAT did put emphasis on improving legal literacy and knowledge of officials and employees working in public institutions for embedding anti-corruption practices into the organizational culture. In the long run, these trainings may promote an environment that is sustainable and resistant to corruption within these institutions.

UNDP Added Value

21. How effective were the organizational structures and operations, as well as policy mandates, among the implementing partners? E.g., support from the UNDP global anti-corruption programme (ACPIS), Istanbul regional hubs and UNDP Uzbekistan?

PCEAT has garnered substantial policy and programmatic backing from the UNDP's Global Anti-Corruption for Peaceful and Inclusive Societies (ACPIS) Project and the UNDP Istanbul Regional Hub to execute its project. Throughout the period spanning 2018 to 2022, numerous draft laws and legal documents were meticulously crafted with the indispensable guidance and expertise offered by ACPIS. Remarkably, the project has resulted in the development of the following draft laws:

1. "On Anti-Corruption Expertise"
2. "On the Anti-Corruption Agency"
3. "On Presentation of Conflict of Interest"
4. "On Declaration of Assets"
5. "On Public Civil Service."
6. "On State Financial Control"
7. "On State Internal Control and Internal Audit," along with associated comments and recommendations.

Additionally, ACPIS provided substantial support in preparing a manual and offering comments on the Law of Administrative Procedures. ACPIS played a vital role in creating draft model acts on compliance to further enhance anti-corruption efforts. Moreover, a comprehensive package of documents related to state financial controls and internal audits was prepared. The impact of ACPIS extended beyond legal drafting, as the project actively assisted in the preparation of approximately 10 National Legislative Acts (NLA) and two State

Programs on Combating Corruption for the periods 2019-2020 and 2021-2022. Several Presidential Decrees, including No. 6247, 6257, and PP-5177, were also influenced by ACPIS's valuable support.

ACPIS was instrumental in organizing important study visits that positively affected the state representatives' perception of the best practices in the AC field. Towards this end, a number of study tours were conducted between 2018 and 2022, during which about 50 representatives of state bodies were exposed to anti-corruption best practices from Norway, Denmark, Hong Kong, South Korea, Estonia, Latvia, Japan, France, Singapore and the United States.

The support provided by UNDP in the ongoing anti-corruption reforms has been invaluable in showcasing the results of the PCEAT. The UNDP Global and Regional Programmes and the Project organised presentations by Uzbekistan representatives at UNDP sessions at major international forums abroad, such as the Conference of States Parties to UNCAC, International Anti-Corruption Conference, etc. Some of the examples are the webinar on "The Power of Innovation in the Fight against Corruption", an interregional dialogue organized jointly by UNDP IRH and UNDP Seoul Policy Centre in June 2022; OECD Global Forum on Fighting Corruption and Integrity in November 2022; the 20th edition of the International Anti-Corruption Conference (IACC) organized by Transparency International in December 2022.

The UNDP specialists' team was crucial in ensuring that implementing agencies fully grasped the Anti-Corruption Agency's (ACA) mandate. They focused on various aspects, such as the agency's capacity, necessary operational independence, level of political support, transparency, accessibility, and accountability to citizens, all of which are essential in combating corruption effectively. UNDP and UNODC, renowned for their extensive experience in supporting Anti-Corruption Agencies worldwide, currently co-chair the UN's Global Task Force on Anti-Corruption, underscoring their commitment to this critical cause. Additionally, the UN Department of Political Peace-Building Affairs (DPPA) is well-equipped to provide the requested support to the Government of Uzbekistan.

Cross-cutting Issues

Gender equality: To what extent did the project make a difference in gender equality and empowering women and girls, as well as promoting women's participation throughout project activities and how gender equality can be further included in the project design and implementation?

The project has demonstrated significant success in enhancing the capacity of female professionals of the participating agencies to a large extent. From 2018 to 2022, PCEAT organized a total of 142 events, including online sessions, with a total attendance of 4,470 participants. Out of these participants, 1,940 were women. Additionally, PCEAT engaged the services of 165 international experts, of whom 78 were accomplished female experts.

Importantly, each recipient agency provided sex-disaggregated information, ensuring a comprehensive understanding of the gender impacts of the intervention. Moreover, it is worth noting that all activities and outcomes were deliberately designed to remain gender-neutral, ensuring a fair and unbiased approach toward both genders.

In planning future interventions, it is crucial to incorporate gender-specific objectives that empower women in their role in the fight against corruption. By recognizing women's unique challenges and opportunities in this context, the intervention can effectively address gender disparities and foster women's active participation and leadership in anti-corruption efforts.

The inclusion of gender-specific objectives should focus on promoting gender equality and women's empowerment throughout the entire project cycle. This could involve initiatives to enhance women's access to education, training, and capacity-building opportunities in anti-corruption strategies. It should also strive to

create an enabling environment that supports women's involvement in decision-making processes and ensures their representation in key anti-corruption institutions and initiatives.

Moreover, gender-sensitive monitoring and evaluation mechanisms should be established to track progress on gender-specific objectives and assess the impact of the intervention on women's empowerment in the anti-corruption domain. This will facilitate the identification of potential challenges and the formulation of targeted measures to address gender-related issues effectively.

By incorporating gender-specific objectives, the future intervention can contribute to creating a more inclusive and equitable anti-corruption ecosystem, where women's perspectives and contributions are valued and actively leveraged to advance the fight against corruption. Empowering women in this realm strengthens the intervention's overall impact and promotes a more just and sustainable society.

5. Conclusions

Relevance

The PCEAT project was crucial in supporting Uzbekistan's anti-corruption reform process, aligning with significant milestones achieved during the first phase of reform efforts. It actively contributed to implementing the New Uzbekistan Development Strategy for 2022-2026, focusing on promoting fair economic growth, improving governance and transparency, and enhancing the rule of law and access to justice. The project's efforts fully supported Uzbekistan's national development priorities and policies, making strides towards a more equitable and prosperous society.

The efforts of the PCEAT project in enhancing the State AC Agency were fully in line with the national and global priorities and had a direct and positive impact on advancing Uzbekistan's progress towards achieving SDG 16. By promoting effective governance, access to justice, and the rule of law, the project contributed to building peaceful, just, and inclusive societies in the country. In its commitment to making tangible progress, the PCEAT was directly involved in implementing 29 activities out of 40 planned activities under the State Anti-Corruption Programme of Uzbekistan for 2019-2020. By directly involving itself in these activities, the project demonstrated its dedication to driving positive change in the fight against corruption.

Coherence

Development partners in the anti-corruption field are pivotal in providing coordinated support and technical assistance to complement national efforts. Their expertise, resources, and collaborative approach can enhance the effectiveness and sustainability of anti-corruption initiatives. By aligning their support with the country's priorities and engaging in a coordinated manner, development partners can help bolster the impact of anti-corruption efforts.

The evaluation highlights two crucial aspects of the anti-corruption efforts in Uzbekistan: external coherence and internal coherence. Currently, there is a lack of effective coordination among these projects, leading to duplication of efforts and inefficient resource utilization. The evaluation emphasizes the need for improved communication and cooperation among development partners to ensure complementary and synergistic anti-corruption initiatives. Transparent funding sources and project implementation are essential to increase accountability and avoid confusion among stakeholders.

On the other hand, internal coherence refers to the collaboration and joint efforts among relevant stakeholders in Uzbekistan. UNDP's PCEAT project, in collaboration with UNODC, has played a vital role in advancing anti-corruption measures and promoting good governance. They have influenced policy, engaged in capacity-building activities, conducted sectoral corruption risk assessments, and facilitated international cooperation. The current approach involves multiple stakeholders, including government agencies, UNDP, UNODC, and

some civil society organizations. This collaborative effort ensures a comprehensive approach to combating corruption, benefiting from international expertise and best practices.

Overall, the evaluation underscores the significance of enhancing coordination among development partners and increasing the involvement of diverse stakeholders to create a more effective and sustainable anti-corruption landscape in Uzbekistan. The successful implementation of the PCEAT project sets Uzbekistan as a regional leader in anti-corruption efforts, inspiring neighbouring countries to adopt similar strategies and foster positive change in the Central Asian region.

