



YEVROPA ITTIFOQI



Terminal Evaluation: Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan

Final Report

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| Country/Executing Agency | Uzbekistan |
| Project Partners | Ministry of Justice |

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Acronyms and Abbreviations

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

1. Executive Summary

Table 1: Project Information Table

| | | |
|--|--|------------------|
| Title of the Project | Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan | |
| ATLAS Project ID | 00119367 | |
| ATLAS Output ID | 00115862 | |
| Project Start Date | 11 May 2019 | |
| Project Finish Date | 10 September 2024 | |
| Project Modality | National Implementation Modality | |
| TE Time frame | 22 July 2024 to 9 September 2024 | |
| Date of Report | 23 September 2024 | |
| Region and Countries included in the project | Uzbekistan | |
| Project Donors | European Union | |
| Project Budgets: | EU: | EUR 9,800,000.00 |
| | UNDP: | EUR 154,980.00 |
| | Total | EUR 9,954,980.00 |
| Project Implementers | Ministry of Justice, Government of Uzbekistan | |

Project Description

The rationale for the Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan project stems from the Government of Uzbekistan's recent pursuit of significant reforms across economic liberalization, employment generation, and public administration. The objective of the project was to improve the well-being of vulnerable populations in rural areas through creating systems and physical structures that facilitated better and more streamlined access to public services. The project design set out to 1) Build an enabling environment for improved public service delivery by streamlining regulatory framework and relevant policies and encouraging data-driven and evidence-based policy making; 2) Enhance institutional capacities of the Public Services Agency (PSA), the Ministry of Justice (MoJ) and associated agencies to plan, develop, implement and monitor public service delivery policy implementation via the PSCs; 3) Build technical capacity of at least 5 PSCs in the pilot regions to showcase an exemplar model of public service delivery aiming to win public trust and overcome concerns with regard to the viability of the one-stop-shops; and 4) Introduce and pilot participatory planning and governance systems in local governments in the pilot regions to ensure that public service delivery addresses the needs of people, in particular of vulnerable groups.

Summary of Evaluation Ratings

Table 2: Evaluation Ratings Table

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

Summary of Findings

- The IPSD project has achieved and surpassed most of its end of project targets, developing roadmaps, supporting improved policy and regulations, building capacity, and providing the necessary equipment and building designs to improve access to public services for vulnerable groups in rural areas, particularly women, youth, people with disabilities and the elderly.
- The project overcame major challenges due to administrative changes and COVID-19 restrictions. Employing adaptive management skills, these challenges were overcome and the project successfully achieved its goals.
- The results framework clearly captured global and national goals, and the related development challenge. The project produced strong monitoring data and progress reports according to what had been included in the results framework. Although an initial assessment of local needs informed the project's implementation, on-going feedback from end-users (vulnerable groups in rural areas) was limited.
- The project's management structure with key government offices engaged with the Project Board, formalized implementation agreements, and strong relationship building, enabled

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)

smooth project delivery, even with shifts in government structure required building new partnerships.

- The project design was well thought through and elaborated the complexity needed for a strong impact. However, the results framework was limited in its attention to gender and inclusion, particularly regarding feedback and impact on vulnerable groups, as well as integration and pathways for people from vulnerable groups in the project team and within the capacity building activities for partners.
- The project created 7 successful models for Public Service Centers that are accessible for people with disabilities, welcoming to women and others who are unsure about how to navigate the system, and offering a wide range of services in one location.
- The project developed a strong capacity to support improved delivery of public services, including an online platform that can be accessed from any location with internet connection, equipment and systems for digitization of data to facilitate individual's access to their own data, improved systems for government processing and analyzing data related to public services, and trained a approximately 2,900 government personnel to ensure institutional capacity was built (not just individual).
- The project laid the groundwork for improved service delivery through its support in 1) the amendment of 9 regulations, including a national decree on additional measures to simplify the provision of public services, reduce bureaucratic barriers and develop the national system of public services; 2) the drafting and approval of 6 public service standards; and 3) the development of 10 proposals on improving quality of public service delivery based on analytical tools developed to assess quality levels of service delivery.
- Some Business Process Re-engineering (BPR) of the 24 public services were conducted and their quality improved, mostly for services when registering children in preschool, the transfer of residential premises to the category of non-residential, connecting to centralized water supply, construction, Cadaster, and the Civil Registry Offices, among others.
- Public Advisory Councils (PACs) were established in 7 pilot regions, increasing citizen participation in local governance processes, such as the preparation, adoption, implementation, monitoring, and evaluation of development programs, and participatory budgeting initiatives.
- The vast majority of funding came from the EU delegation and was effectively utilized to accelerate and catalyze government delivery through efforts that were embedded in the government structure and easily sustained once the project closes.
- WAG coordinators and volunteers played a crucial role in raising awareness about public services, particularly for those living in remote areas.
- Participation of women was only 25% of government personnel in the trainings and not recorded for people with disabilities or from other vulnerable groups; and the project team had an even lower percentage.
- South-South and Triangular Cooperation (SSTC) was well integrated into learning activities, with government personnel traveling on study tours and international experts conducting research and analysis.

Lessons Learned

1. The project design includes a strong framework for what the project will entail while providing space and flexibility for how it will be implemented.
2. Sufficient and properly allocated human resources are necessary to achieve the intended project results.
3. Significant engagement with national partners starting with the project design with the intention of identifying their needs and clarifying each actor's roles and expectations will encourage efficient implementation.
4. Close collaboration between relevant Country Office clusters and the project team during the design phase and throughout implementation will facilitate efficiency and leverage UNDP expertise.
5. Building a strong, well prepared team enables effective implementation.
6. Building a collaborative, supportive environment promotes a healthy team working at their top capacity.
7. Building a strong national partnership and mutual collaboration sets the foundation for meaningful, long-lasting impacts.
8. National ownership should be intentionally and continuously built throughout implementation.
9. Capacity building with national actors throughout implementation is critical to ensure institutional learning, not just individual learning.

Summary of Recommendations

| | Recommendations for Future Projects | Responsible Party |
|----|---|-------------------|
| 1. | <p>Further strengthen partnerships and clarity for improved local ownership and project implementation.</p> <p>Due to the complexity of the project, various government entities were involved in its implementation. The IPSD arrangements were successful, including during major external influences (COVID-19 pandemic and administrative changes). Therefore, future projects should continue to follow the model of one entity as the primary partner for the project, with formal agreements signed with other relevant entities to ensure country ownership and smooth implementation. For example, in addition to the initial clarification about a partner's role, according to its 1) purpose; 2) expected results; 3) how the work will be organized; 4) what resources will be needed and available; and 5) which parties are responsible for what aspects, this activity should be discussed and revised annually (or sooner if needed). This will clarify each partner's role and avoid differing expectations, including clarity of UNDP's role and project limitations.</p> | UNDP |
| 2. | <p>Reinforced workplace best practices</p> <p>Situation Center is a powerful monitoring tool that records all interactions with clients in the PSCs with the positive intention of improving quality delivery and reducing corruption. Moving forward, the MoJ should create a regular practice of</p> | MoJ |

| | | |
|----|---|-----------------|
| | engaging external contractors to review its practices according to international standards and best practices for workplace environment that are aligned with the UN standards (ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up Adopted at the 86th Session of the International Labour Conference (1998) and amended at the 110th Session (2022). | |
| 3. | <p>Expanded Results Framework</p> <p>The IPSD M&E was high quality, with strong evidence supporting the outcomes, outputs, and indicators of the results framework. However, the framework and related data should be expanded to include disaggregation of vulnerable groups and beneficiary impact. More specifically, additional outputs and indicators in the results framework geared towards enhancing the engagement and use according to gender and other vulnerable groups.</p> <p>This might include: 1) project team make up (eg, balance of team make up and distribution of leadership roles according to gender, people with disabilities, rural areas); 2) participation and engagement with participants in project activities; and 3) end-users (clients seeking public services)</p> | UNDP |
| 4. | <p>Expand efforts to better understand and respond to end user behaviors and satisfaction levels</p> <p>Moving forward, it would be useful to:</p> <ul style="list-style-type: none"> • Conduct a comprehensive assessment of the project’s impacts on end users, identifying who is using the new systems and facilities, in what ways, and how that may have affected their lives. This would demonstrate the changes that have already occurred, as well as inform the potential ways to move forward. • Develop a process within the MoJ that analyzes big data to better understand overarching user behavior trends and shifts to inform on issues such as how the PSCs and the online platform are being accessed and how many are from which vulnerable groups, among others. This will provide evidence of progress and help to identify areas for improvement. | UNDP MoJ |
| 5. | <p>Deepen attention to gender equality and inclusion</p> <p>The project successfully focused their efforts on supporting women and other vulnerable groups. In addition to the expanded results framework (see recommendation 3), the project should integrate this focus on gender and inclusion (particularly for women, people with disabilities, and people living in rural areas) in terms of career development and advancement, both in its own project team and in the selection of participants of its activities.</p> | UNDP |
| 6. | <p>Further training for WAG coordinators</p> <p>WAG coordinators are highly successful in supporting women and others to better understand and access public services. The WAG coordinators should be trained in skills for how to appropriately respond to all issues outside of the scope of their position and where to direct the client. Particular attention should be paid to training about the extent and depth of services available for sensitive issues, such as domestic violence or personal struggles, among others.</p> | UNDP |

2. Introduction

2.1. Purpose and Objectives of the TE

UNDP Uzbekistan contracted the evaluation team - Jude Kallick and Davlat Umarov - to conduct an independent, forward-looking terminal evaluation (TE) of the EU-UNDP funded project “Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan / 00119367 (IPSD) project. The TE will cover the project's implementation period from May 2019 to September 2024. Key audiences for this review will be UNDP Uzbekistan and the EU. This TE is intended to assess the project's outcomes against expected results and to determine the ways in which beneficiaries have benefited from the project's interventions, with special attention to 1) the ways in which the quality of life has been improved for vulnerable populations by enhancing access to and quality of public services; and 2) citizen participation was strengthened in local decision-making processes and access to information was increased, such that transparency in local governance was improved. The TE will also identify learnings intended to support the sustainability of the project's benefits and improve overall UNDP programming.

2.2. Scope

By analyzing the project implementation and its results, the TE will assess the project's ability to achieve its desired results, how its efforts may be sustainable in the future, and identify key lessons learned and recommendations for similar future efforts. This TE will also consider the changing context that affected the project's planning and implementation, including COVID-19. Particular attention will be given to identifying areas of adaptation in response to these changing contexts.

More specifically, the TOR outlines the TE objectives:

- to assess the implementation approaches, progress made, challenges encountered, identify and document the lessons learnt and make recommendations to develop similar technical assistance projects in the future.
- to assess the progress against its objectives, expected result, outputs and indicators.
- to assess the approaches and interventions adopted by the project towards achieving the outputs.
- to identify and document main project achievements and results and their impact, and lessons learned.
- to ascertain the relevance, effectiveness, coherence, efficiency and sustainability of the project interventions.

TE assessed the project's performance throughout its period of operation, from 1 July 2019 until 15 September 2024. In addition to desk review and interviews with country-level actors, the TE conducted field-visits to Shurchi district of Surkhandarya region and Nukus district of Karakalpakstan Republic in order to better understand the project's results at the local-level.

2.3. Methodology

Our approach was anchored in principles of human rights, emphasizing people-centered and appreciative methods with a strong commitment to a participatory and culturally sensitive process. Recognizing the importance of gender responsiveness, our methodology was designed to be inclusive and reflective of diverse perspectives. This TE was conducted in accordance with the Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects and OECD-DAC standard evaluation criteria and principles.

To assess the relevance, efficiency, effectiveness, sustainability, impact and cross cutting issues as provided in the TOR, more specific evaluation questions were developed and further refined during the inception phase. A detailed evaluation matrix² was then prepared, which outlined the evaluation criteria, main evaluations questions, data sources and methods and indicators to serve as a roadmap for the implementation of the TE.

| TERMINAL EVALUATION QUESTIONS |
|--|
| Relevance |
| <ol style="list-style-type: none"> 1. To what extent has the project design (i.e. outcome, expected results, indicators, and assumptions) proved to address the needs outlined in the development challenge? 2. To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the Gender Equality Strategy of UNDP, the UNDP Strategic Plan and the SDGs? 3. In what ways did the project align with beneficiaries' needs? |
| Effectiveness |
| <ol style="list-style-type: none"> 4. To what extent did the project achieve its intended results (outcomes and outputs) as per its theory of change and results framework? 5. In what ways were the assumptions and risks identified in the project document valid throughout its implementation? |
| Efficiency |
| <ol style="list-style-type: none"> 6. To what extent did the project's management arrangements (i.e. human resources, organizational and operational management structures) enable or challenge its delivery? 7. Did the project have a sound M&E plan to monitor results and track progress towards achieving Project objectives? |
| Sustainability |
| <ol style="list-style-type: none"> 8. To what extent will financial and economic resources be available to sustain the benefits achieved by the project? 9. To what extent will targeted men, women and vulnerable people benefit from the project interventions in the long term? |
| Cross-Cutting Themes: Gender Equality, Women's Empowerment, Leave No One Behind and Human Rights |

² See Annex 5 for the detailed Evaluation Matrix

| |
|---|
| <p>10. To what extent and in what ways have gender equality and reaching the most vulnerable groups (LNOB), been effectively incorporated and addressed in the project?</p> <p>11. Was the project screened for gender equality and the gender marker assigned to this project representative of reality?</p> |
| Impact |
| 12. What were the most significant changes that this project has helped to generate? |

A mixed methods approach was employed to ensure data collected from a range of perspectives and depth of understanding. The evaluation employed a combination of purposive and convenience sampling strategies. To ensure a comprehensive and representative sample across diverse groups and levels, a stakeholder mapping initiative was collaboratively conducted with support from the PMU, resulting in a list of key informants from UNDP, Project Board, local governments, and beneficiaries.