Efficiency

The project management structure of the outlined project significantly contributed to achieving anticipated outcomes. Through a blend of national and international expertise, qualified professionals efficiently executed initiatives. The use of national experts positively impacted both budget and delivery, ensuring cost-effective results. Gender mainstreaming within UNDP Uzbekistan staff further improved inclusivity and project implementation. Internal anti-corruption advisors facilitated knowledge exchange, strengthening the project's impact. Efficient fund utilization was observed between 2018 and 2020, highlighted by a substantial increase of USD 2,141,446 million in 2019, attributed to strategic equipment procurement. The final beneficiary expressed their satisfaction with the level of expertise provided, outputs delivered, and support for international events. Despite the delays caused by the COVID-19 pandemic, PCEAT efficiently managed the situation, ensuring that all study visits were successfully concluded by the end of the implementation period.

Overall, the project management structure effectively coordinated activities, resource allocation, and decision-making, leading to successful results. The project's effective investment of USD 2,229,977.23 in IT equipment resulted in significant digital advancement for the Ministry of Justice (MoJ), the General Prosecutor's Office (GPO), and the Anti-Corruption Agency (ACA). Beneficiaries reported streamlined processes, increased efficiency, and improved overall performance as a result of this digital advancement. Project board meetings were well-managed, providing ample information and fostering active participation from national and international partners. However, a mid-term evaluation suggested the need for more focus on impact-related discussions to assess the project's broader effects and inform strategic planning. Overall, the project achieved positive results in enhancing efficiency and performance in combating corruption.

Effectiveness

The evaluation concludes that PCEAT has effectively empowered key institutions, civil society, and legal professionals to work together for a more transparent and accountable society. The project successfully bolstered the capacities of the Anti-Corruption Agency (ACA), introduced anti-corruption compliance systems in the public sector, and implemented codes of ethics and conflict of interest regulations. Notable achievements include introducing anti-corruption compliance systems in the public sector (including ISO certification), conducting successful integrity and corruption risk assessments in key entities, enhancing the asset declaration system, and implementing codes of ethics and conflict of interest regulations. These efforts have contributed to greater transparency and accountability in key institutions, strengthening the overall integrity of public institutions in the country and the region.

The involvement of Civil Society Organizations (CSOs) played a crucial role in raising awareness and advocating against corruption. However, the limited earmarked budget for the CSO grant scheme poses a potential challenge to the overall effectiveness and impact of anti-corruption efforts. Adequate and robust financial support for CSOs is vital to enable them to undertake meaningful and sustained actions in the fight against corruption.

On the other hand, the evaluation highlights challenges in the implementation of the asset declaration system, primarily due to a lack of political support and concerns about potential repercussions. This issue presents a setback in the progress towards achieving a more accountable and corruption-free society. Overall, the evaluation recognizes the accomplishments of PCEAT while also identifying areas that require attention and improvement to strengthen the fight against corruption in Uzbekistan.

Impact

The achieved outcomes of PCEAT significantly contribute to its primary objective of improving public administration quality to combat corruption effectively. The project introduced mechanisms like IT solutions and certification processes, promoting transparency and accountability in public institutions. Successful digitalization and ISO certification in state agencies have reduced corruption opportunities, while enhanced anti-corruption functions in key institutions improve their investigative capabilities. Integrated IT solutions lead to efficiency gains in public service delivery and resource savings. PCEAT also fostered fruitful collaboration between CSOs and state organizations, strengthening partnerships and results. However, achieving the intended impact of equitable public services and accountable institutions requires sustained commitment from all national stakeholders, including government bodies, CSOs, and development partners. By aligning support with national priorities and coordinating efforts, development partners can further enhance the impact of anti-corruption initiatives.

Sustainability

In areas where national ownership was strong, many of PCEAT's achievements have been sustained. The successful implementation of an anti-bribery management system based on ISO 37001:2016 has led to the establishment of effective and enduring anti-corruption systems in various public bodies and local governments, demonstrating a strong commitment to transparency and integrity at all levels. The development of tailored training programs and materials for institutions, including curricula on corruption prevention and modern anti-corruption mechanisms, as well as specialized courses for law enforcement officials and the courts, has been institutionalized in the OPG's academy. These customized training modules not only address immediate needs but also lay the foundation for long-term sustainability. By equipping key stakeholders with the necessary knowledge and skills, PCEAT promotes a culture of transparency, accountability, and anti-corruption practices that can continue beyond the project's completion.

However, challenges remain in sustaining certain achievements due to weak institutionalization of anti-corruption efforts, coordination gaps, and limited civil society engagement. Overcoming these obstacles requires a collaborative approach involving development partners and engaging in high-level political dialogue with national state actors.

To ensure ongoing progress, instilling a 'zero-tolerance' culture towards corruption in both private and public institutions is vital. Additionally, sustaining CSOs' active participation, upholding the integrity of the Anti-Corruption Agency, and providing ongoing support for OPG's digitalized bailiff services are critical factors in maintaining the project's effectiveness. A comprehensive and concerted effort from all stakeholders is necessary to build on PCEAT's successes and continue fostering a corruption-resistant environment in Uzbekistan.

UNDP Added Value

PCEAT has benefited from policy and program support from UNDP's Global Anti-Corruption for the Peaceful and Inclusive Societies (ACPIS) Project and the UNDP Istanbul Regional Hub. This support has been instrumental in various ways, such as integrating anti-corruption solutions in law-making and policy advice, taking into account global best practices, conducting corruption risk assessments in key sectors, and capacity-building of government agencies on corruption prevention. UNDP's team has also facilitated global and regional advocacy, organized study visits to benchmark countries, and provided essential tools to strengthen the newly established ACA's capacity to combat corruption effectively. Through their vast experience in supporting ACAs worldwide, UNDP and UNODC are well-positioned to offer crucial support to the Government of Uzbekistan in its anti-corruption efforts. The significant value of UNDP's support in the ongoing anti-corruption reforms is evident. Collaborating with UNODC, UNDP has successfully coordinated and led joint efforts to influence policy and advocate for anti-corruption initiatives, showcasing the State's commitment to fighting corruption. UNDP's Global Anti-Corruption Team in Singapore and the Istanbul

Regional Hub have provided strategic advice and capacity-building support to UNDP Uzbekistan, resulting in visible policy influence across all result areas.

Lessons

Lesson 1. Interventions should be balanced in their design.

The current approach to combating corruption in Uzbekistan has a notable disadvantage in its limited engagement of key stakeholders outside government institutions. As of now, the predominant focus lies on government-led initiatives, with relatively limited involvement of civil society organizations, the private sector, young people, and independent media. This limitation can result in several challenges:

- **Lack of Diverse Perspectives:** By not actively engaging civil society, the private sector, young people, and independent media, the anti-corruption efforts may miss out on diverse perspectives, innovative ideas, and valuable insights. These stakeholders bring unique experiences and expertise that can enhance the effectiveness of anti-corruption measures.
- **Reduced Accountability:** Involvement of civil society and independent media can play a crucial role in holding government institutions accountable for their anti-corruption efforts. Their oversight and reporting on corruption-related issues can help identify gaps and weaknesses in the current approach.
- **Limited Innovation and Creativity:** The private sector and young people often possess innovative and creative approaches to problem-solving. Their exclusion from the anti-corruption efforts could lead to a lack of fresh ideas and dynamic solutions.
- **Missed Opportunities for Collaboration:** Collaboration among government institutions, civil society, the private sector, young people, and independent media can foster synergy and a more comprehensive approach to tackling corruption. The current lack of collaboration might result in missed opportunities to pool resources and expertise for more impactful outcomes.
- **Potential for Government Bias:** Relying solely on government institutions for anti-corruption initiatives might lead to biases or conflicts of interest. Engaging diverse stakeholders can help mitigate potential biases and ensure a more inclusive and impartial approach.

Lesson 2. Sub-grants or grant schemes must provide sufficient time-bound resources to CSOs, including institutional support budgets.