The evaluators facilitated an inception phase with a preliminary desk review and in close collaboration with the PMU to appropriately design the evaluation process, a data collection phase to gathering data from primary and secondary sources, and an iterative data analysis and reporting phase where representatives from the UN and project partners had opportunities to provide inputs during a debriefing and/or written feedback to inform the final TE report.

2.4. Data Collection and Analysis

Evidence was gathered from a range of relevant stakeholders through focus group discussion (FGDs) and Key Informant Interviews (KIs).³ A thorough document review will provide additional evidence. Data triangulation informed complex and nuanced data analysis. Meetings with UNDP CO and the project team were critical in ensuring a collaborative, participatory evaluation process; informing the evaluation design, facilitating data collection, and deepening and validating data analysis.

The evaluation employed participatory, culturally sensitive, gender-sensitive, and human rights-based approaches. The TE complied with and was guided by the UN Data Protection Principles, United Nations Evaluation Group (UNEG) Standards for Evaluation in the UN System including their Ethical Guidelines, the United Nations System-wide Action Plan Evaluation Performance Indicator (UN-SWAP EPI), and UNDP’s Evaluation Policy and Evaluation Guidelines.

2.5. Ethics

The TE has been conducted through a lens of the values and obligations outlined in the UNEG ‘Ethical Guidelines for Evaluators.’ In accordance with the guidelines, our evaluation team employed a practice of respecting people’s right to provide information in confidence when possible and informed participants about the scope and limits of confidentiality. This final TE report does not indicate any specific information that can be traced to an individual participant. Our evaluation team

³ See Annexes 2, 3, and 6.

consisted of international and national independent consultants, who had no prior involvement in project and work with the highest degree of integrity. A signed Code of Conduct form is included as Annex 9.

2.6. Limitations to the Evaluation

As with all evaluations, there are some constraints to conducting the evaluation with the proposed methodology.

Availability of relevant stakeholders: Not all project partners and beneficiaries were available to participate during the time period of the data collection process.

Limited field visits and virtual data collection: The 1-week mission allowed for a small sample of site visits to PSCs and limited capacity to conduct a comprehensive understanding of beneficiaries' experiences.

Timeframe for results and impact: It takes time for more significant results and impacts of the project to affect beneficiaries' lives. The evaluation was able to measure and identify intermediate changes that were achieved by the end of the project, however, more time and a more extensive assessment would be required to measure the project's contributions to behavioral changes and shifts in people's lives.

2.7. Structure of the TE Report

This Terminal Evaluation Report provides detailed findings using the framework outlined by UNDP in the TOR and the TE Guidelines 2020. Overall conclusions, lessons learned and actionable recommendations have been developed based on the detailed findings. The main contents of the TE Report include: 1) Executive Summary; 2) Introduction; 3) Project Description; 4) Findings framed according to project design, project implementation, and project results and impacts; followed by 5) Conclusions, Recommendations and Lessons Learned.

3. Project Description

Over the last few years the Government of Uzbekistan has pursued significant reforms across economic liberalization, employment generation, and public administration. Key areas of focus include further digitalization, simplification of public service delivery, and enhancing transparency and efficiency.

The government of Uzbekistan has been deeply engaged in a significant digital transformation of public services. The reform efforts have resulted in significant savings and efficiencies, including a 57% reduction in the number of required documents and a decrease in service provision times. The introduction of new technologies and streamlined processes has saved citizens substantial time and cost.

Key reforms began with President Shavkat Mirziyoyev's 9 January 2020 meeting, which emphasized enhancing public service efficiency through the establishment of the Public Services Agency (PSA), launching integrated systems, and setting up 94 new Public Service Centers (PSCs)

in partnership with the private sector. This initiative includes digital signatures, mobile services, and data integration, aiming to streamline service delivery and improve local governance functions. By early 2024, Uzbekistan established 208 PSCs, with 180 operating in an enhanced format. These centers offer around 170 public services, with additional services being gradually introduced.

PSCs feature electronic kiosks, real-time service quality assessment systems, and electronic queues. The introduction of extraterritorial service provision from June 2019 allowed citizens to access services at any PSC, irrespective of their location. By December 2019, 53 branches were operational in remote areas, reducing transportation costs for 37,000 individuals. Additionally, a new version of the Unified Portal of Interactive Public Services (my.gov.uz) was launched in September 2019, enhancing digital accessibility with 120 services connected to the Unified Billing System and a mobile application introduced in January 2020.

The COVID-19 pandemic posed challenges but did not halt the reform process. In response to the pandemic, the government emphasized accelerating the digital transformation of public services. On May 11, 2020, President Mirziyoyev highlighted that only 30% of government information systems were integrated with e-government services. By June 2020, efforts were underway to digitize more services and streamline the issuance of permits and decisions.

By 2021, significant advancements were made in digital public services. The Single Portal for Interactive Public Services by then offered 334 services, with a substantial increase in applications from 1.5 million in early 2021 to 4.9 million in the same period of 2022. Innovations such as composite service provisions, where multiple services were bundled (e.g., birth registration), have streamlined processes and reduced bureaucratic requirements. The expansion of PSCs has included user-friendly designs, compliance with international standards, and facilities for persons with disabilities. From 2017 to early 2024, around 35.8 million applications have been received through the portal. Notable additions include electronic power of attorney and postal delivery of renewed driver's licenses.

On March 17, 2022, a Presidential decree integrated the Public Services Agency with the Ministry of Justice to enhance service delivery efficiency. This consolidation aimed to streamline administrative processes, improve service quality, and oversee the implementation of digital resources. Additionally, the National Strategy for the Modernization and Accelerated Development of the Public Service Delivery System for 2022-2026, approved on April 20, 2022, sets out a comprehensive plan to modernize services, introduce Mobile-ID, and optimize public service procedures. The strategy includes creating an inclusive environment, expanding digital infrastructure, and enhancing international rankings in e-government.

The new Constitution, effective from May 2023, redefined Uzbekistan as a social, democratic, and rule-of-law state, enhancing human rights guarantees and simplifying governance. It reflected a commitment to democratic development and efficient administration.

The ongoing reform agenda included increasing the number of services available through digital platforms, expanding the use of mobile applications, and incorporating more services into a unified

system. The strategy emphasized proactive service delivery, minimizing bureaucratic barriers, and enhancing user experience. Plans also involved integrating private sector services and improving accessibility for disabled individuals, ensuring that reforms continue to align with international standards and meet the needs of the population effectively.

Project's implementation period covered from May 2019 through September 2024, during which several major external challenges occurred. The restrictions due to the COVID-19 pandemic affected the way in which the project could be implemented and major administrative reforms influenced the policy-making environment in the public services delivery⁴.

The project's Theory of Change, extrapolated from the Project Document, posited that:

1. If related regulatory frameworks and policies were streamlined and policies were data-driven and evidence-based, then an enabling environment would be created that would lead to improved public service delivery;
2. If MoJ and associated agencies plan, develop, implement and monitor public service delivery via PSCs, then institutional capacities of the Public Services Agency (PSA) will be enhanced;
3. If technical capacity is built in at least 5 PSCs in the pilot districts, then they will showcase an exemplar model of public service delivery that will lead to improved public and overcome concerns with regard to the viability of the one-stop-shops; and
4. If participatory planning and governance systems were piloted in local governments in the project's pilot districts, then public service delivery would address the needs of people, in particular of vulnerable groups.

The combination of these four outcomes would ultimately lead to an improved quality of life for vulnerable sectors of the population in rural areas (women, youth and children, the elderly and people with disabilities), a strengthened citizen participation in the decision-making processes at the local level, and an increased access by the public to information, effectively increasing the transparency of the local governance system.

The project's goals⁵ aimed to tackle the current development challenge by using a rights-based approach. Participatory planning systems in local governments were used to ensure that public service delivery addresses the most pressing needs of people in the regions, especially women, children and youth, the elderly, and people with disabilities in rural and remote areas, who are greatly affected by the digital divide and resulting exclusion. This project also aimed to boost citizen participation by using various outreach and social accountability methods. These will enhance people's voice in decision-making and improve their access to information, thereby increasing the transparency of Uzbekistan's local governance system.

The project also aimed to ensure transparency and openness in public service delivery by introducing access to information practices and real-time service monitoring. The project intended

⁴ See 4.2. Project Implementation section for information on the challenges and how they were managed.

⁵ See Annex II for the complete results framework.

to ensure that service delivery quality and speed are maintained and that fundamental rights and freedoms, such as access to information and privacy, are protected. At the same time, the project intended to contribute to the improvement of national legislation in the field of public services delivery.

Gender equality was planned to be included in all activities of the project, such as adding gender-focused improvements to laws and policies, redesigning public services, providing capacity development support, and selecting public services and pilot regions. Special Women Advisory Groups (WAGs) were set up in Public Service Centers with the intention to ensure women's participation. Capacity development and awareness activities were expected to address the specific needs of women when dealing with government entities.

The primary outcome for the project was to achieve *“improved well-being of vulnerable populations in rural areas through better access to streamlined public services”*. To contribute to achieving this primary outcome, the project specifically focused on *“improving public service delivery across the country especially in rural areas”*.

The project conducted two assessments at its midpoint, the Midterm Evaluation and the ROM Review. Both assessments gathered evidence on the progress of the project's implementation and offered insights into how to further improve their delivery for the remainder of the project period.

UNDP employed the National Implementation Modality (NIM) to enhance local ownership and increase the involvement of national authorities in the project planning and execution. The Ministry of Justice of Uzbekistan was designated as the Implementing Partner, while UNDP managed operational tasks such as personnel recruitment, activity facilitation, and procurement. The Project Board, co-chaired by the Ministry of Justice and the EU delegation in Uzbekistan, was responsible for overseeing and guiding the project. The Board included representatives from the Office of the President, the Public Services Agency, the General Prosecutor's Office, the Cabinet of Ministers, and various ministries (Innovative Development, Finance, Health, Construction, Information Technologies and Communications) as well local khokimiyats.

4. Findings

4.1. Project Design and Formulation

4.1.1. Analysis of Results Framework: project logic and strategy, indicators

The project clearly outlines the need for a systems approach to addressing the complexities involved in encouraging a paradigm shift for citizens to become active consumers of public services. Building on legal and institutional reforms and political will, the project defined a thoughtful combination of complementary efforts that would achieve their ultimate goal. The project logic was well articulated with a clear pathway to change by placing a central emphasis on simplifying accessibility to public services by vulnerable groups. It posited that streamlining access to all public

services, ensuring citizens from vulnerable groups can easily access these services, and improving the quality of delivery will increase citizen utilization of the public services they seek.

Vulnerable groups were at the center of this project, with women, youth, the elderly and people with disabilities their main focus. Beyond the overall intention to improve vulnerable groups' access to public services, the project design mainly focused on women, and not other vulnerable groups. In a predominantly male sector, the project's strategy⁶ included a strong component on gender equality, integrating a gender sensitive lens to project efforts regarding policy and regulatory frameworks, and public services. WAGs were designed to expand PSCs' capacity to improve women's civic engagement through awareness raising and capacity development to address the specific needs of women with regard to their interactions with government entities.

Outcomes and outputs were consistent with the overall project logic establishing the infrastructure and environment to ease access to public services by vulnerable groups. The project adopted a 4-pronged approach by 1) building an enabling environment with streamlined regulations and policies, while encouraging data-driven, evidence-based policy making; 2) enhancing institutional capacities of relevant national agencies to plan, develop, implement and monitor public service delivery policy implementation via the PSCs; 3) building technical capacities of pilot PSCs in the regions; and 4) introducing and piloting participatory planning and governance systems in local governments.

Gender issues were well integrated into the project's objectives and activities. The project was initially designed to achieve Gender Marker 1, and then increased to Gender Marker 2 (Gender equality is not the main objective of the expected output, but the output promotes gender equality in a significant and consistent way.⁷) To this end a Gender Strategy was developed, implemented, and assessed. In particular, Activities 3.3, 3.5, 3.6, and 4.6 incorporated gender sensitive aspects, from women's participation levels and staff capacity building on gender-sensitive delivery to improved user experiences designed for easier access, particularly taking into account women's needs. Other vulnerable groups, although not named, were directly affected by Activity 3.5 (Improve user experience through upgrading design, layout, furnishing and equipping PSCs).

The accompanying Results Framework revealed a particular focus on addressing the important component of developing policies and practices at the national level that are intended to support and enable high quality local project delivery. The indicators were aligned with the SMART criteria (specificity, measurability, achievability, relevance, and time-bound aspects) and quantitative in nature, while lacking qualitative indicators which would provide insights into context and complexity. Most significantly, the results framework focused on ensuring strong implementation and did not include any measurement of the influence or impact of these efforts on the vulnerable groups they aim to support. There were no indicators that would demonstrate more complex issues that would change current power dynamics and traditional behaviors to better target inclusion and advance empowerment of women and other vulnerable groups.