Undoubtedly, CSOs in Uzbekistan are not as vibrant as in some other countries due to persecution and, in some cases, still face challenges that prevent them from operating fully. PCEAT was very careful in distributing funds to CSOs that did not always have adequate capacity to absorb the funds. The project's cautious approach in distributing funds to CSOs with limited capacity was a strategic decision to strike a balance between providing financial support and ensuring that the organizations receiving the funds are prepared to use them wisely and efficiently. However, the grants provided to Civil Society Organizations (CSOs) were not adequately time-bound or budgeted to ensure sustained and impactful results. Short-term and limited funding can hinder CSOs' effective implementation of long-term projects. It may also limit their capacity to achieve meaningful and lasting impacts in the fight against corruption. To address this, there is a need to allocate sufficient timeframes and financial resources to CSO grants, enabling them to develop sustainable anti-corruption initiatives and build on their accomplishments over time. Adequate and sustained funding for CSOs can empower them to implement long-term projects, fostering continuity and building on successes. Additionally, fostering coordination among development partners can enhance the collective impact of anti-corruption interventions and prevent duplication of efforts. By streamlining efforts and utilizing resources efficiently, the current approach can become more effective in combating corruption in Uzbekistan.

Lesson 3. Strengthening the rule of law and promoting transparency and accountability requires a comprehensive and long-term approach.

Governance reforms triggered by crises or corruption scandals often have a short-lived impact. Achieving comprehensive governance reform, including the rule of law and social foundations, requires long-term commitment rather than short-term fixes. It may take a generation to instill a culture of transparency and accountability within government agencies, the political elite, and the civil service. Institutional incentive structures need to be revamped to encourage transparency and accountability. Replacing individuals who engage in corrupt practices and providing periodic re-training for bureaucrats can help in building a more effective governance system. Sustained information dissemination about governance issues and continuous incentives to address them is vital in fostering a culture of effective governance. Public education is crucial in enhancing the rule of law, transparency, and societal accountability. There must be ongoing citizen support for effective governance to achieve lasting progress. By engaging the public and raising awareness about the importance of transparency and accountability, citizens can play a significant role in promoting good governance practices.

6. Recommendations

The following recommendations were drafted to support the continuation of PCEAT to make significant strides in reducing corruption, strengthening compliance, and promoting transparency and accountability across key institutions while expanding its reach to new strategic areas.

Way forward:

Recommendation 1. Sustain PCEAT Results in the next programming cycle.

Keep strengthening compliance among key institutions to sustain PCEAT's successes and expand the intervention to other strategic institutions, among them the justice system, customs and border control. In this regard, implement the following steps:

- a) Conduct a comprehensive assessment of the current status of compliance and anti-corruption efforts within key institutions, including those already covered by PCEAT and potential new areas like the justice system, customs, and border control.
- b) Ensure that the existing anti-corruption policies and procedures are up to date and aligned with international best practices.
- c) Encourage national partners to implement regular internal and external audits to identify areas of vulnerability and enforce compliance with anti-corruption measures.
- d) Collaborate with relevant stakeholders to identify strategic institutions that are prone to corruption and should be included in the PCEAT initiative: tailor anti-corruption interventions to the specific needs and challenges of each institution, considering their unique operating environments.
- e) Develop clear KPIs to measure the effectiveness of the PCEAT initiative, such as the reduction in corruption cases, improved transparency, and citizen trust in institutions.
- f) Promote PCEAT best practices in the Central Asian region and beyond by disseminating these practices widely, encouraging replication, with a special focus on fostering compliance in both public and private sectors.

Recommendation 2. Foster citizen engagement and support investigative journalism.

- a) Promote citizen participation through awareness campaigns, feedback mechanisms, and community involvement to hold institutions accountable.
- b) Allocate adequate resources in terms of project budget and time frame to empower CSOs for sustainable outcomes.
- c) Develop educational materials tailored to various age groups, including youth, adults, and children and sustain those within the educational establishments (pre-school, secondary, tertiary)

d) Establish a program pillar that bolsters investigative journalism, ensuring their legal protection from defamation.

Recommendation 3. Improve internal and external coherence.

- a) Strengthen collaboration between the upcoming program and anti-corruption efforts supported by important partners such as the European Union (EU), European Union Member States (EUMS), and the United States Agency for International Development (USAID). Develop a comprehensive plan outlining initiatives, projects, and programs, and consider jointly leading the coordination of anti-corruption initiatives alongside the EU delegation.
- b) Establish an online, publicly accessible map that consolidates projects and programs related to anti-corruption efforts from all development partners, enhancing both internal and external coherence in anti-corruption initiatives.

Recommendation 4. Promote Gender-Responsive Anti-Corruption Policies.

- a) Conduct a comprehensive assessment of how corruption affects women differently from men. This involves collecting data and conducting research to understand the unique vulnerabilities and experiences of women in various contexts.
- b) Based on the findings of the assessment, work on the development of gender-responsive anti-corruption policies. These policies should explicitly address the gender-specific aspects of corruption, such as how it impacts women's access to essential services, economic opportunities, and safety.
- c) Ensure that gender equality principles, such as non-discrimination and equal participation, are integrated into the core of anti-corruption policies. This means that policies should actively promote women's involvement and safeguard their rights in all anti-corruption activities.
- d) Engage with women's organizations, civil society groups, and experts in gender and anti-corruption to seek their input and expertise in shaping these policies. This consultation process ensures that policies are relevant and effective.
- e) Develop training programs and capacity-building initiatives for law enforcement agencies, anti-corruption institutions, and the judiciary to help them understand and address gender-specific corruption issues. This may include training on how to handle cases involving gender-based corruption or violence against women.
- f) Allocate resources to implement gender-responsive anti-corruption policies effectively. This includes budgeting for initiatives like awareness campaigns, gender-sensitive investigations, and support services for women who experience corruption-related harm.
- g) Generate grant programmes for the CSOs to establish mechanisms for monitoring and evaluating the impact of these policies on gender equality and anti-corruption efforts. Regularly assess whether the policies are achieving their intended goals and make adjustments as needed.
- h) Launch awareness campaigns to inform the public about the importance of gender-responsive anti-corruption policies. These campaigns can help change societal attitudes and encourage reporting of corruption cases that affect women.

Annex 1. Evaluation Matrix.

Evaluation Matrix based on the Indicative Evaluation Questions and Judgment Criteria (JC), sample indicators.

Evaluation Question	Judgment Criteria/Indicator	Data Collection Method	Sources
Relevance			
<p>1. To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?</p> <p>2. To what extent were lessons learned from other relevant projects considered in the project's design?</p> <p>3. To what extent were the 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?</p> <p>4. To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?</p>	<ul style="list-style-type: none"> ▪ The extent of alignment between the project objectives and national strategies, policies and plans and the country's internationally undertaken obligations (Number of relevant Outputs); ▪ Coherence in the theory of change and evidence of its consistent translation into activities ▪ The validity of the assumptions underpinning the theory of change and the chosen outcomes and outputs ▪ Strategies undertaken by the project to ensure that the activities and outputs are relevant to the needs of beneficiaries and stakeholders; ▪ Evidence of monitoring of relevance to the needs of beneficiaries (inc. use of disaggregated data) and stakeholders; mechanisms established by the project to ensure that the needs of beneficiaries and stakeholders are regularly assessed and considered. 	<ul style="list-style-type: none"> ▪ Document analysis and revision of the updated Logframe. ▪ Interviews with key implementation stakeholders: project's central & local government counterparts, NGO partners, and legislative entities using: ▪ Open format questions without a pre-determined set of responses. 	<ul style="list-style-type: none"> ▪ The Action Strategy for further development of Uzbekistan in five areas for 2017-2021 ▪ State Anti-Corruption Programme for 2017-2018 Project Document. ▪ Logframe ▪ National counterparts ▪ National AC Plans ▪ Beneficiaries ▪ National SDG Agenda. SDG 16.3, 16.5 and SDG 16.6 ▪ UNDAF
Effectiveness.	Judgment Criteria/Indicator	Data Collection Method	Sources
<p>5. To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?</p> <p>6. To what extent were the project outputs achieved?</p> <p>7. What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?</p>	<ul style="list-style-type: none"> ▪ % Progress towards expected results ▪ Evidence of cooperation between the implementing parties. ▪ Use of baselines to establish targets, priorities and timelines. ▪ LF indicators are set on the outcome and impact level. ▪ Adequacy of the Risk and Mitigation Plan; ▪ Beneficiaries' level of satisfaction with the programme's outputs and outcomes. 	<ul style="list-style-type: none"> ▪ Document analysis (annual and donor reports, etc.) ▪ Monitoring records ▪ Interviews ▪ Revision of the quality of outputs: training modules, draft laws, AC mechanisms proposed. 	<p>Progress Reports</p> <p>Field missions' outcome.</p> <p>Media and CSO reports</p> <p>Reports (review, M&E, peer-to-peer progress) by international organizations and development partners.</p> <p>MoJ's annual statistics.</p>