⁶ Project Document

⁷ UNDP Gender Marker: Tracking Gender Related Investments and Expenses in Atlas, A Guidance Note for UNDP Staff. BPPS Gender Team, 2016.

4.1.2. Assumptions and Risks

Although not specifically articulated in the project document, assumptions could be extrapolated from the risks outlined in the project document as:

1. The engagement and support of key governmental institutions are critical to creating and sustaining the streamlined delivery of public services to vulnerable groups.
2. Collaborating with state and local authorities is expected to result in the design and adoption of policies and regulations that facilitate the implementation of the new processes and practices.
3. Building the capacity of local officials is essential for quality delivery of public services.
4. Conducting outreach to vulnerable communities and groups will raise awareness and skills to more easily access public services.

In relation to the project logic and its implied assumptions, the project document identified a number of risks outlined in the Risk Log⁸, along with planned mitigation measures to address these potential issues during project implementation. An assessment of these risks and measures has been provided in Section 4.2.6 related to risk management and effects on project performance.

Table 6: Risks and Counter-measures Outlined in the Project Document

| | Risks | Counter-measures/ Management Response |
|----|---|---|
| 1. | Low progress in delivery of project activities due to bureaucracy | The project team will prepare a detailed action plan and monitor progress in close cooperation with CO units. Monthly meetings will be organized to review the progress and make recommendations. |
| 2. | Loss in funds due to FX (foreign exchange) market fluctuations on euro vs dollar | The project team in close collaboration with Administrative Services and Finance unit of UNDP will closely check the currency rate fluctuations and record all the significant changes |
| 3. | Incomplete or disbalanced start of the project activities due to delay in recruitment of the project staff; | Sharing ToRs of the project staff with Human Resource unit in advance, devising Recruitment plan and follow-up with its implementation |
| 4. | Delay of the government's request and technical specifications for procurement of hardware for MoJ | Consultations with MoJ on open tender process managed by UNDP and advice on technical specifications for ICT equipment |
| 5. | Delay in procurement of equipment and hardware due to overdue in procurement process (tender, evaluation and etc) | The project team and UNDP Programme unit in close cooperation with the UNDP Procurement Unit will closely monitor the implementation of the procurement plan and each tender process. National partners will also be requested to share their technical specifications well in advance. |
| 6. | Internal reforms within the Ministry of | Close communication and meetings with National |

⁸Project Document, Annex 3.

| | | |
|-----|---|---|
| | Justice and Public Service Agency | partners in line with the approved Annual work plan. Organization of the Project Board meeting to discuss mitigation measures, if required. |
| 7. | Local government unable or unwilling to introduce participatory mechanisms in local governance | Involvement of local government authorities into the project activities and ensuring advocacy to support the project activities and integration of their services with Public Service Centres. |
| 8. | Challenges in engaging other government agencies, particularly regional administrations into the project activities due to low level of interagency cooperation | Linkage of the project activities with other government agencies' reform agenda on public service delivery (in close consultation with the Ministry of Justice) |
| 9. | Regulation amendments and/or service standards and functional reviews results submitted are not adopted by the Government; | Advocacy activities, presentation of policy recommendations for a wider group of stakeholders, ensuring the quality by conducting peer-reviews. |
| 10. | Lack of incentives prevents the private sector entering into PPP with the PSA | Supporting the design and streamlining legal frameworks to create enabling and favorable environment for PPP models |
| 11. | Establishment and operation of the pilot PSCs may not be fully supported by relevant government agencies in offering quality public services | Linkage of the project activities with other government agencies' reform agenda on public service delivery (in close consultation with the MoJ) |
| 12. | Targets may not be achieved due to slow and inefficient response from relevant government agencies or if resistance for change is not sufficiently overcome; | Closely monitoring of the project activities and proposing recommendations to address the issues to the Project Board |
| 13. | Distributed ledger technologies' benefits are not comprehended or considered useful under prevalent circumstances | Analysis of international best practice and developments in blockchain industry to check the relevance as well as conducting feasibility studies |
| 14. | Lack of proper communication strategy may not help showcase the benefits of receiving public services through PSCs | Coordination of the effective implementation of communication and visibility plan, conducting surveys, engaging local communities in testing ways of communication strategies and collecting feedback to correct the strategies |
| 15. | Local residents may not be interested in enhancing their digital skills due to life's or other circumstances | Conducting survey and citizen engagement activities to find the most effective ways to involve local residents to the project activities on digital skills. Showcasing the benefits through communications and media advocacy. |
| 16. | Overlap in donors activity in Uzbekistan | Organization of donor coordination meetings with the MoJ in co-Chair role and ensuring complementarity of development partners activities. |

4.1.3. Lessons from other relevant projects (e.g. same focal area) incorporated into project design

The IPSD project was designed based on the extensive knowledge, experience, and lessons learned from UNDP's previous and ongoing efforts in governance and the rule of law.⁹ By leveraging the insights gained from these initiatives, the project was designed to build on successful approaches and address identified challenges.

For example, IPSD aimed to address challenges such as the low quality of public service provision and the unavailability of many public services in the rural areas of the country. This drew from the lessons learnt from the project “E-government Promotion for Improved Public Service Delivery”, jointly implemented by the United Nations Development Programme (UNDP) and the Ministry of Information and Telecommunications (MITC), which concluded that less than 50% of the country's population had access to the internet at that time and the majority of public services provided on-line were still lacking online payment facilities. Additional lessons learned were developed or incorporated throughout implementation.

4.1.4. Planned stakeholder participation

UNDP applied the National Implementation Modality (NIM) in order to strengthen the local ownership and further foster engagement of national authorities in the new project planning and execution. The project document defined clear roles for stakeholders to facilitate the project's smooth and effective delivery. The Ministry of Justice of the Republic of Uzbekistan was chosen as the Implementing Partner. UNDP was responsible for operational activities, such as recruitment of project personnel, facilitation of activities, and procurement. The project was overseen and guided by the Project Board as the main body responsible for overall direction and management. It was co-chaired by the Ministry of Justice and the EU delegation in Uzbekistan. The Project Board included as members the Office of the President, the Public Services Agency, the General Prosecutor's Office, the Cabinet of Ministers, Ministries of Innovative Development, of Finance, of Health, of Construction and of Information Technologies and Communications.

The Public Service Agency with its country-wide network of Public Service Centres, in close cooperation with the Local governments were chosen to be the main beneficiary of the project and the primary channel for delivering quality public services to the population. According to a Presidential Decree, in March 2022 the Public Service Agency and its territorial divisions were transferred to the Ministry of Justice and transformed into the Department for Public Services.

Local governments (Khokimiyats) were to ensure effective interaction among ministries, self-governing bodies and civil society in the management and implementation of the project's activities at the local level. The Department for Regional Socio-Economic Development under the Cabinet of Ministers was partnered to ensure that the khokimiyats participate in the project's prescribed trainings so that the capacity of local governments personnel is substantially improved to manage one-stop shops. The Women's Committee of Uzbekistan, as a government body

⁹ Project Document

responsible for coordinating and implementing gender related policies, would be the key partner of the proposed project in piloting and scaling-up innovations for women empowerment in remote and rural areas, women entrepreneurship, strengthening the role of women in public administration, and gender streamlining in improving legislation and policies on service delivery.

Project also invited Statistics State Committee, Land Resources Committee, Chamber of commerce, State Tax Committee, National Agency of Project Management under the President, Agency for the Management of State Assets, Agency Uzarkhiv, Agency for Standardization, Metrology and Certification and Agency Kommunkhizmat as observers to the Project Board.

Although there were no initial consultations with stakeholders and beneficiaries in the design stage, in the first year of its implementation the project conducted a needs assessment to learn how public services quality could be improved. During needs assessment the project team interviewed end-users of public services in target regions, local government, Councils of Deputies, Women's Committees, civil society representatives and local community regarding their needs on public services delivery, local budget planning, new management practices, development planning, methods to promote wider engagement of local communities etc. As a result, the project learned about PSA staff and pilot PSCs primary needs for capacity that informed the development of training modules and competencies of PSA and PSC staff. It also contributed to the review of the quality and accessibility of public services based on the experience of pilot regions. The project also contracted three organizations to conduct a Functional Analysis of back-office operations: 1) khokimiyats in pilot districts; 2) preschool education departments in pilot districts; and 3) drinking water departments (Suvoqava) in pilot districts to develop recommendations for re-engineering of the business process.

4.1.5. Linkages between project and other interventions within the sector

UNDP's ongoing support for Uzbekistan encompasses a broad range of initiatives at both national and local levels, focusing on key areas such as digital transformation, public administration reform, anti-corruption efforts, and the empowerment of women in public administration and socio-economic life. The project sought to build on these achievements by creating synergies with existing UNDP initiatives, thereby increasing the effectiveness and reach of its activities.

The project intended to cooperate with UNDP's other on-going projects in Uzbekistan to synergize efforts on achieving their mutual goals. To this end, it was designed to include components that supported the "Public Administration Reforms and Digital Transformation" project on digital transformation in public institutions and public services. The project on "Promoting Youth Employment in Uzbekistan" was to cooperate with IPSD on improving existing and designing new and inclusive, accessible and affordable public services. IPSD also aimed to work together with the project on "Enhancing the adaptation and strengthening the resilience of farming to Climate Change Risks in Fergana valley" to enhance the capacities of regional administrations, public service delivery at the local level and rural development issues.

The IPSD design also intended for the project to leverage and support projects promoted by other international institutions. The project planned to collaborate with the World Bank's efforts to

strengthen local governance and decentralization, as well as the USAID Judicial Reform in Uzbekistan Program, which promoted civil society engagement. Additionally, the project aimed to align with the EU Rule of Law Programme for Central Asia and other EU Member States' activities in public administration, ensuring complementarity and avoiding duplication of efforts. This strategic alignment with international and national initiatives was supposed to enhance the project's impact and contribute to more efficient and effective public service delivery in Uzbekistan.

Finally, the project aimed to play a pivotal role in facilitating donor coordination efforts in Uzbekistan, aligning with the national development agenda outlined in the Action Strategy for 2017-2021. By serving as a platform for regular dialogue between national and international counterparts, the project aimed to improve donor coordination, prevent overlap, and identify areas that require additional support. This approach not only maximized the impact of donor resources but also ensured a more coherent and strategic approach to public service delivery in Uzbekistan.

4.2. Project Implementation

4.2.1. Adaptive management (changes to the project design and project outputs during implementation)

The project responded to numerous complex challenges throughout its implementation. The project team commissioned studies that impacted the ways in which they conducted their work. An early adaptation to the project design, based on a needs assessment conducted by the project, led to increasing pilot districts from 5 to 7 and determining new locations. In response to the Midterm Evaluation and the ROM Review, the Project Team responded to the recommendations, including revising the Results Framework and developing an exit strategy. In addition, the Midterm Evaluation recommended increasing focus on the back office efforts, which the project began to address towards the end of this project and has planned for its next phase. There were also operational changes intended to improve efficiency in response to issues as they emerged, such as Project Team composition and procurement processes.

The project addressed gender issues in response to UNDP priorities, the Midterm Evaluation, and ROM Review. Some of the adjustments were to improve gender balance within the Project Team. Working with the UNDP Women Empowerment Project, the Women Advisory Groups were established within the PSCs in pilot regions.

Administration changes and the global COVID-19 pandemic were two major external events that required significant effort to negotiate and find creative alternatives and adjustments to the implementation. The project team was highly adaptive in its management of the project, responding to the results of the Midterm Review (MTR), ROM Review and changing contexts.

The following are the main challenges and how they were addressed.

- Political changes throughout the project cycle: The project team had to navigate in a constantly changing public administration context. Rotations in the key partner ministries,

emergence of new stakeholders, changes in the functional responsibilities of partner organizations and change of focal points for the project had its impact on the project's implementation were also reported by stakeholders. In addition, there were two presidential election cycles (in 2021 and 2023) and a Constitutional referendum (in 2022-2023). The most significant changes affecting the project was the merging of PSA with the Ministry of Justice in 2022 and the establishment of ARGOS in 2019. The project team stayed responsive to the needs and priorities of the partner organizations affected by the changes in administration and was able to redirect its efforts to develop relationships and build capacities with new stakeholders, while remaining focused on the key goals of the project.

- COVID-19 restrictions: When the country was in lock-down, the project accelerated its delivery of the digital platform to respond to its urgent need.

Stakeholders agreed across all groups that UNDP provided a significant added value to these efforts, beyond the relatively small amount of financing it contributed. First and foremost, stakeholders highly valued UNDP's ability to provide the capacity and expertise to find creative solutions to complex issues. Several key stakeholders mentioned that the project team was responsive and flexible to partner needs, particularly related to government priorities in reforming public services. Some examples were the project team's work with the Agency for Strategic Reforms on identifying public services to be transferred to the private sector within the frame of PPPs and their contributions with ARGOS to develop KPIs for local governments. Interviewees characterized the cooperation with the project team as "effective" and noted that "the guidelines developed with the project were relevant, which helped to reduce the burden of the workload".

Another benefit mentioned about UNDP's contributions was the project's research and analytical support, which was both informative and helped the government to save resources. The international consultants and experts brought in through the project were highly valued, particularly by government counterparts. However in a few cases the counterparts expected deeper, more actionable contributions from the specialists, rather than broader, theoretical concepts.

4.2.2. Actual stakeholder participation and partnership arrangements

Stakeholders of this project were engaged through participation in the Project Board (representatives of the Ministries, Agencies, and Senate, as well as donors) and through consultation and active involvement in implementation throughout the project cycle, such as the Council of Deputies participating in awareness raising campaigns in remote areas, PSCs supporting WAG experts and volunteers, and the Ministries consulting on the priorities for the government in the public services sector.)

The project mostly focused on the stakeholders that were at the front end of the delivery of the public services. The most significant collaboration was through the the Ministry of Justice as the main national implementing partner, as well as other key governmental counterparts who were actively involved on the Project Board; namely Public Services Agency (later integrated into the Ministry of Justice), Senate of Oliy Majlis of Uzbekistan, Ministry of Economy and Finance (previously Ministry of Economic development and poverty reduction and Ministry of Finance), Ministry of Construction, Ministry of Digital Technologies (previously Ministry of Information

Technologies and Communications), Cadastre Agency, and local authorities. Interviewees from UNDP and partners described the importance of the project team's role in ensuring commitment and close collaboration with stakeholders throughout the project's implementation. This was particularly challenging given significant administrative reforms and structural changes in the public administration, leading to changes in governmental stakeholders responsible for certain areas of public functions, including individuals directly involved with the project.

When it comes to the broader stakeholder engagement, the project worked with the following different stakeholders to achieve their intended outcomes:

- Tashkent State University of Law to introduce an internship programme at PSCs for university and college students as well as develop study modules on public services;
- Ministry of Economy and Finance to draft the Presidential decree "On measures to further accelerate the wide involvement of the private sector in the processes of implementation of state functions and services;
- Agency for Strategic Reforms after it became responsible stakeholder on PPP promotion as a result of the Administrative reform, to develop recommendations for the Law on PPP and other related legislation;
- Public Services Centers in 7 pilot regions (Shurchi, Dekhkanabad, Bakhmal, Khavast, Yangi Namangan, Nukus districts and Nurafshan city) to provide equipment and modernize infrastructure of the buildings to make it accessible for people with disabilities. Project also contracted WAG experts who became an integral part of the public services provision in pilot PSCs and for raising awareness among population;
- Council of Deputies and local khokimiyats to train public servants on planning, RBM methods and techniques as well as raising awareness about the public services;
- Agency for Social Protection to support the Agency in BPR of the services related to the disability benefits and functional analysis on social services provision;
- Agency for the development of public service under the President to introduce KPIs and reporting systems in 7 pilot khokimiyats; and
- Uzarchive agency to digitize the archives.

4.2.3. Project Finance and Co-finance

The project successfully raised the necessary resources to achieve its goals as planned in the project design. The European Union Delegation contributed the vast majority of funds to build the capacity, establish regulations and reforms, and create a sound model for the government to continue to support and replicate across the country. The government's in-kind contributions also contributed to the government's commitment and the project's longer-term sustainability.

Table 7: Co-Financing Table

| | UNDP (EUR €) | | Government (EUR €) | | EU (EUR €) | | Total (EUR €) |
|-------|-----------------|---------|-----------------------|--------|---------------|--------------|-------------------------|
| | Planned | Actual | Planned | Actual | Planned | Actual | |
| Total | 154,980 | 154,980 | N/A | N/A | 9,800,000 | 9,182,908.83 | 9,954,980 ¹⁰ |

Table 8: Project Financial Statement (2019-2024)¹¹

| Source of Co-financing | Name of Co-financer | Type of Co-financing | Investment Mobilized | Amount (in EUR) |
|------------------------|---------------------|----------------------|----------------------|--|
| Donor Agency | EU | Grant | Investment Mobilized | 9,182,908.83 |
| UNDP | UNDP | Grant | Investment Mobilized | 154,980 |
| Government | Ministry of Justice | In-Kind | | Office premises, communications (landline phone, Internet) |
| Total | | | | 9,954,980 |

Total project expenditures were closely aligned with its overall planned budget. The COVID-19 pandemic initially slowed delivery, particularly related to procurement of IT equipment and hardware, as well as restrictions in movement and gatherings requiring decreased project activities.¹² Activities and related expenditures were increased as restrictions were lifted and the project adapted to the new context.¹³ With the no cost extension to September 2024 due to the delay in the initial signing of the project,¹⁴ the project was able to implement its activities and utilize 94% of the total budget.

4.2.4. Monitoring & Evaluation: design at entry, implementation, and overall assessment of M&E

The project results as outlined in the project results framework have been monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. Project-level monitoring and evaluation have been undertaken in compliance with UNDP M&E policies and procedures, as well as other M&E activities as required by the donor or deemed necessary to support smooth, effective implementation.

¹⁰ Progress Report for May 2023 - January 2024.

¹¹ Progress Report for May 2023 - January 2024

¹² Progress Report 2019-2020.

¹³ Progress Reports 2020-2021, 2023, and 2023-2024.

¹⁴ Progress Report 2023.

The Results Framework's indicators were well reported and the project team utilized information gathered to inform and improve project implementation, as evidenced in its strong adaptive management practices.¹⁵ Overall, the data required for each indicator was made available, as well as high quality progress reports and assessments.

However, a constraint of the results framework was the limitations of its indicators in demonstrating the complexities of the project's successes.¹⁶ In addition to limited or no indicators building evidence on the progress in gender and inclusion, there was an absence of indicators that captured the influence of the project's efforts on beneficiaries' behaviors and lives.

M&E Oversight and monitoring responsibilities

Project Manager: The Project Manager was responsible for day-to-day project management and regular monitoring of project results and risks, including an annual Progress Report shared with the Project Board. The Project Manager ensured that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager developed annual work plans based on the multi-year work plan.

Project Board: The Project Board met annually to review the project's progress and determined necessary actions to ensure the project achieved its desired results. The Project Board also appraised the Annual Work Plan for the upcoming year. The main focus of the meetings was to ensure progress was made towards the outputs and outcomes identified in the results framework.

Project Implementing Partner: The Ministry of Justice, as the Implementing Partner, was responsible for providing any and all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate.

UNDP Country Office: The UNDP Country Office supported the Project Manager as needed. The UNDP Country Office initiated and organized key M&E activities, including the independent mid-term review (2022) and the independent terminal evaluation (2024). The UNDP Country Office also ensured that the standard UNDP M&E requirements were fulfilled to the highest quality.

Final Report: The project's terminal PIR along with the TE report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up.

¹⁵ See Section 4.2.1

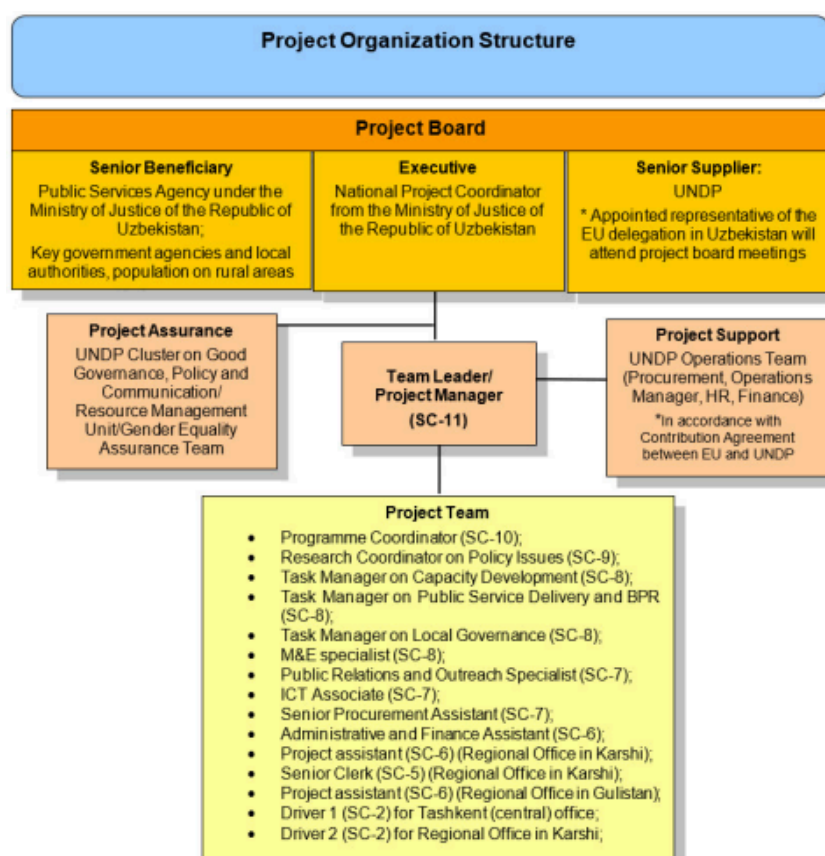
¹⁶ See Section 4.1.1

Table 9: M&E Rating

| Monitoring & Evaluation | Rating ¹⁷ | Remarks |
|-------------------------|----------------------|---|
| M&E design at entry | Satisfactory | The project document has outlined suitable M&E measures |
| M&E Implementation Plan | Highly Satisfactory | Project employed suitable mechanisms to implement M&E Plan |
| Overall Quality of M&E | Highly Satisfactory | Project Board, Project team, UNDP Country Office /M&E specialists |

4.2.5. UNDP implementation/oversight and Implementing Partner execution, overall project implementation/execution, coordination, and operational issues

The project was implemented following UNDP’s National Implementation Modality (NIM) with the intention of strengthening local ownership and engagement in the project planning and execution. The Implementing Partner was responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources.



¹⁷ 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)

The Project Board was responsible for making management decisions when guidance was required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should have been made in accordance with standards that ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition.

- Executive: The Project Board was chaired by the Ministry of Justice. The Ministry of Justice was responsible for ensuring full government support and served as the National Project Coordinator (NPC).
- Senior Suppliers: UNDP provided technical expertise, with the primary responsibility to provide guidance to the Project Board on the project's feasibility. The EU Delegation in Uzbekistan (EUDEL, as the main donor, provided overall guidance to support the project's successful implementation, including dialogue on relevant policies with the Government of Uzbekistan.
- Senior Beneficiaries: the Office of the President, the PSA, the General Prosecutor's Office, Cabinet of Ministers, Ministry of Information Technologies and Communications (now the Ministry of Digital Technologies), Local governments
- Observers: The Women's Committee, Statistics Committee, and Land Resource Committee were extended observer status with the Project Board.
- Other Observers, as relevant: Particular stakeholders were invited to the Project Board meetings as observers when needed, such as the Senate, Ministry of Economic Development and Poverty Reduction (now the Ministry of Economy and Finance), Cadastre Agency, Ministry of Health, Ministry of Construction, Legislative Chamber of parliament, Ministry of Finance (nowadays Ministry of Economy and Finance), National Agency for Project Management under President, Agency Uzarchive, Chamber of Commerce and Industry, Agency of Standardization, and Metrology and Certification.

The Project Manager managed the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager function will end when the final project has been completed and all relevant reporting has been submitted to UNDP (including operational closure of the project).

The Project Assurance was the ultimate responsibility of each Project Board member or their designated staff. Independent and objective project oversight and monitoring was intended to be conducted to ensure milestones are successfully achieved and well managed. The UNDP Country Office, with support from the Regional Technical Advisor (RTA), played a significant role in contributing to the project assurance.

The Project Unit has been based in Tashkent with project associates in the regions. Implementation of project activities was fully supported by UNDP's Effective Governance Cluster, as well as other UNDP program staff. The UNDP Country Office provided support services in terms of operational segments for the successful Project implementation. The UNDP and EU logos appeared on all promotional materials, other written materials, and project hardware.

Table 10: Implementing and Executing Agency Ratings

| Implementing Agency (IA) Implementation & Executing Agency (EA) Execution Rating | Rating ¹⁸ | Remarks |
|--|----------------------|---|
| Quality of UNDP Implementation/ Oversight | Satisfactory | UNDP's Strategic Planning & Integration Unit was involved in all stages of the project design, implementation and monitoring and evaluation. |
| Quality of Implementing Partner Execution | Satisfactory | The project was directly implemented, with UNDP as the implementing agency, using UNDP standard financial management, recruitment and procurement systems and procedures. Although there were challenges with administration changes, the execution was successful. |
| Overall quality of Implementation/ Execution | Satisfactory | UNDP provided effectively required technical, implementation, financial management, recruitment and procurement support during project implementation. |

4.2.6. Risk Management, including Social and Environmental Standards (Safeguards)

As mentioned in Section 4.1.2, the project document identified a number of risks articulated in its Risk Analysis¹⁹. The following is a summary assessment of those risks and their effects on the project implementation and performance.

Financial

The anticipation of low progress due to bureaucracy was overcome by strong project management, including the project team's skillful employment adaptive management practices. While market fluctuations between the Euro and the US dollar were not significant during the project cycle.