<p>8. To what extent have stakeholders been involved in project implementation?</p> <p>9. What factors contributed to effectiveness or ineffectiveness?</p> <p>10. To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?</p> <p>11. To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?</p>			<p>Level of satisfaction by the direct beneficiaries.</p>
Efficiency	Judgment Criteria/Indicator	Data Collection Method	Sources
<p>12. To what extent was the project management structure, as outlined in the project document, efficient in generating the expected results?</p> <p>13. To what extent has there been an economical use of financial and human resources?</p> <p>14. To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?</p>	<ul style="list-style-type: none"> ▪ Evidence of clearly established (i.e. in written format) processes to safeguard the use of funds, value-for-money, transparency and accountability in sub-contracting and other procurement processes. ▪ Samples of the appropriate use of funds that led to the multiplayer effect. ▪ Evidence of efficiency of partnerships (use of capacity, resources, coordination, etc.) ▪ Use of third parties for the provision of services that could be covered by using their in-project skills or partner's premises for conducting training. ▪ Actual compared to planned expenditure by project output; ▪ Actual compared to the planned timeline of delivery of outputs; 	<ul style="list-style-type: none"> ▪ Desk review of activity plans, budget records, interim/ status/ annual reports, partners' reports, etc.) ▪ Interviews with project management/ partners/stakeholders ▪ -Interviews with beneficiaries 	<ul style="list-style-type: none"> ▪ Progress Report ▪ Annual Reviews of the progress Action Plan ▪ Database of training participants maintained by the project ▪ Financial audit report <p>Level of satisfaction by the direct beneficiaries.</p>
Impact	Judgment Criteria/Indicator	Data Collection Method	Sources
<p>15. To what extent were the objectives of the project achieved?</p> <p>16. What were the major factors influencing the achievement or non-achievement of the objectives?</p> <p>17. Is health community volunteerism an effective approach/mechanism to promote healthy livelihood</p>	<ul style="list-style-type: none"> ▪ Improved ranking (higher score) by 2020 in Transparency International CPI ▪ WEF Global Competitiveness Report, Freedom House Ranking, World Justice Project Rule of Law Index, Bertelsmann Stiftung Transformation Index (BTI), WB Doing Business Index 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Monitoring records ▪ Interviews ▪ Individual interviews with key implementation stakeholders: project's 	<ul style="list-style-type: none"> ▪ Annual World Justice Project Rule of Law Index ▪ Annual Bertelsmann Stiftung Transformation Index (BTI) ▪ Annual Transparency International CPI

<p>and improved resilience of communities? Why or why not?</p> <p>18. How many people have been affected?</p>	<ul style="list-style-type: none"> ▪ An increase in public perception/trust in sector institutions indicated by the higher score in relevant assessments/indexes. ▪ Types/kinds/groups of people affected and may be impacted after the project. 	<p>government counterparts, NGO partners, legislative entities</p>	<ul style="list-style-type: none"> ▪ Annual WEF Global Competitiveness Report ▪ Freedom House Ranking ▪ Annual WB Doing Business Index ▪ Official statistics of MOJ, and other relevant national bodies ▪ country-wide corruption survey
Sustainability	Judgment Criteria/Indicator	Data Collection Method	Sources
<p>19. To what extent do stakeholders support the project's long-term objectives?</p> <p>20. Are there any social or political risks that may jeopardize the sustainability of project outputs and the project's contributions to country programme outputs and outcomes?</p> <p>21. To what extent do project interventions have well-designed and well-planned exit strategies?</p>	<ul style="list-style-type: none"> ▪ The extent to which stakeholders are prepared to continue/allocate funds to the continuation of initiatives facilitated by the programme. ▪ Evidence of national level/local level leadership on outputs addressed through the project. ▪ Availability of the Exit Plan agreed with MoJ. ▪ Human and financial resources from partner institutions are available to continue activities and maintain IT solutions. <p>Identification of factors that promote the sustained functioning of the structures/initiatives facilitated by the Project (e.g. Anticorruption Initiative Assessment tool institutionalised)</p> <ul style="list-style-type: none"> ▪ Number of public institutions using Corruption Risk Assessment and Risk Management for Public Institutions. ▪ Adequacy of the Risk analyses, level of ownership over the current mid-term results, adequacy of the result framework; 	<ul style="list-style-type: none"> ▪ Direct observation ▪ Interviews ▪ individual interviews with key implementation stakeholders: central & local government counterparts and NGO partners. 	<ul style="list-style-type: none"> ▪ Availability of national supporting budgets. ▪ Sustainability strategy
UNDP Added Value	Judgment Criteria/Indicator	Data Collection Method	Sources
<p>22. How effective were the organizational structures and operations, as well as policy mandates, among the implementing partners? E.g., support from the UNDP global anti-corruption programme</p>	<ul style="list-style-type: none"> ▪ Level and quality of the technical assistance. ▪ Examples of the police-level changes promoting UN values or best international practices. 	<ul style="list-style-type: none"> ▪ Interviews with UNDP, members of the donor coordination meetings on anti-corruption: 	<ul style="list-style-type: none"> ▪ Information is available ▪ National counterparts are willing/able to meet

(ACPIS), Istanbul regional hubs and UNDP Uzbekistan?	<ul style="list-style-type: none"> ▪ Level of interaction with the UN agencies and partnerships built. ▪ Extend the promoted anti-corruption reforms in Uzbekistan. ▪ Level of UNDP's contribution to partnership building in Uzbekistan to the fight against corruption. ▪ Role of project activities focusing on innovation and technology in promoting anti-corruption reforms in the country and ▪ Level of contribution to overall advocacy and awareness in strengthening national discourse on anti-corruption and zero-tolerance towards corruption in society. 	WB, UNODC, and key stakeholders at both the national and regional levels	
Coherence	Judgment Criteria/Indicator	Data Collection Method	Sources
<p>23. How effective are the organizational structures and operations, as well as policy mandates, between the implementing partners? E.g. support from the global anti-corruption team in Singapore, Istanbul regional hubs and UNDP Uzbekistan?</p> <p>24. What are the advantages and disadvantages of the current approach?</p>	<ul style="list-style-type: none"> ▪ Level of the coordinated UNCT and Global Programme approach to development, promoting joint programming and joint actions. ▪ Adequately tailored partnerships with a broader range of stakeholders and partner countries. ▪ Level of the contribution to the National Development Plan's priority area; 	<ul style="list-style-type: none"> ▪ Interviews with key stakeholders at both the national and regional levels. ▪ Interview with the UNDP, UNODC ▪ Interview with MoJ 	<ul style="list-style-type: none"> ▪ State's national SDGs Agenda and progress with SDG 5, 16.
Cross-Cutting Issues	Judgment Criteria/Indicator	Data Collection Method	Sources
25. Gender equality: to what extent is the project making a difference in gender equality and empowering women and girls, as well as promoting women's participation throughout project activities and how gender equality can be further included in the project design and implementation?	<ul style="list-style-type: none"> ▪ At both the national and local levels, a monitoring mechanism is in place in which programme-related data is collected and analysed in a sex-disaggregated manner. ▪ The type of engagement of women at different stages of the programmes ▪ Number of women empowered by the programme (professionals, SCO representatives) ▪ Number of women supported by the programme 	<ul style="list-style-type: none"> ▪ Desk Review ▪ Interview and direct observation. 	<ul style="list-style-type: none"> ▪ Progress reports, LF indicators, programme design. ▪ National Action Plan on Women, Peace & Security. ▪ SDG 5.