Operational

Numerous operational risks were identified in the project document. On all counts, the project team addressed these issues and ensured smooth delivery. Although the project operated under significant unforeseen operational challenges, such as the COVID pandemic and major administrative reform in the government, the project team was able to manage circumstances so that all efforts were delivered in a timely manner. For example, to mitigate the risk of delays in project implementation UNDP encouraged the MoJ to cooperate on future project activities, and as

¹⁸ 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)

¹⁹ Project Document, Annex 3.

a result the MoJ assigned a new Project National Coordinator²⁰. During the lockdown due to the COVID-19 pandemic, the project was able to accelerate its activities on digitization of public service delivery to quickly enhance the government's ability to provide services virtually.

Strategic, Political and Regulatory

The project team offered important expertise to enhance governmental capacities and flexible management to address the complexities as they arose. The project team diversified their collaboration with a range of national partners strengthening the government's delivery of the necessary policies, regulations, and support needed for local government introduction of PACs and engagement with a range of government agencies to provide the one-stop shop. There was no known overlap with other donor activities in Uzbekistan. In the end, the success of the project demonstrated that an enabling environment was created for the improvement of public services reaching vulnerable groups.

Technical

The prototyping blockchain solutions in public service delivery (Activity 1.7) was well received by government officials. The project provided equipment and expertise that helped to advance this system. Government officials utilized the expertise of the project team and its external experts, sharing international best practices and advising on further advancing the public service delivery system.²¹

4.3. Project Results and Impacts

4.3.1. Progress towards objective and expected outcomes

The following table provides a summary²² of achievements towards the project objective and outcomes against specified indicators and targets as outlined in the project's Results Framework. The following sections on Relevance, Efficiency, Effectiveness, Sustainability, Gender Equality and Impact will provide a detailed analysis.

²⁰ Progress Report 2023.

²¹ Progress Report for 2021-2022

²² Project Implementation Reports (PIRs)

Table 11: Results Framework²³ Summary

| <i>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:</i> | |
|--|--|
| <i>UNDAF 2016-2020 Outcome 7. By 2020, the quality of public administration is improved for equitable access to quality public services for all.</i> | |
| Indicators | Evaluator Comments |
| <p>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</p> <p><u>OUTPUT 3.1.</u> Strengthened institutional capacities for integrated strategic planning.</p> <p><u>Indicator 1.a:</u> Availability of roadmaps for policy coherence, planning, resource management and operational coordination for equitable service delivery.</p> <p><u>Baseline:</u> No. Current system of public sector management has sector approach for service provision that impedes reforms for access to quality public service provision</p> <p><u>Target:</u> Yes.</p> | <p>The following Roadmaps were created:</p> <ol style="list-style-type: none"> 1) Roadmap of National Strategy for Modernization and Accelerated Development of Public Services for 2022-2026 (see output 2.2) 2) Roadmap of Ministry of Justice’s Public services delivery Communication and Outreach Strategy (see output 2.3) 3) Roadmap on measures to implement the best experience gained during the visit of the Ministry of Justice delegation to Finland (see output 1.1) 4) Roadmap of Strategy for modernization and accelerated development of the notary institution in 2024-2028 is awaiting approval (see Output 1.4) |
| <p><u>OUTPUT 3.5.</u> Enhanced governance/efficient, convenient, more responsive citizen-oriented public services delivery through advancement of e-government.</p> <p><u>Indicator 5.a:</u> Ranking of Uzbekistan in United Nations e-government development index.</p> <p><u>Baseline:</u> 100th in the e-government development index in 2014.</p> <p><u>Target:</u> 80th in the e-government development index in 2020.</p> | <p>In 2020, Uzbekistan ranked 87th in the UN E-government survey.²⁴ It was noted that online services delivery in Uzbekistan have improved significantly in spite of moderate infrastructure development. In 2022 the country improved its position further and ranked 69th.²⁵ Uzbekistan was again noted among the countries that experienced the most dramatic improvement in EGDI values and ranking during the reporting period.</p> |
| <p>Applicable Output(s) from the UNDP Strategic Plan 2018-2021: OUTCOME 2:Accelerate structural transformations for sustainable development.</p> <p>OUTPUT 2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions</p> | <p>Specialized software and equipment were provided to streamline the introduction of data analysis tools across the public services delivery system. Business intelligence software (BI) was introduced into the public service delivery system (output 1.6).</p> |

²³ The following framework is based on the original results framework developed for the project document and adaptations reflected in Progress Reports.

²⁴ E-Government Survey 2020: Digital Government in the Decade of Action for Sustainable Development With addendum on COVID-19 Response, 2020.

²⁵ E-Government Survey 2022: The Future of Digital Government, 2022.

Project Output: Improved and streamlined public service delivery across the country, especially in rural areas

| Indicators | Baseline (2018) | End of Project Target (2024) | Target Achievement (2024) | Evaluator Comments |
|--|-----------------|------------------------------|--|--|
| 1.1 Average number of people in five pilot rural areas receiving public services through the PSCs per month (disaggregated by sex and age) | 20,000 | 40,000 | 19,000 Target not met (However, not including those accessing services online) | A decrease in the average number of services received through the PSCs is possible due to digital transformation and simplification of the procedure for selected public services. For example, "License" information system creates a single platform enabling entrepreneurs to obtain all 113 licenses, permits and notifications, as of the end of 2023 the total number of obtained license and permission is 150 605. |
| 1.2 Number of modernized PSCs opened and delivering integrated public services in rural areas | 0 | 5 | 7 Target Met (well surpassed) | The project has well surpassed the end project target level with 7 PSCs being modernized, opened and delivering public services. Project pilot PSCs in Khavast, Bakhmal, Dekhkanabad, Nurafshan, Shurchi, Yangi Namangan and Nukus districts have started their operations in the new buildings. |
| 1.3 Number of quality public services offered to rural populations through the PSCs in the five pilot regions | 0 | 22 | 24 Target Met (well surpassed) | The project has well surpassed the end project target level with 24 quality public services offered through the PSCs. Business Process Re-engineering (BPR) of the 24 public services (service for registering children in preschool, service for the transfer of residential premises to the category of non-residential, service for connecting to centralized water supply, 9 services related to the Construction, 6 services related to the Cadaster, 2 services related to the Nostrification and 4 services of the Civil Registry Offices) conducted and their quality improved. |
| 1.4 Number of regulations amended with the support of the project to better suit the PSC public service delivery modality | 0 | 5 | 9 Target Met (well surpassed) | The project has well surpassed the end project target level, with following 9 regulations pertaining to corresponding public services amended: 1). "National Strategy for Modernization and accelerated development of the Public Service System for 2022-2026" and its Roadmap was developed and approved by the Decree of the President of the Republic of Uzbekistan No.PF-113 dd. 20.04.2022 "On additional measures to simplify the provision of public services, reduce bureaucratic barriers and develop the national system of public services". |

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|--|---|---|---|--|
| | | | | <p>2). Presidential Decree No.4546, dd. 09.12.2019, integrated proposals presented in Project’s Analytical paper “Public service delivery system and increasing staff capacity of the Public Service Centres in Surkhandarya, Kashkadarya, Jizzakh and Syrdarya regions” https://lex.uz/docs/4634625</p> <p>3). Law of the Republic of Uzbekistan “On licensing, permitting and notification procedures” dd. 14.07.2021 No. ZRU-701 - https://lex.uz/ru/docs/5511900</p> <p>4). Resolution No. 479 of the Cabinet of Ministers of the Republic of Uzbekistan dd. 30.08.2022 “On measures for implementing the mobile-ID system of identification of physical persons in the Republic of Uzbekistan” - https://lex.uz/en/docs/-6178939</p> <p>5). Resolution No. 540 of the Cabinet of Ministers of the Republic of Uzbekistan dated 28.09.2022 “On measures for further improving the procedures of writing citizen status documents” - https://lex.uz/uz/docs/-6212525</p> <p>6). Resolution No. 623 of the Cabinet of Ministers of the Republic of Uzbekistan dated 27.10.2022 “On measures to further improve the activity of bodies writing citizen status documents” - https://lex.uz/docs/-6254847</p> <p>7). Draft President’s Decree “On measures to further reduce and simplify licensing and permitting procedures” - http://project.gov.uz</p> <p>8). The Presidential Decree “On additional measures aimed at further improving the quality of public services for the assignment of pensions to the population” was adopted (PP No. 353 of October 31, 2023) - https://lex.uz/uz/docs/6650138</p> <p>9). Regulation on Public Services Centers approved by the Order of MoJ dd. 14.11.2023.</p> |
| 1.5 Number of developed Public Service Standards | 0 | 2 | 6 Target Met (well surpassed) | <p>The project has well surpassed the end target level indicated, with 6 public service standards being developed and submitted to the Government. New national standards of public service delivery developed and approved by the board of the Committee within the Ministry of Information Technology.</p> <p>The project developed following public service standards:</p> <ol style="list-style-type: none"> 1. General requirements for electronic Public Services; 2. Requirements for information security; 3. Requirements for integration and interaction of information systems; 4. Process modeling and reengineering; 5. General requirements for digital transformation; |

| | | | | |
|--|---|-----|---|---|
| | | | | <p>6. Stages of creating electronic public services using Agile methodology.</p> <p>The main purpose of the introduction of 6 standards is to ensure that the process of obtaining e-government services is simple and convenient for all users: https://drive.google.com/drive/folders/1zr04MQVOERrYGftJ-aYllxaok9ZVfWlj?usp=sharing</p> |
| 1.6 Number of proposals for improving the quality of public services delivery based on analytical tools developed to assess quality levels of service delivery | 0 | 5 | 10 Target Met (well surpassed) | <p>The project has well surpassed project end target level, with overall 10 proposals on improving quality of public service delivery based on analytical tools developed to assess quality levels of service delivery.</p> <p>The project has conducted a number of research studies and developed analytical reports with practical recommendations. https://ipsd.uz/analytical-documents/</p> |
| 2.1 Number of PSA, MoJ and other associated government agencies personnel trained through developed modules (disaggregated by gender); | 0 | 500 | 2,900 Target Met (well surpassed) | <p>The project has well surpassed the end target level, with 2,900 personnel trained throughout the project cycle. 725 of all the trained personnel were women.</p> <p>Project conducted about 50 trainings, workshops and other capacity building events in all 7 pilot regions and central government level with participation from PSCs, MoJ and other associated agencies. Also, 8 summer schools have been organized, with more than 227 participants, including from the MoJ, back offices, local khokimiyats and PR and Outreach specialists of front and back offices.</p> |
| 2.2 Number of roadmap documents developed on transfer of front-office operations from relevant government agencies to PSCs; | 0 | 1 | 1 Target Met | <p>The Project met end target level by developing and submitting to the Government one comprehensive roadmap document.</p> <p>Project team assisted the draft of A National Strategy for Modernization and Accelerated Development of Public Services for 2022-2026 and its implementation roadmap, as approved by the Decree of the President of the Republic of Uzbekistan dated 20 April 2022 PF-113 'On additional measures to simplify the provision of public services, reduce bureaucratic barriers and develop the national system of public services'. - https://lex.uz/docs/5971609</p> |

| | | | | |
|--|----|-----|---|--|
| 3.1.Number of PSCs established using ergonomic principles equipped with relevant IT hardware and software | 0 | 5 | 7 Target Met (well surpassed) | Project has well surpassed end target level, with PSCs in 7 pilot regions being established using ergonomic principles and provided with the appropriate IT hardware and software. 280 sets of IT equipment, 7 sets of furniture and children’s playground have been procured and pilot centers equipped. |
| 3.2 Number of awareness raising items, i.e. TV/radio advertisements, printed materials, infographics, videos, etc (act. 3.9) | 0 | 8 | 50+ Target Met (well surpassed) | Project has well surpassed the end target level, with more than 50 awareness-raising items developed and distributed in different media sources. Particularly: <ul style="list-style-type: none"> ● TV / radio ads. - 37 ● Printed promotional material - 75 ● Infographics - 31 ● Videos - 29 ● Social media campaigns - 3 ● Events (incl. contest) - 38 ● Articles/Press releases - 238 ● Social media (Facebook, Twitter and others) posts – more than 1000 |
| 4.1 Availability of dashboard for monitoring activities of PSCs in real time at the MoJ and PSA level developed; | No | Yes | Yes Target Met | Project has met the end target level having developed an online tool for monitoring PSC activities. A set of data storage servers and equipment for the situation center in Tashkent were procured and installed. Click-Sense software was procured and installed as an online tool. All 208 PSCs will be connected to situational centers for a real time integrated monitoring system, including visual monitoring through installed cameras in each PSC. |
| 4.2. Number of institutional arrangements established to engage citizens, especially women, in planning local budgets and monitoring their execution in regions; | 0 | 1 | 1 Target Met | The institutional arrangement of a Public Advisory Council (PAC) was established in 7 pilot regions and effectively operating. |

4.3.2. Relevance

How does the project relate to the main objectives of the UNDP SP, CPD, SDGs and National Priorities?

The IPSD project was directly aligned to support Uzbekistan achieve its goals. In the meeting in May of 2020 president Shavkat Mirziyoyev emphasized that only 30% (210) of more than 700 information systems in government agencies were connected to e-government. At that time only 27 out of 80 government agencies were integrated with the Public Services Agency. This transitioning the most sought-after public services to electronic form became more urgent and implementation was accelerated in response to the COVID-19 pandemic. In addition, there were administrative changes that impacted the implementation of the project, however, the alignment with the government's goals did not waiver.