Annexe 2. Outline of the Final Report

1. **Title and opening pages** with details of the project/programme/outcome and the evaluation team.
2. **Project and evaluation Information details:** project title, Atlas number, budget project dates and other key information.
3. **Table of contents.**
4. **List of acronyms and abbreviations**
5. **Executive summary:** a stand-alone section of a maximum of four pages, including the quality standards and assurance ratings.
6. **Introduction and overview.** What is being evaluated and why?
7. **Description of the intervention being evaluated.** Provides the basis for report users to understand the logic and evaluability analysis result, assess the merits of the evaluation methodology and understand the applicability of the evaluation results.
8. **Evaluation scope and objectives.** The report should clearly explain the evaluation's scope, primary objectives and main questions.
9. **Evaluation approach and methods.** The evaluation report should describe in detail the selected methodological approaches, methods and analysis.
10. **Data analysis.** Procedures used to analyse the data collected to answer the evaluation questions.
11. **Findings and conclusions.** Evaluation findings should be based on an analysis of the data collected, and conclusions should be drawn from these findings.
12. **Recommendations.** The report should provide a reasonable number of practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make.
13. **Lessons learned.** As appropriate and as requested in the TOR, the report should include a discussion of lessons learned from the evaluation of the intervention.
14. **Annexes.**

Annexe 1. List of documents of consulted sources

Title of document	Language
Project docs	
1. Project document_MoJ_anti_corruption_final_eng	ENG
2. 2020-04-13_KPMG_Устав Проекта	RUS
3. Приказ Мю Об Утверждении Методики Проведения Антикоррупционной Экспертизы Нормативно-Правовых Актов И Их Проектов 25.12.2015, #2745	RUS
4. The country anticorruption context in the time of Covid-19	ENG
5. AC compliance in Health_Uzbekistan_2020(PCEAT)	
6. Annual Report for Y 2018	ENG
7. Minutes of the Project Board Meeting Signed, December 2018	ENG
8. OECD-ACN-Uzbekistan-4th-Round_Monitoring-Report-2019-ENG	ENG
9. 4 th round of monitoring of the Istanbul Anti-Corruption Action Plan	
10. Cooperation with UNDP Seoul Policy Centre (USPC) in establishing an Anti-Corruption Initiative Assessment-like Mechanism in Uzbekistan	ENG
11. PCEAT cooperation with UNDP Seoul Policy Centre on AIA_25.05.20	
12. PCEAT Annual Plan of Activities 2018, signed	ENG
13. PCEAT Annual Report 2018	RUS
14. PCEAT Annual Plan of Activities 2019 signed	ENG
15. PCEAT Annual Plan of Activities 2020 signed	ENG
16. Minutes of the Project Board Meeting Signed, December 2019	ENG
17. PCEAT Annual Report 2019	ENG
18. Summary Of The President's Meeting On Anticorruption And Shadow Economy On July 27, 2020	ENG
19. Workplan and Progress 2018-2019	ENG
20. Устав проекта KPMG, 13.04.2020	RUS
21. Текущий статус выполнения проекта ПРООН, 20.02.2020	RUS
22. Статус антикоррупционного проекта KPMG, 23.10.2020	RUS
Legislation	
23. ЗРУ-419 03.01.2017_О Противодействии коррупции	RUS
24. Постановление Президента Республики Узбекистан О Мерах По Реализации Положений Закона Республики Узбекистан «О Противодействии Коррупции» ПП-2752 02.02.2017_Госпрограмма о противодействии коррупции 2017-2018	RUS
25. Постановление Президента Республики Узбекистан Об Организации Деятельности Агентства По Противодействию Коррупции Республики Узбекистан. Пп-4761 29.06.2020_Орг-Ция Деят-Ти Агенства	RUS
26. Указ Президента Республики Узбекистан О Мерах По Дальнейшему Совершенствованию Системы Противодействия Коррупции В Республике Узбекистан. 27.05.2019. Уп-5729 27.05.2019_Указ И Госпрограмма 2019-2020	RUS
27. Указ Президента Республики Узбекистан О Дополнительных Мерах По Совершенствованию Системы Противодействия Коррупции В Республике Узбекистан. 29.06.2020. Уп-6013 29.06.2020_Организация Агенства	RUS
28. Результаты исполнения госпрограммы по противодействию коррупции 2017-2018	RUS
29. Результаты исполнения госпрограммы по противодействию коррупции 2019-2020	RUS
30. Отчёт о проделанной работе по проекту «Активизация антикоррупционной работы в сообществе Сырдарьи путем повышения роли и участия активных	RUS

<p>женщин (лидеров ННО) и молодежи (волонтеров ННО и студентов-активистов) в антикоррупционной агитации, антикоррупционной пропаганде и антикоррупционном информировании граждан». РСИЦ «ISTIQBOLLI AVLLOD»</p>	
<p>31. Проект «Активизация антикоррупционной работы в сообществе Сырдарьи путем повышения роли и участия активных женщин (лидеров ННО) и молодежи (волонтеров ННО и студентов-активистов) в антикоррупционной агитации, антикоррупционной пропаганде и антикоррупционном информировании граждан».</p>	RUS
<p>32. Описательный Отчет По Тренингу Выездной Школы «Антикоррупция»</p>	

7. Annexe 3. List of informant for the semi-structured interview

**Список участников
встреч с партнёрами Проекта ПРООН «Противодействие коррупции
через эффективные, подотчетные и прозрачные институты управления в Узбекистане»**

№	Ф.И.О.	Должность	Примечание
Министерство юстиции			
1.	Акбар Ташкулов	Министр	Национальный координатор
2.	Хурлиман Айтаниязова	Главный консультант Управления	Официальный представитель координатора
Генеральная прокуратура			
3.	Латиф Жалов	Начальник управления	Национальный координатор
4.	Каримжон Мусайихов	старший прокурор Управления	Официальный представитель координатора
Агентство по противодействию коррупции			
5.	Умида Тухташева	Директор	Национальный координатор
6.	Акмаль Муродов	Главный инспектор	Официальный представитель координатора
KPMG/КЕРТ			
7.	Фаррух Абдулаханов	директор KPMG	Подрядчик 1) Проект «Внедрение антикоррупционных комплаенс систем» 2) Проект «Создание системы антикоррупционного образования и повышения осведомленности в госорганах, ведомствах и образовательных учреждениях»
8.	Ирина Бурдикова	Директор проектов КЕРТ	Субподрядчик 1) Проект «Внедрение антикоррупционных комплаенс систем» 2) Проект «Создание системы антикоррупционного образования и повышения осведомленности в госорганах, ведомствах и образовательных учреждениях»
Другие организации, Министерства и ведомства			
9.	Бахтиер Хажиханов	Министерство здравоохранения	Бенефициар Проект «Внедрение антикоррупционных комплаенс систем»
10.	Бахтиер Карабаев	Министерство строительства	Бенефициар Проект «Внедрение антикоррупционных комплаенс систем»
11.	Сарвар Бузрукхонов	Министерство высшего образования и инновационного развития	Бенефициар Проект «Внедрение антикоррупционных комплаенс систем»

12.	Музаффар Юсубов	Хокийият Ташкентской области	Бенефициар Проект «Внедрение антикоррупционных комплаенс систем»
13.	Конгират Шарипов	ректор Ташкентского государственного экономического университета.	Бенефициар Проект «Внедрение антикоррупционных комплаенс систем»
14.	Исломбек Рустамбеков	И.о. ректор Ташкентского государственного юридического университета.	Бенефициар Проект «Внедрение антикоррупционных комплаенс систем»
15.	Хушвакт Хайитов	Академия государственного управления при Президенте РУз	Бенефициар Проект «Создание системы антикоррупционного образования и повышения осведомленности в госорганах, ведомствах и образовательных учреждениях»
16.	Шерзод Раббиев	Директор Центра повышения квалификации юристов при МЮ	Бенефициар Проект «Создание системы антикоррупционного образования и повышения осведомленности в госорганах, ведомствах и образовательных учреждениях»
17.	Шаймарданов Тоймурод	Директор Главного научно-методического центра переподготовки педагогических и руководящих кадров системы высшего образования при МВОиИР	Бенефициар Проект «Создание системы антикоррупционного образования и повышения осведомленности в госорганах, ведомствах и образовательных учреждениях»
18.	Аюбхон Раджиев	Ректор национально-исследовательского Института им. А.Авлоний при МДШО	Бенефициар Проект «Создание системы антикоррупционного образования и повышения осведомленности в госорганах, ведомствах и образовательных учреждениях»
19.	Уйгун Нигмаджанов	Заместитель начальника Академии Генеральной прокуратуры	Бенефициар Проект «Создание системы антикоррупционного образования и повышения осведомленности в госорганах, ведомствах и образовательных учреждениях»
Негосударственные некоммерческие организации			
20.	Ихтиер Субханов	Директор «Центра культуры прав человека» (Бухарская область)	Победитель Конкурса среди ННО проект по Общественному контролю для журналистов (охват Бухарская, Навоинская, Ташкентская области)
21.	Дильшод Иброхимов	Директор «Мулокот» (Ташкент)	Победитель Конкурса среди ННО проект по разработке Антикоррупционной азбуки для взрослых
22.	Авазбек Холбеков	Главный сотрудник «Центр Развития Стратегии» (Ташкент)	Победитель Конкурса среди ННО проект по разработке пособия для воспитателей в детсадах «Формирование честности и добропорядочности у детей».
23.	Нигора Хожиматова Угиллой Хожиматова	Директор Центра социально-правовой, экологической поддержки женщин и подростков «Зиенур» (Ферганская область)	Победитель Конкурса среди ННО проект по повышению правового сознания и правовой культуры населения, формирование в обществе нетерпимого отношения к коррупции в Ферганской области
24.	Гулсина Назарова	Председатель Центра «Чехра» (Ферганская область)	Победитель Конкурса среди ННО проект: Антикоррупционное воспитание и обучение младших школьников Ферганской области
25.	Мукаддас Маликова	Директор Сырдарьинского областного отделения Республиканского социально-информационного центра “ISTIQBOLLI AVLLOD”	Победитель Конкурса среди ННО проект: Активизация антикоррупционной работы в сообществе Сырдарьи путем повышения роли и участия активных женщин (лидеров ННО) и молодежи (волонтеров ННО и студентов-активистов) в

			антикоррупционной агитации, антикоррупционной пропаганде и антикоррупционном информировании граждан
ПРООН			
Страновой офис			
26.	Матильда Димовска	Постоянный представитель	
27.	Камила Мухамедханова	Руководитель кластера	
28.	Бунед Авлиекулов	Координатор проекта, программный аналитик	
АСПИС ПРООН			
29.	Анга Тимилсина	Советник по вопросам борьбы с коррупцией Глобальной программы	
30.	Аида Арутюнова	Программный менеджер	
31.	Иракли Котетишвили	Специалист по вопросам политики, борьбы с коррупцией и государственного управления	
Проект ПРООН			
32.	Дильфуза Абулхасан	Руководитель	
33.	Нодири Зикриллаева	Руководитель компонента	
УНП ООН			
34.	Азизхон Бахадиров	Программный аналитик	
35.	Koen Marquering		

Annex 4. Questions for the Survey of the Ant-Corruption Agency of Uzbekistan

Dear Colleagues,

We are writing to invite you to participate in the survey aimed at evaluating the activities provided by the PCEAT from 2018 to 2023. Please take this opportunity to share your thoughts about the work and to make suggestions for improvement. The feedback you provide will help shape the implementation modalities in the next programming cycle. In all cases, the evaluation is conducted by an independent expert, and in accordance with UN Evaluation Guidance, the respondent's identity will be protected. **Kindly provide your response before 30 May 2022.**

We are looking forward to your active participation in this important activity.

Gender F/M

1. How relevant were activities (round-tables, stud tours, workshops, support in policy development) towards the needs of the organization you represent (policy or legislative change and reforms)?

Please consider any of the following aspects in considering the relevance of the activity (training or actions related to compliance) :

- Whether the activities are responding to a well-identified problem.
- Whether activities were targeted and took into account the various priorities and expectations or perceptions expressed by the target groups and final beneficiaries.
- Whether activities are focussed and feasible in the given context.
- Whether the activity is well aligned with the country's relevant policies and international frameworks and strengthens the national implementation and accountability systems.
- Whether activity design was gender-sensitive, namely, provided equal opportunities for all genders to participate.
- Please identify the gaps you will most probably address in the recommendations.

1. Overall, how would you rate the training you received within the PCEAT project?

- Poor
- Satisfactory
- Excellent

2. How would you rate the competence and professionalism of the trainers that took part in this implementation?

- Very competent
- Competent
- Somehow competent
- Not competent

3. Consider the subject of the courses. How relevant it/were they to your current job?

- Not at all relevant
- Slightly relevant
- Moderately relevant
- Very relevant
- Extremely Relevant

4. Which of the following best describes the skills you learned

- I did put these new anti-corruption skills to use immediately.
- I can develop these new skills over time.
- I don't know when I'll use these new skills.
- How would you describe the topics/subjects of the trainings?
- Innovative (never heard before)
- I have studied this before.

5. If relevant, please describe what specific professional skills you learned

6. Please explain what other skills you would be interested in learning.

7. Could you provide any recommendations on how to enhance the country's anti-corruption efforts further?

8. Annex 5 The ToR for the Evaluation



UNITED NATIONS DEVELOPMENT PROGRAMME TERMS OF REFERENCE / INDIVIDUAL CONTRACT

I. Job Information	
Office/Unit/Project	Preventing Corruption through Effective , Accountable and Transparent governance institutions in Uzbekistan
Title	International Consultant for Terminal Evaluation of UNDP project “Preventing Corruption through Effective , Accountable and Transparent governance institutions in Uzbekistan”
Duty station (City and Country)	Tashkent, Uzbekistan
Type (Regular or Short term)	Short term
Office- or Home-based	Tashkent city and Ferghana, Sirdarya and Bukhara regions
Expected starting date	January 2023
Expected Duration	30 working days during January – March, 2023

II. Introduction
<p>In accordance with UNDP policies and procedures, all nationally implemented projects are required to undergo a Final Evaluation (FE) at the end of the project by an independent evaluator selected by the Implementing Entity. This Terms of Reference (ToR) sets out the expectations for the FE of the project titled “Preventing Corruption through Effective , Accountable and Transparent governance institutions in Uzbekistan” implemented through the Government of Uzbekistan, Ministry of Justice of the Republic of Uzbekistan. The project started on the May 1st, 2018.</p> <p>The FE process must follow the guidance outlined in the document ‘Evaluation Implementation, June 2021’ (http://web.undp.org/evaluation/guideline/section-4.shtml).</p>

III. Background and context
<p>Since 2017, Uzbekistan has been implementing several reforms in the area of anti-corruption, which have resulted in significant improvement in the institutional and policy framework of the fight against corruption in the country. Progress has been made since the adoption of the Action Strategy 2017-2021 focusing on an efficient, responsive, transparent and accountable public administration, and the state anti-corruption programmes for 2019-2020 with a range of corruption prevention measures. An important milestone of this reform was the establishment of the Anticorruption Agency of Uzbekistan in 2020. Due to these continued efforts, in the 2021 Corruption Perceptions Index (CPI) report, Transparency International considered Uzbekistan as one of countries that have improved their CPI in the last 5 years. Despite significant achievements, the country has still a long way to go in curbing corruption and restoring citizens’ trust and confidence in government institutions, as there are commitments that are still to be met and challenges to be addressed.</p> <p>Prevention of Corruption through Effective, Accountable and Transparent Governance Institutions in Uzbekistan (PCEAT) Project was launched by UNDP Country office in Uzbekistan jointly with the Ministry of Justice of Uzbekistan on March 22, 2018, with policy and advisory support of UNDP’s Global “Anti-Corruption for Peaceful and Inclusive Societies” (ACPIS) project and UNDP’s Istanbul Regional Hub (IRH). The PCEAT project is the largest UNDP initiative on anti-corruption in Europe and CIS region funded by the Government of Uzbekistan with a total budget of \$8mln.</p>

The project aims to provide anti-corruption policy and program support to Uzbekistan to prevent and curb corruption countrywide with a focus on strengthening the national corruption prevention system and monitoring the implementation of the UNCAC and OECD Istanbul Plan of Action in an integrated manner. The key output of the project is “**Anti-corruption solutions, principles and tools are integrated in the public administration systems, public service delivery, civil service performance, system of law-making and rule-making**”. The implementation of the PCEAT project is supported by UNDP’s global and regional anti-corruption teams, who provide policy and programme support.