Supporting the government's agenda to increase the number of online public services, the project team prepared the analytical report "The role and Significance of Public Services in Uzbekistan during the Lockdown caused by the Covid-19 Coronavirus Pandemic", which looked into the state of the provision of public services at that time by conducting surveys among users and government officials and analyzing foreign examples to develop recommendations and a proposal for how to improve public service delivery. The report called for strengthening the foundations of digital systems with sufficient legal and regulatory frameworks, as well as for increasing meaningful engagement between the state and private sectors. It also emphasized the importance of making online tools easier to use and raising awareness of services through content in periodicals, online web sources and social media, as well as ensuring service access for vulnerable groups of population. All of which are directly aligned with the activities and intentions of the IPSD project.

The project also contributed to the UNDAF's goal to support Uzbekistan improve the quality of public administration for equitable access to quality public services for all by 2020²⁶ and the current Country Programme's goal that "by 2025, all people and groups in Uzbekistan demand and benefit from enhanced accountable, transparent, inclusive and gender responsive governance systems and rule of law institutions for a life free from discrimination and violence."²⁷ This was demonstrated through strengthening institutional capacities by developing roadmaps to guide government agencies in how to implement a series of strategies for improving and modernizing delivery of public services. The project also contributed to the country programme's goal of advancing e-government service delivery improving its ranking in the UN e-government survey from 87th in 2020²⁸ to 69th in 2022.²⁹ Uzbekistan was noted among one of the countries that experienced the most dramatic improvement in EGDI values and ranking during the reporting period.

IPSD also supported the country's achievement of its targets for Agenda 2030 and the Sustainable Development Goals (SDGs). Primarily, the project supported achieving SDG 16: promote peaceful

²⁶ UNDAF that was current at the time of project design

²⁷ CPD 2021-2025

²⁸ E-Government Survey 2020: Digital Government in the Decade of Action for Sustainable Development With addendum on COVID-19 Response, 2020.

²⁹ E-Government Survey 2022: The Future of Digital Government, 2022.

and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; SDG 8: promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, particularly through technological advancement and innovation for all women and men, youth and people with disabilities; and SDG 5: to achieve gender equality and promote women and girls' empowerment by supporting women's full and effective participation and equal opportunities for leadership.

4.3.3. Effectiveness

To what extent have the expected outcomes and objectives of the project been achieved?

The complex nature of the IPSD project required a layered, systems approach to supporting a transformation in the way that public services are delivered. Regulations, procedures, and capacity building at the local and national levels, which led to a strong system and facilities that cater to the needs of vulnerable populations, such as women, youth, elderly, people with disabilities and people living in rural areas.

Key Project Outcome: Improved well-being of vulnerable populations in rural areas through better access to streamlined public services

Initially, the project aimed to increase the number of public services delivered in PSCs in one month to reach 40,000 by the end of the project. This target was not met as it was reported that by 2024 only around 19,000 people were visiting PSCs to receive public services. However, it should be noted that it does not include the number of people who started receiving services online through mygov.uz.

Decrease in the average number of visitors to the PSCs may be due to digitalization and simplification for selected public services. For example, the "License" information system created a single online platform enabling entrepreneurs to obtain all 113 licenses, permits and notifications, as of the end of 2023 the total number of obtained license and permission was more than 150,000. In another case, a stakeholder described the benefits of digitalization of the archive resources of Uzarchive agency saved citizens significant time while accessing archive documents on land ownership through PSCs, whereas previously they had to spend a tremendous amount of time to search for the physical copies of the documents at Uzarchive or Cadastre agencies. At the same time, awareness raising campaigns organized by WAG coordinators and volunteers with local authorities for populations in remote areas were reportedly helping to increase online access to public services.

Specific Outcome: Improved Public Service delivery across the country especially in rural areas

The project well surpassed its indicated outcomes by focusing on modernizing pilot PSCs and delivering integrated public services in rural areas and offering quality public services to rural

populations through PSCs in pilot regions. As a result, 7 pilot PSCs³⁰ started their operations in new or renovated buildings that installed infrastructure for easy access to the buildings by people with disabilities, as well as facilitating ease of access to services by creating self-service zones and children playgrounds.

Business Process Re-engineering (BPR) was employed, which improved the quality of 24 public services, namely registering children in preschool, transferring of residential premises to the category of non-residential, connecting to centralized water supply, 9 services for construction, 6 services for the Cadaster, 2 services for the notarization and 4 services for the Civil Registry Offices. It resulted in increasing the access of aforementioned public services for all, especially for the population living in rural areas in far distances from PSCs.



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

The development and subsequent approval of the National Strategy for Modernization and Accelerated Development of the Public Service System for 2022-2026 was a significant

³⁰ Khavast, Bakhmal, Shurchi, Yangi Namangan, Nukus, Dekhkanabad districts and Nurafshan city

achievement within the project. The Strategy, endorsed by the President's Decree, was designed to streamline legislation, enhance administrative efficiency, and transform the public service delivery system comprehensively. Key innovations and tasks outlined in the Strategy and its Roadmap, such as the introduction of a Mobile-ID system, modernization of Public Services Centers with advanced IT capabilities, and the application of BPR methods, helped to reduce bureaucratic barriers and improve the efficiency of public service delivery. The strategy emphasized inclusivity, particularly for people with disabilities, and the expansion of proactive and interconnected public services reflecting a citizen-centric approach.

Several regulations proposed by the project to improve PSCs' capacities were integrated into the governmental stakeholders covering various topics on increasing staff capacity of PSCs in pilot regions, licensing, implementing mobile-ID, reforming civil registry services, pension assignment. The MoJ approved regulations in 2023 that had been proposed by the project, defining the main tasks, functions, rights and obligations of the district (city) PSCs and their branches, as well as the institutional basis of their activities.

A comprehensive functional analysis conducted by the project resulted in three analytical reports for the Public Services Agency, the Ministry of Construction, and the Cadastre Agency. These reports provided a critical evaluation of the existing regulatory framework, laying the groundwork for ongoing reforms. By addressing both the structural and procedural aspects of public service delivery, the project established a solid foundation for the successful implementation of the Strategy.

The project focused on ensuring that the MoJ's information security management system met the rigorous requirements of the international ISO/IEC 27001:2013 standard. An external audit was successfully conducted across the central office, five regional departments, and district justice offices in five pilot regions: Syrdarya, Surkhandarya, Jizzakh, Kashkadarya, and Tashkent. As a result, these entities and the PSCs were awarded ISO/IEC 27001:2013 certification, underscoring the project's success in securing information management systems. To ensure ongoing compliance with the ISO/IEC 27001 standards, training sessions were conducted to enhance the qualifications of 20 ICT specialists. This capacity-building effort strengthened the MoJ's ability to maintain high information security standards.

Based on the comprehensive research in pilot regions, in order to ensure that the process of public services delivery is simple and convenient for all users, the project developed 6 new national standards of public service delivery, which was approved by the board of the Committee within the Ministry of Information Technology, namely:

1. General requirements for electronic Public Services;
2. Requirements for information security;
3. Requirements for integration and interaction of information systems;
4. Process modeling and reengineering;
5. General requirements for digital transformation;
6. Stages of creating electronic public services using Agile methodology.

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

By focusing on both immediate and long-term sustainability, the project ensured that the MoJ and PSCs received comprehensive support in capacity development. The project conducted approximately 50 trainings, workshops, study visits and other capacity building events in all 7 pilot regions and central government level. More than 2900 personnel from PSCs, MoJ and other associated agencies participated in these capacity building activities; with a low portion of female participants (25% or 725 women). Also, 8 Summer Schools³¹ have been organized, where more than 227 participants (disaggregated data not available), including from MoJ, back offices, local khokimiyats and PR and Outreach specialists of front and back offices increased their knowledge and capacities.

The project's strategic approach to sustainability involved modernizing the Human Resources Management (HRM) System within the MoJ. This modernization effort included systematizing recruitment, motivation, and continuous learning processes, along with the introduction of Key Performance Indicators (KPIs). The development and presentation of an HRM Implementation Strategy to the MoJ helped to institutionalize these improvements, ensuring they would have a lasting impact on the efficiency and effectiveness of public service delivery in the long-term.

Online courses and offline training programs developed and conducted by the project covered essential topics such as stress management, results-based management, effective customer service, and human resource management. These programs targeted not only MoJ staff but also public servants from various ministries, agencies, and local administrations. The inclusion of Summer Schools and international training courses further diversified learning opportunities, providing participants with exposure to global best practices and fostering a culture of continuous improvement within public service institutions.

Moreover, the project extended its impact to local levels by empowering mohalla committees, particularly in remote areas, through practical training for women activists and youth leaders. These trained individuals, in turn, are expected to serve as a bridge for knowledge transfer within their communities, enhancing the accessibility and effectiveness of public services on the field.

Based on a thorough assessment of public service quality and accessibility in rural areas, the project developed twelve new training modules, which demonstrated the project's responsiveness to specific needs of the stakeholders. These modules, covering topics on leadership in effective management, strategic planning, stress management, customer-centric approach, results-oriented management, territorial development strategy and participatory budgeting, were designed to equip PSA, PSCs, and local authority staff with the necessary skills to improve public service delivery.

Project team also has been actively involved in the process of development of the National Strategy for Modernization and Accelerated Development of Public Services for 2022-2026 along with its

³¹ "Summer schools" per project are trainings, combining both theoretical and practical classes with the opportunity for discussing challenging issues among professionals.

implementation Roadmap. This represents a significant achievement of the project in advancing public service delivery in Uzbekistan. The strategy, approved by the Presidential Decree on 20 April 2022, underscores the commitment of the Uzbek government to simplifying public services, reducing bureaucratic barriers, and enhancing the national public services system.

The strategy's primary goal is to expand the availability and accessibility of public services to the population, making them more convenient and reducing the complexity often associated with bureaucratic processes. A key focus of the strategy is to broaden public access to electronic services, allowing citizens to interact with government services remotely and independently. This approach not only streamlines service delivery but also promotes inclusivity by creating an environment where all individuals, regardless of their circumstances, can access public services under equal conditions. By addressing these critical areas, the strategy is poised to significantly enhance the efficiency and effectiveness of public service delivery in Uzbekistan. The project's role in drafting and facilitating the adoption of this strategy highlights its effectiveness in driving systemic change and laying the groundwork for sustained improvements in public service accessibility and quality.

To support Ministry of Justice's Situation Center, which combines information from various sources and uses it to guide management in decision-making and helps streamline the remote monitoring, forecasting and analysis of provided services, the Project also delivered a license allowing the use of an additional 2000 (two thousand) cameras for the Hikcenter video surveillance information system, which provided live video connection to all the 208 PSCs across the country. The Situation Center monitors the quality and speed of public service delivery processes at PSCs in real time for timely interventions to address rising issues.

While the Situation Center was mentioned during the interviews with stakeholders to be one of the great tools to motivate transparency in PSCs' activities, hold public servants accountable and improve the quality of services through monitoring and control from the central office, there is not a clear mechanism for monitoring the Situation Room activities to ensure respect of workplace rights³².

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

Delivering public services through one-stop shops resulted in an increase of effectiveness for the population in the first place. It was reported by official sources³³ that the introduction of the one-stop shop mechanism of public services delivery resulted in citizens saving in 2022 an estimated 11 billion UZS (approximately \$1 million), which they would likely have spent for travel between different government agencies to receive the same public services. During the interviews, it was also mentioned by the stakeholders that PSCs have helped citizens to save more time and

³² ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up, Adopted at the 86th Session of the International Labour Conference (1998) and amended at the 110th Session (2022)

³³ Karakalpak Information Agency. What are the results of "Documents move, not citizens" principle? <https://kknews.uz/149692.html>

money. One of the clients visiting a PSC mentioned that she would have to visit a lot of different government agencies to open a small enterprise, but now she can do it all in one facility. Another pointed out that the process of registering children for kindergarten and changing their location has become much easier with the introduction of this public service into the system of PSCs.

The project has significantly enhanced the functionality and accessibility in the pilot PSCs by equipping them with advanced IT infrastructure, including servers, PCs, network and telecommunications devices. Feedback mechanisms for the PSCs were also mentioned in interviews, although no data was available at the time of this report. These upgrades are complemented by furniture and air-conditioning equipment providing a comfortable environment for visitors. To ensure inclusivity, the centers have been outfitted with features such as the Q-Matic queue management system, a cash desk, a playground for children, and parking facilities. Additionally, accessibility is prioritized through the installation of a Braille information desk, specially equipped bathrooms with handrails, ramps for wheelchair users and baby strollers, and tactile paving tiles for the visually impaired. These improvements enable the PSCs to offer over 250 public services, accommodating up to 300 people daily.



A video and sound surveillance system was installed in each of the PSCs with the intention of improving quality control. The staff in the Situation Center in Tashkent monitored interactions between PSC staff and clients, as well as data on overall performance of a PSC at any given time. When an issue arose, the Situation Center provided feedback to staff who may not be performing at the expected level or to gather more information about an issue they notice in the data. It was

not clear what the supervision process of the Situation Center was, to ensure their actions fall within internationally recognized workplace standards and rights.