In particular, the PCEAT project aims to:

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

From October 2020 to January 2021, an independent international consultant carried out a mid-term review of the PCEAT project. Overall, the review concluded that the project implemented anti-corruption interventions and activities in line with Uzbekistan’s Action Strategy for 2017-2021, the State Anti-Corruption Programme of Uzbekistan 2019-2020 (the PCEAT project directly implemented 29 activities out of the programme’s total of 35) and Uzbekistan’s commitments under the 2030 Agenda. Moreover, the review found that the ongoing anti-corruption reforms in Uzbekistan have created a momentum for development partners to invest in and the project is stimulating this momentum and sustaining national stakeholders’ interest by introducing best innovative practices and supporting concrete needs.

IV. FE Evaluation purpose, scope and objectives

- a) To develop evaluation report (a full outline of the FE report’s content is provided in ToR Annex A) that must provide evidence-based information that is credible, reliable and useful by assessing project performance against expectations set out in the project’s Results Framework (see ToR Annex B);
- b) To review all relevant sources of information including the Project Document, ESSP, Project Inception Report, PPRs, Project Board meeting minutes, Financial and Administration guidelines (SOP), project budget revisions, national strategic and legal documents, and any other materials that the evaluator considers useful for evidence-based evaluation.
- c) To review the baseline, targets and indicators and annual reports submitted to the project’s donors;
- d) To follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts, national partner agencies, the UNDP Country Office(s), direct beneficiaries and other stakeholders. Engagement of stakeholders is vital to a successful FE.
- e) To take into account criteria such as relevance, effectiveness, efficiency, sustainability, to review the final results and progress of the project (see ToR Annex C: guiding evaluation questions).
- a) To review whether mid-term review recommendations have been addressed and implemented.
- b) To provide forward-looking recommendations on how UNDP Uzbekistan and the Government of Uzbekistan can further enhance corruption prevention mechanisms based on the achievements of the PCEAT project.
- c) To deliver results as indicated in the deliverables table.

V. FE Approach & Methodology

Based on UNDP's policies and guidelines on M&E and the standard global practices on reviewing projects/programmes, the independent consultant will propose the methodology to conduct the final evaluation and finalize it with support from the ACPIS team and UNDP Uzbekistan and inputs from UNDP Istanbul Regional Hub.

The review process will entail a combination of desk review of all relevant project related documents, advocacy and training materials, and knowledge products; interviews (Via Zoom, Microsoft Teams or Skype) with the national counterparts, including Ministry of Justice of the Republic of Uzbekistan, General Prosecutor's Office and others, UNDP key staff, senior management, global and regional focal points on anti-corruption, partner organizations, civil society organizations and other beneficiaries of this initiative.

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

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

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

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

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

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

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

VI. Detailed Scope of the FE

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

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

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

Findings

i. Project Design/Formulation

- National priorities and country drivenness

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

ii. Project Implementation

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

iii. Project Results

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

Main Findings, Conclusions, Recommendations and Lessons Learned

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

- It is important for the conclusions, recommendations and lessons learned of the FE report to incorporate gender equality and empowerment of women.

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

ToR Table 2: Evaluation Ratings Table for the full-sized project titled “Preventing Corruption through Effective , Accountable and Transparent governance institutions in Uzbekistan”

Monitoring & Evaluation (M&E)	Rating ¹¹
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

VII Evaluation Questions

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

Impact:

- What are the key results and progress achieved against the results and resource framework of the project?
- To what extent were the objectives of the project achieved?
- What indicators demonstrate that?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- Is health community volunteerism an effective approach/mechanism to promote healthy livelihood and improved resilience of communities? Why or why not?
- What has happened as a result of the project?
- What real difference has the activity made to the beneficiaries?
- What were the most significant changes that this project has helped to generate?
- Include perception and behavior of communities who generate income from inputs of the project activities

¹¹ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

- How many people have been affected? What types/kinds/groups of people have been affected and may be impacted after the project?

Relevance:

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

Effectiveness

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

Efficiency

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

- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

Sustainability

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

VIII. Timeframe

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

Timeframe	Activity
20 January, 2023	Application closes
10 February, 2023	Selection of Evaluator
15 February, 2023	Preparation period for Evaluator (handover of documentation)
25 February, 2023	Document review and preparation of FE Inception Report
28 February, 2023	Finalization and Validation of FE Inception Report
28 February -10 March, 2023	Stakeholder online meetings, interviews, etc.
13 March, 2023	Presentation of initial findings
17 March, 2023	Preparation of draft FE report
17-20 March, 2023	Circulation of draft FE report for comments
23 March, 2023	Incorporation of comments on draft FE report into Audit Trail & finalization of FE report
24 March, 2023	Concluding Stakeholder Workshop (optional)
27 March, 2023	Expected date of full FE completion

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

IX. FE Deliverables

#	Deliverable	Description	Timing	Responsibilities
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1	FE Inception Report	Evaluator clarifies objectives, methodology and timing of the FE	No later than 2 weeks before stakeholder meetings, interviews, etc., by 25 February, 2023	Evaluator submits Inception Report to project management
2	Presentation	Initial Findings	End of stakeholder meetings, interviews, etc., by 13 March, 2023	Evaluator presents to project management
3	Draft FE Report	Full draft report (<i>using guidelines on report content in ToR Annex A, C</i>) with annexes	Within 3 weeks of end of stakeholder meetings, interviews, etc., by 17 March, 2023	Evaluator submits to project management; reviewed by leading Cluster, National Project Coordinator
5	Final FE Report	Revised final report in which the FE details how all received comments have (and have not) been addressed in the final FE report (<i>See template in ToR Annex D</i>)	Within 1 week of receiving comments on draft report by 27 March, 2023	Evaluator submits both documents to the project management

*All final FE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.¹²

X. FE Arrangements

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

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

XI. Evaluator

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

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

- The Consultant will work under the direct supervision of the UNDP DRR, with support from SPIU Associate/CO M&E focal point
- The Consultant is responsible for the quality and timely submission of the deliverables;

¹² Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

- The Consultant ensures timely and rational planning, implementation of activities and achievement of results in accordance with the Terms of Reference;
- The Consultant provides the results of work in accordance with Deliverables;
- The Consultant shall provide reports in electronic form in MS Word format in English.

Prior to approval of the final report, UNDP Programme Manager, in close coordination with SPIU Associate/CO M&E focal point and UNDP DRR will circulate the draft for comments to government counterparts. UNDP ACPIS programme advisor and manager and the stakeholders will submit comments and suggestions within 10 working days after receiving the draft. The finalized Final Evaluation Report, addressing all comments received shall be submitted by 28 February, 2023

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

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

Required Skills and Experience:

Education:

- Master's degree in public administration, law, political science, finance, economics, international relations, development studies, or related field.

Experience:

- At least 10 years of working experience in monitoring and evaluation and (in addition) policy support, programme management or design of governance and anti-corruption programmes/projects;
- A prior record of producing research studies (preferably in governance and anti-corruption),
- A prior record of conducting mid-term or final evaluations related to governance and preferably anti-corruption.

Language Requirements:

- Strong writing skills in English. Knowledge of Russian is an advantage.

Corporate Competencies:

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

II. Functional Competencies:

1. Communications and Networking

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

2. Knowledge management and Learning

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

3. Development and Operational Effectiveness

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

4. Job Knowledge/Technical Expertise

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

5. Leadership and Self-Management

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

Desired additional skills and competences:

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

Language

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

XII. Evaluator Ethics

The FE consultant will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

XIII. Payment Schedule

- 20% payment upon satisfactory delivery of the final FE Inception Report and approval by the Commissioning Unit.
- 40% payment upon satisfactory delivery of the draft FE report to the Commissioning Unit.

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

Criteria for issuing the final payment of 40%:

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

XIV. Application Process¹³

Requested Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)¹⁴ provided by UNDP;
- b) **CV** and a **Personal History Form** ([P11 form](#)¹⁵);
- 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.undp.uz>. Application shall be submitted by indicated deadline. Incomplete applications will be excluded from further consideration.

Criteria for Evaluation of Proposal:

Only those candidates who meet the minimum level of education and relevant years of experience requirements will be considered for the consultancy. The shortlisted candidates will be scored based on a review of their functional competencies and other criteria as described above. The shortlisted candidates will be invited for interviews.