Further enhancing the user experience, the project introduced innovative design layouts within the PSC buildings to optimize service delivery at PSCs. After evaluating the volume of public services at the most frequented centers, the project recommended to the MoJ that they pilot a system where like services were physically located in the same zone to streamline service delivery processes. This "zoning initiative" led to the development of new PSC structural designs in Karshi city of Kashkadarya region, as well as in the Olmozor and Shaikhontokhur districts of Tashkent city. These designs were presented to national partners for implementation, demonstrating the project's commitment to improving the efficiency and user-friendliness of public service centers across Uzbekistan.



As part of improving quality of delivery, the new systems put into place by the project helped to address issues of corruption. According to the Quality Assessment published by the project team in May of 2022³⁴, in 92% of the cases, respondents visiting pilot PSCs reported that they did not encounter corruption. Almost 8% of those who stated they encountered corruption said to have encountered it (in the form of bribery) when interacting with a government organization. Less than 1% named PSCs, which was down from 2019 and 2020 when corruption perception rates were 2% and 3.8% respectively.

The perception of corruption improved even more in 2023. According to the Quality Assessment

³⁴ Analytical Report by Ergo Analytics on the results of the quality assessment of the public services delivery through PSCs in 7 pilot regions of Uzbekistan. Tashkent, 2022.

from 2023³⁵, 98% of respondents did not encounter unofficial payments (bribes, corruption) to receive public services. As of 2022, only 0.5% of respondents indicated the PSCs and 1.5% of users noted that they had to make “unofficial payments” when interacting with the responsible organization.

The survey also revealed that 77% of respondents did not encounter negative experiences in receiving public services. For those who did encounter negative experiences, 9% pointed to long processing time for service provision, 4% to high cost of services, and 7% to long queues. However, improvement was recorded over the years. For example, average time spent in a queue was reduced from 30 minutes in the 2022 report³⁶ to 13 minutes in the 2023 report³⁷.

During the interviews with stakeholders and beneficiaries, it was mentioned that PSCs and digitalization of the public services contributed to addressing corruption. “Previously when the people had to visit several instances to receive one final service, there might have been “artificial delays” of the request, expecting from citizens some payments. Now it is all electronic and there is no human factor”, said one of the interviewees.

Awareness Raising

The project demonstrated a strong commitment to improving the communication and outreach capabilities of the MoJ through developing a communications strategy and action plan for the public services areas. The strategy defined necessary staff, time and resources needed for effective communication on public services delivery. An experienced International Consultant on public relations, communications, and outreach provided strategic guidance and hands-on training to Ministry officials to enhance the capacity of government officials to manage public relations activities, counter fake news, engage with the public, and monitor the effectiveness of communication efforts. The study tour to Georgia with 6 PR and outreach specialists of the MoJ provided experiential learning such as on-the-job training through discussions with peers and visits to office of public services delivery. It equipped participants with practical knowledge on the best practices of Georgia in delivering public services and its communication, outreach and awareness raising, which could be adapted and applied in Uzbekistan.

The project successfully utilized communication channels to raise further awareness about the public services through a variety of media sources and producing different types of media products: infographics, videos, press-releases, printed promotional materials, social media campaigns, and events.

The project created a Communications strategy and action plan on raising awareness about the public services for the Ministry of Justice. This strategy was designed to promote public services across the country and as a comprehensive framework for unifying all efforts in this area. It also

³⁵ Analytical Report by Ergo Analytics on the results of the quality assessment of the public services delivery through PSCs in 4 pilot regions of Uzbekistan. Tashkent, 2023.

³⁶ Analytical Report by Ergo Analytics on the results of the quality assessment of the public services delivery through PSCs in 7 pilot regions of Uzbekistan. Tashkent, 2022.

³⁷ Analytical Report by Ergo Analytics on the results of the quality assessment of the public services delivery through PSCs in 4 pilot regions of Uzbekistan. Tashkent, 2023.

focused on raising awareness among public service users, particularly those in remote rural regions. The strategy also identified the necessary staff, time, and resources for effective communication and outreach at all levels. It was aimed at enhancing end users' understanding of public services, encouraging shifts in their attitudes, and influencing perception and interaction of the people with public services. However, there is no recent data to demonstrate its effectiveness. According to the findings of the survey conducted in 2022 in 10 rural areas of three pilot regions (Karakalpakstan Republic, Kashkadarya and Surkhandarya regions), only 35% of the respondents were fully aware of the available public services, while 51% couldn't differentiate public functions from public services and 14% didn't know at all about the public services. Only 33% of the respondents knew about the latest developments on the public services, while 67% didn't. Problems with accessing the internet and low level of digital literacy among the population were among the reasons limiting the access of people in rural areas to public services.

At the same time, stakeholders mentioned success with the outreach and trainings conducted by the WAG in rural communities. While some emphasized the need for further activities to raise awareness about the public services, since they noticed a continued lack of understanding about the digital services and public services in general among the population living in rural areas.

WAG & volunteers

WAG coordinators and volunteers also played a crucial role in raising awareness about public services among the population in remote areas through organizing trainings in the communities on the available online public services and how to use mygov.uz platform. During the interviews, it was described that WAG coordinators visited communities at least twice a week in order to conduct such trainings, sometimes with PSC or other local officials joining. Also shared in interviews was that the role of the WAG coordinators and volunteers in helping the population better access public services was highly valued.

It is notable that WAG coordinators specifically targeted youth living in rural communities to help improve digital literacy in their communities to support long-standing capacity that could easily be learnt by other youth who can then continue to spread capacity across the communities. While young people might be fast to learn and be beneficial to pass the knowledge in the communities, there is a concern that they might leave the communities for different purposes (study, work, new opportunities), which would leave the community without the capacity built previously. However, this capacity is related to navigating a user-friendly, intuitive online platform that can be easily learned and shared with others.



Promoting public-private partnerships (PPP) in public service delivery

Initiating and piloting Public-Private Partnerships (PPP) for public service delivery has been one of the more challenging activities during the project cycle due to resistance of government institutions and the limited influence of the Ministry of Justice to initiate such changes.

As an initial step, the project conducted desk reviews to explore international PPP practices and collaborated with the former Ministry of Economic Development and Poverty Reduction in 2022. Further discussions with public and private sector representatives led to an analytical report, which formed the basis of a draft Presidential Decree presented to the Cabinet of Ministers. However, the resolution was returned in 2023, and the Agency for Strategic Reforms was assigned to lead further activities. A joint action plan was developed in collaboration with the Agency for Strategic Reforms to organize further work based on the government's needs in PPP in public services delivery.

In order to develop a draft law for amendments to the existing PPP law and related legal documents, the project contracted an international consulting company to conduct a comprehensive study, including an assessment of the private sector's capacity to provide public services, to identify barriers to its involvement, and to analyze relevant regulatory and legal documents and capacity issue, such as the availability of qualified personnel.

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

Under this output, the Project carried out an analysis of the existing licensing system in Uzbekistan

to further streamline the processes of licensing, issuance of permits, and notification procedures essential for conducting business through digitalization, including the use of the "License" electronic system and the removal of bureaucratic barriers. This analysis led to the development of several proposals and recommendations, which were included in the Presidential Decree "On measures to reduce mandatory requirements and simplify licensing and permitting procedures in the field of entrepreneurship", signed in January 2024.

The adoption of this Presidential Decree and the implementation of the proposed recommendations allowed to digitize licensing, permit issuance, and notification procedures exclusively through the "License" information system. It introduced a "Zero Licensing" regime, which includes a three-month "transition and adaptation period" for six activities that currently require licensing and permits. It resulted in cancellation of 17 license requirements, another 6 changed to notifications and 27 types of licenses were simplified.

It contributed to enhancing the effectiveness of the overall licensing processes. Over 118,000 applications have been processed through the online "License" platform, developed and supported by the project³⁸. As mentioned by the former Minister of Justice, timeframes for issuing licenses and permits have been reduced by 2-3 times. This platform has significantly streamlined the licensing process, resulting in savings of up to 13 billion UZS in transportation and other costs. Additionally, the portal has had a positive environmental impact, saving approximately 1.2 million sheets of paper each year, as noted by the former Minister of Justice³⁹.

The project also established Public Advisory Councils (PACs) in 7 pilot khokimiyats across districts in Uzbekistan: Kasansay, Bakhmal, Shurchi, Nukus, Khavast, Dekhkanabad and Nurafshan city. These councils were established to increase citizen participation, particularly among women and vulnerable populations, in local governance processes, such as the preparation, adoption, implementation, monitoring, and evaluation of development programs, and participatory budgeting initiatives. They also intended to facilitate needs assessments and analyses to improve access to basic social services and infrastructure in rural villages, as well as capacity building and outreach efforts to empower communities to actively participate in governance processes.

By 2023 PACs in pilot regions implemented 29 projects on areas like supporting income generation and poverty reduction (Khavast), improvement of drinking water supply (Kasansay), improvement of local roads (Bakhmal), improvement of the access to quality health care (Shurchi). They also organized 68 meetings to facilitate interaction between public authorities and civil society, as well as 18 trainings and capacity building exercises for 210 local population⁴⁰.

A news article mentioned the PACs as instrumental in promoting infrastructure development projects initiated by the local population, reportedly helping to address immediate community needs and building trust in local governance structures.⁴¹ For example, a hemodialysis center lacked proper facilities and medical staff, which limited the use of available dialysis machines. In

³⁸ Progress Report 2023

³⁹ Xalq so'zi. Public Services. Convenient and without extra hassle.

<https://xs.uz/uzkr/post/davlat-khizmatlari-qolaj-va-ortiqcha-ovoragarchiliksiz>

⁴⁰ Progress Report 2023

⁴¹ Public advisory councils as a link between civil society and the government. <https://uzdaily.uz/en/post/90559/>

response to a resident's request, the Public Advisory Council (PAC) intervened by gathering data and analyzing the situation, advocating for the expansion of a dedicated Hemodialysis center, and securing approval from local and national authorities. As a result, the center expanded its staff to serve 36 patients from Kasansay district and neighboring districts with free hemodialysis services locally, reducing travel time and expenses. The PAC's efforts in establishing the Hemodialysis Center exemplify the council's role as a vital link between civil society and government. By addressing the community's needs, particularly those of vulnerable populations, the PAC demonstrated potential for effective participatory governance in improving public service delivery. The council's ongoing initiatives, including plans to create a nephrology department, further underscored the importance of public participation in local governance and the positive impact it can have on public health and social well-being.

The project also developed an analytical report that included international experiences of PACs functioning at the local level, a conceptual framework for enhancing citizen engagement and public oversight in local governance in Uzbekistan, and recommendations for improving legislation related to Public Advisory Councils. The report highlighted that draft decisions by khokimiyats are seldom submitted for public discussion before adoption. It also pointed at a lack of clear mechanisms and principles for gathering public opinion prior to making significant decisions.

4.3.4. Efficiency

Was the project implemented efficiently, in line with international and national norms and standards?

The project achieved a cost efficiency by aligning and integrating its activities with national reform priorities and relevant provisions of the public service delivery. Additionally, operational costs were minimized by utilizing public buildings to host local project offices, provided as in-kind contributions by the MoJ. The project also leveraged UNDP's common services for procurement, administration, travel, human resource management, and finance, in accordance with the standard Letter of Agreement (LoA) between UNDP and the MoJ.

The ROM report mentioned elements contributing to cost-effectiveness, for example the project procured 80 additional computers within the original budget and mobilized resources within the original budget allocation to equip two additional PSCs. It also mentioned that task managers took care of all logistics related to the organization of study visits, estimating a savings of 20,000-30,000 USD⁴².

The team was well designed with capable staff to fulfill their roles and contribute to the project's successes. The range of expertise was complementary and the project manager ensured strong teamwork in a productive environment. The low rate of turnover of staff represents a strong commitment by staff to the project and a positive work environment. However, the gender balance on the team was lacking, with only 3 out of 17 positions filled by women.

⁴² ROM Report

To ensure smooth and responsive implementation, UNDP Senior Management in Uzbekistan agreed with the MoJ to further cooperation with the MoJ on future project activities, which resulted with the MoJ establishing a new position of Project National Coordinator. The project team established new suitable approaches to collaborate with and to monitor progress systematically with the UNDP Country Office and the MoJ as the National Partner. Also, to ensure on-time delivery of project activities stipulated in APA and AWP the Project agreed on a roadmap of actions with relevant MoJ Departments⁴³.

The project adapted its activities in response to the COVID-19 pandemic by developing short- and long-term action plans, which were approved by UNDP and the EU Delegation. The short-term plan addressed immediate pandemic needs, while the long-term plan focused on post-crisis measures to mitigate the effects of the pandemic. Both plans emphasized the digitalization of public service delivery to enable remote access to services. Following EU Delegation recommendations, approximately 1.8 million EUR was reallocated for these efforts.

During the implementation of COVID-19 response activities, the project's primary focus was on digitizing Public Services Delivery (PSD) to reduce physical contact and minimize unnecessary procedures. Additionally, the project produced an analytical report on the role of public service provision in Uzbekistan during quarantine and equipped Public Services Centers across the country with infrared thermometers.

Project activities on capacity building for the personnel of PSA and PSCs were switched to online and organized through webinars. At the same time the project team developed TV and online content to guide citizens on how to access public services online⁴⁴.