Combined scoring method: where the qualifications and competencies will be weighted a max of 70% (technical score), and combined with the price offer which will be weighted a max of 30% (financial score).

When using this weighted scoring method, the award of the contract will be made to the individual consultant whose cumulative result of technical and financial scores are the highest.

Only those candidates who meet the minimum level of education and relevant years of experience requirements will be considered for the technical evaluation. The technical evaluation will include a desk review of applications/CVs and interviews with shortlisted candidates.

¹³ Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP

<https://poppp.undp.org/SitePages/POPPRoot.aspx>

¹⁴ <https://intranet.undp.org/unit/bom/psa/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

¹⁵ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

The technical evaluation of shortlisted candidates will be done on the basis of a review of the following:

- Relevant education and degree – (20%)
- At least 10 years of working experience in monitoring and evaluation and (in addition) policy support, programme management or design of governance and anti-corruption programmes/projects – (40%)
- A prior record of producing research studies (preferably in governance and anti-corruption) – (15%)
- A prior record of conducting mid-term or final evaluations related to governance and preferably anti-corruption (15%)
- Knowledge of Russian – (10%)

XV. TOR Annexes

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

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

XVI. Signatures - Post Description Certification

Incumbent (*if applicable*)

Name	Signature	Date
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Officer of Commissioning Unit
Name / Title

Mr Anas Fayyad Qarman Deputy Resident Representative UNDP Uzbekistan	Signature	Date
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ToR Annex A: Project Logical/Results Framework

<p>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: UNDAF Outcome 7: By 2020, the quality of public administration is improved for equitable access to quality public services for all.</p>
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>Indicator: Availability of institutional capacities at central government for policy coherence/planning/resource management/operational coordination (roadmaps) for better public service provision.</p> <p>Baseline: Limited.</p> <p>Target: Yes.</p> <p>Indicator: Improvement of unified national system of civil service (merit based system for appointment/promotion/performance evaluation).</p> <p>Baseline: requires improvement</p> <p>Target: System of professional/ transparent recruitment and promotion of civil servants improved (2020).</p> <p>Indicator: Ranking of Uzbekistan in United Nations e-government development index.</p> <p>Baseline: 100th (2014)</p> <p>Target: 80th (2020)</p> <p>Indicator: Extent to which data accessible, including through open government/open data national mechanism, and used by media/CSOs for public oversight.</p> <p>Baseline: Data scarce; open data mechanism partially reflected in legislation (2014).</p> <p>Target: Data accessible/used to large extent (2020).</p>
<p>Applicable Output(s) from the UNDP Strategic Plan 2018-2021:</p> <p>Strategic Plan Outcome 1. Advance poverty eradication in all its forms and dimensions</p> <p>Strategic Plan Outcome 2: Accelerate structural transformations for sustainable development;</p> <p>Output 1.2.3 Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication</p> <p>Output 2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions</p>
<p>Project title and Atlas Project Number: “Preventing corruption through effective, accountable and transparent governance institutions in Uzbekistan” Project ID: 00110970 Output ID: 00110170</p>

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year 2018	Year 2019	Year 2020	Year 2021	FINAL	
Output 1. Anti-corruption solutions, principles and tools are integrated in the public administration systems, public service delivery, civil service performance, system of law-making and rule-making. GEN 1.	<i>Ranking of country in WB's Control of Corruption index under Worldwide Governance Indicators</i>	<i>WB report</i>	Ranking	10 ¹²	12	14	16	16	<i>World Bank report</i>
	<i>Number of laws and by-laws (both draft and enacted ones) went through anti-corruption screening</i>	<i>Government reports</i>	Number	1534 ¹³	1600	1700	1800	1800	<i>MoJ report</i>
	<i>Number of digital services by government agencies using frameworks that leverage digital technologies and big data for:</i> a) Delivery and monitoring of services b) Public engagement c) Access to and protection of information d) Legal identity and civil registration e) Critical public services (e.g. public procurement)	<i>Government reports, my.gov.uz, data.gov.uz</i>	Number	a) 1 (my.gov.uz) b) 1 (regulation.gov.uz) c) 1 (data.gov.uz) d) 0 e) 1 (www.uzex.uz)	a) 2 b) 2 (e-petitions portal) c) 1 d) 1 e) 2	a) 3 b) 2 c) 2 d) 1 e) 2	a) 3 b) 2 c) 2 d) 2 e) 3	a) 3 b) 2 c) 2 d) 2 e) 3	<i>Government reports, UNDP reports</i>
	<i>Number of corruption cases reported in the local media</i>	<i>Media reports</i>	Number	1	2	3	4	4	<i>Local mass media reports, press-offices of state authorities</i>
	<i>Number of civil servants and law enforcement officials who advanced their professional skills and knowledge on prevention and countering of corruption in public and private sectors</i>	<i>Government, UNDP reports</i>	Number	0	Men: 40 Women: 10	Men: 70 Women: 20	Men: 100 Women: 40	Men: 100 Women: 40	<i>UNDP reports</i>

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

Evaluators/Consultants:

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

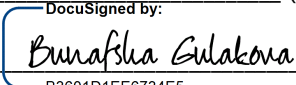
Evaluation Consultant Agreement Form

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

Name of Evaluator: Bunafsha Gulakova

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

Signed at _____ (Place) on 27-Dec-2023 (Date)

Signature:  _____

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ToR Annex G: FE Report Clearance Form

Terminal Evaluation Report *for Preventing corruption through effective, accountable and transparent governance institutions in Uzbekistan* Reviewed and Cleared By:

Commissioning Unit (UNDP DRR)

Name: Mr Anas Fayyad Qarman
DocuSigned by:
Signature: Anas Fayyad Qarman Date: 28-Dec-2023
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Regional Technical Advisor (Nature, Climate and Energy)

Name: Mr Anga Timilsina
DocuSigned by:
Signature: Anga Timilsina Date: 28-Dec-2023
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Resume of the evaluation expert

Professional bio for Bunafsha Gulakova, International Human Rights Lawyer and Senior Evaluation Expert

Bunafsha Gulakova is a highly regarded international human rights lawyer and a seasoned senior evaluation expert with an impressive 27-year career dedicated to advancing justice, good governance, human rights, and gender equality worldwide. With a profound commitment to promoting positive change, Bunafsha has been instrumental in shaping policies and initiatives that foster social justice and uphold the rule of law. Her specialization spans a broad spectrum of critical areas, including:

Criminal Justice Reforms: Bunafsha's expertise in criminal justice reform evaluations has been pivotal in enhancing legal systems worldwide. Her insights have catalyzed meaningful changes in the field.

Rule of Law: As a staunch advocate for the rule of law, Bunafsha has led evaluations that assess the effectiveness of legal frameworks and governance structures, ensuring they align with international standards.

Good Governance: Bunafsha's work in evaluating good governance practices has guided governments, organizations, and institutions toward transparency, accountability, and ethical governance.

Human Rights: With a deep-seated passion for human rights, Bunafsha's evaluations have shed light on human rights violations and provided recommendations to protect and uphold these fundamental principles.

Gender Mainstreaming: Bunafsha's commitment to gender equality is evident in her evaluations, which emphasize the integration of gender perspectives into policies and programs, fostering inclusivity.

Collaborative Engagements: Throughout her career, Bunafsha has collaborated with an array of esteemed donors, including the European Union (EU), the Organization for Security and Co-operation in Europe (OSCE), various United Nations (UN) agencies, the World Bank, the Council of Europe, and numerous foundations and organizations. These partnerships have enabled her to effect positive change on a global scale.

Accomplishments: Bunafsha's remarkable portfolio comprises a total of 40 evaluations, where she assumed the leadership role in 30 of them. Her exemplary leadership has been pivotal in shaping the direction of these evaluations, ensuring their effectiveness and impact. Bunafsha's dedication extends beyond evaluations; she has also led 30 assignments across diverse domains. Her visionary leadership and unwavering commitment to justice and human rights continue to inspire positive change around the world. Bunafsha Gulakova is a catalyst for change, an advocate for justice, and a respected leader in the field of human rights and evaluations. Her work empowers societies and institutions to create a more just, equitable, and inclusive world.