At the start of the administrative reforms, the government was restructured with several ministries merging and some eliminated. According to the Presidential Decree in March 2022 the Public Services Agency and its territorial departments were joined with the transfer of tasks, functions, and powers to the Ministry of Justice (MoJ). The administrative reforms in the country launched in December 2022 also had a negative impact on progress in the delivery. The project team dedicated additional effort to adapting and building relationships with each change, continuing to establish trust and agreement with each new partner.

4.3.5 Overall Outcome

Overall, the IPSD project has achieved and surpassed its end of project targets. This level of accomplishment is impressive, particularly given the project's overall complexity and unforeseen external challenges that emerged.

⁴³ Progress Report 2023.

⁴⁴ Progress Report 2019-2020

| Assessment of Outcomes | Rating ⁴⁵ | Remarks |
|--|----------------------|---|
| Progress towards objective and expected outcomes | Highly Satisfactory | Project contributed to all objectives and outcomes |
| Relevance | Highly Satisfactory | Well aligned with global and government priorities; limited alignment with community priorities |
| Effectiveness | Highly Satisfactory | Met or Exceeded expectations for most targets |
| Efficiency | Satisfactory | Project has met expectations |
| Overall Project Outcome Rating | Highly Satisfactory | Overall the project achieved what was set out in its design. |

4.3.6. Sustainability: financial, socio-economic, institutional framework and governance, environmental, and overall likelihood

To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?

While not enough time has passed to demonstrate the project’s longer term use and impact on the improved well-being of vulnerable groups, the project achieved some strong foundational components that will potentially lead to the desired longer-term impact. The IPSD contributed to enhancing governance efficiency, convenience, and improved responsive citizen-oriented public service delivery through the advancement of e-government as outcome indicators. In some cases the experience of pilot PSCs has already contributed to being replicated by local authorities. It was described during an interview that local authorities consulted the project team about ensuring accessibility for people with disabilities in a new building for a PSC that was near one of the pilot PSCs.

The project provided specialized software and equipment to streamline the introduction of data analysis tools (business intelligence software) which is intended to continue to serve the entire public services delivery system. By the end of 2024 the Ministry of Justice is preparing to launch the Data Center which was supplied and installed by the Project to allow the migration of the server and network equipment. The integrated centralized depository of the Situation Center will combine information from various sources and use this to guide the management in decision-making. It is aimed to help streamline the remote monitoring, forecasting and analysis of provided services, while also assessing employees’ work and compliance with ethical rules.

The online access to public services is on track to continue to expand its use and increase accessibility to public services for the people living in remote areas or with disabilities through

⁴⁵ 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)

digitalization of the public services. Visitors to the PSCs (beneficiaries) provided anecdotal evidence that they were satisfied with the one-stop shop mechanism of public services delivery, which some said made access easy and saved them time and money. However, feedback data from the PSCs and a more comprehensive assessment of beneficiary perspectives were not available for the purposes of this TE.

The project supported the development of roadmaps and frameworks that will serve as institutional knowledge and continue to strengthen governance frameworks and enhance public service delivery. One example was the project’s support of the government in developing the “National Strategy for Modernization and accelerated development of the Public Service System for 2022-2026” and its Roadmap, drafting public service provision standards and providing recommendations to improve legislation.

Developing inclusive infrastructure in the buildings of the pilot PSCs made them more accessible for people with disabilities, which has the potential for increased engagement of people with disabilities. At the same time, governmental stakeholders expressed interest in replicating the inclusive buildings design in other locations, potentially improving access to public services for people with disabilities.

The establishment of the WAGs with trained specialists and articulated capacity building processes to help women and young people in the remote areas to access information about the public services and improve their digital skills demonstrates a model that can be easily replicated in other PSCs. The purposeful capacity building efforts that the WAGs conduct with youth to encourage a ripple effect in supporting others in the communities to help each other in accessing public services online is another example of how project efforts can be easily continued and replicated.

In general, partners and government officials expressed their satisfaction with the implementation and results achieved by the project. The government stakeholders showed their interest to continue working on improving public service delivery within the new phase of the project and emphasized the contribution of the project in reaching priority goals of the government.

| Assessment of Outcomes | Rating ⁴⁶ | Remarks |
|--|-------------------------|--|
| Financial resources | Satisfactory | Government likely to commit resources to continued efforts |
| Socio-political/ economic | Moderately Satisfactory | Although most efforts are likely to be continued, administrative changes and government commitment to continued improvements is less clear |
| Institutional framework and governance | Satisfactory | Met or Exceeded expectations for most targets |
| Environmental | Satisfactory | Digitization and one-stop shop service centers reduce paper waste and fuel |
| Overall Likelihood of Sustainability | Satisfactory | Efforts embedded in key government entities with sufficient training and equipment to continue post project |

⁴⁶ 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)

4.3.7. Country ownership

The project was well designed for facilitating country ownership of a number of components of the project. The project management strengthened national ownership. Employing the National Implementation Modality (NIM) clearly defined the Ministry of Justice as the Implementing Partner and ultimately responsible for the project's success.⁴⁷ Engaging other key national and local government stakeholders in the Project Board and key aspects of implementation solidified their commitment and capacity to support the project's success.

Through the use of upgraded equipment and new software systems embedded in government offices. The relevant government staff received the necessary training to manage the modernized systems, such as the Situation Room, the online access to public services, and the digitalization of data.

The pilot PSCs have structural accommodations for people with disabilities and upgraded equipment that will continue to be utilized. The self-service zones were of interest for some government stakeholders in the interviews, suggesting that they should be established across numerous Mahallas to facilitate access to public services in rural areas.

Although it was not clear if the WAG coordinator position would be continued without external funding, their unique and important contributions were recognized. However, youth trained through WAG workshops offer potential for being a catalyst to quickly build digital capacity across rural communities on navigating the user-friendly online system to access public services.

UNDP and the MOJ are in the process of documenting key aspects of how the project functioned to facilitate on-going efforts by the government after closing. In addition, a second phase of the project is being developed at the time of this report. While the current project focused on front-end components, the second phase is likely to be geared towards supporting back-end training and soft skills to further enhance government capacity to provide high quality, accessible public services to the vulnerable populations, such as women, youth, people with disabilities, and people living in rural areas.

4.3.8. Cross-cutting Issues

Gender Equality, Women's Empowerment, Leave No One Behind and Human Rights

- To what extent and in what ways have gender equality and reaching the most vulnerable groups (Leave No One Behind), been effectively incorporated and addressed in the project?
- Was the project screened for gender equality and the gender marker assigned to this project representative of reality?

⁴⁷ See section 4.1.4

Human Rights-based Approach and Leave No One Behind

As part of adopting a Human Rights based approach and addressing the UN principle of Leave No One Behind, the project was designed with a human rights-based approach to “address accessibility and affordability of public services by citizens, especially those who are part of vulnerable groups.”⁴⁸ The project maintained a focus on addressing issues of accessibility and affordability of public services throughout its implementation, particularly for women, youth, the elderly and people with disabilities. As is described above (see Effectiveness), the project ensured the physical PSC spaces were accessible to people with physical and visual disabilities, a digital platform was created for access by all to services from any location, training was offered on digital use for people in rural areas in districts of pilot PSCs, and facilitated navigation of where to access the resources needed.

The WAGs played a key role in reaching vulnerable communities who struggle to find the resources to arrive at a PSC, suffer from lost wages and other commitments when dedicating the travel time, and overcome cultural barriers.

Gender equality and women's empowerment

Initial analysis for the project design concluded that women were underrepresented in local government structures, citing no female Khokims, women head 9% of all farms⁴⁹, and women were limited in their economic rights (lacking formal property ownership and collateral, outsized domestic responsibilities, and limited access to information, education, and business opportunities.⁵⁰ Although there was some mention of conducting screening for gender equality and gender markers during an interview, no documentation was provided.

In addition to the aspects mentioned above that supported all vulnerable groups, the project also provided targeted support to women through the Women's Advisory Groups (WAGs). The WAGs consisted of a specialist and volunteers, reportedly⁵¹ engaging over 85 volunteers, assisting 4,340 residents to get online services at self-service corners in the PSC.

The WAGs were initially intended to specifically support women to overcome institutional, cultural and economic challenges. The efforts by the WAGs were expanded to offer services to all those who needed extra support. The WAGs welcomed visitors to the PSCs, assisted in building digital skills for vulnerable groups to receive services online, advised vulnerable groups on obtaining public services, and provided preliminary information to help direct them to the appropriate resources or person. The WAGs also directly supported access for women and others in rural areas by visiting communities, sometimes in collaboration with representatives from the PSCs or Council of Deputies.

⁴⁸ IPSD Project Document, pg. 4

⁴⁹ CEDAW Report 2015

⁵⁰ IPSD Project Document. Pp. 4-5

⁵¹ Joint project of the Ministry of Justice of the Republic of Uzbekistan, the European Union (EU) and the United Nations Development Program (UNDP), "Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan", Brief Report on the Activity of Women's Advisory Groups of Public Services Centers.

The project reported⁵² between October 2021 and January 2024 that WAG members served 32,114 citizens (14,239 women, 9,025 youth, 5,191 men, 2,500 elderly, and 1,159 people with disabilities), providing them with detailed information about the public services, as well as support obtaining online public services. In addition, WAG connected 4,633 citizens to specialists in the district who can assist them with legal, psychological, business and social issues.

Recognizing a need to build capacity for citizens to learn the online system, WAG facilitated trainings on receiving public services for more than 150 neighborhood activists (women leaders and youth) located in remote areas to increase use of the My.Gov.uz mobile application, including installation and use of the Mobile ID application. In the PSCs and surrounding neighborhoods, more than 7,900 citizens have participated in seminars, roundtables and master classes on similar topics facilitated by WAG members.

Although the scope of the TE did not allow for an assessment of the impacts of these efforts on the women's lives, anecdotal evidence through interviews demonstrated that the women were able to easily access the services they needed and appreciated the support they received from PSC staff and WAG members.

South-South and Triangular Cooperation

The project leveraged South-South and Triangular Cooperation (SSTC) through study tours and knowledge sharing events to expand the project's understanding and share their learnings with others.

- [Azerbaijan and Georgia](#)⁵³: 7 representatives from the PSA and Presidential Administration learned about various aspects of public administration and services in these countries, including the legal framework, the processes behind the creation of new public services and improvement of the existing ones, and the creation of a unified e-database for public services and the integration of new technologies, among other topics.
- [Estonia and Moldova](#)⁵⁴: 8 PSA representatives from the Ministry of Justice and the e-government center under the Ministry for Development of Information Technologies and Communications were familiarized with experiences in the transformation of public services and the application of BPR in these countries.
- [Germany and Czech Republic](#)⁵⁵: Officials from the Senate, the Ministry of Economic Development and Poverty Reduction, the Ministry of Justice and the Public Services Agency gained practical knowledge and skills regarding the role and capabilities of central and local authorities in providing public services at the local level.
- [Finland](#)⁵⁶: Representatives of the Ministry of Justice and the Administration of the President focused on the advanced European and International experience and best practice in improving the regulatory and policy frameworks pertaining to public service delivery.

⁵² Joint project of the Ministry of Justice of the Republic of Uzbekistan, the European Union (EU) and the United Nations Development Program (UNDP), "Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan", Brief Report on the Activity of Women's Advisory Groups of Public Services Centers.

⁵³ [Study tour report](#) (Azerbaijan and Georgia) and Progress Report 2020-2021

⁵⁴ Progress report

⁵⁵ Progress Report 2020-2021

⁵⁶ Progress report

- [Latvia](#):⁵⁷ 10 representatives of the Ministry of Justice studied the strategic guidance on the implementation of the initiatives related to the capacity building of government officials in modern human resources management.
- [The London Learning Training Centre](#):⁵⁸ 5 officials from the Ministry of Justice and Public Services Agency attended a training in Istanbul, Turkey.
- [France](#):⁵⁹ Representatives of the Senate of Oliy Majlis and local governance bodies from pilot regions learned best practices based on the experiences of French officials on the interaction of central and local government, effective forms of public control, public advisory councils, and legislative bases.

4.3.9. Catalytic/Replication Effect

Outreach to rural communities where it was challenging for individuals to access the PSCs, was reportedly a strong catalyst to raising awareness and training across nearby communities. The WAG outreach and trainings provided an initial base of youth and women catalysts within their communities who are expected to continue to support and train others in the community on the user-friendly platform. Although an impact study will provide validation of this claim, PSC and project staff described a training process on the digital platform that would be easily replicated across communities, particularly by youth who were quick to learn the platform.

The project developed a methodology for trainings and clearly articulated role for WAG that can be easily replicated throughout the country. Pilot sites serve as a strong example for how the government might continue to upgrade the physical structure of other PSCs and expand services offered to provide a one-stop shop of public services. In addition, the self-service stations in the PSCs can be easily replicated in Mahallas to further expand access.

The strengthening of policies and institutional capacities at the national level has provided an important foundation, which will greatly support replicability and extension of the project’s results. The online platform, digitization of data management, and situation center were developed to provide services at the national level and can continue to do so upon completion of the project.

4.3.10. Progress to Impact

Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?

Although the main focus of the project is on improved local governance, the results have the potential to significantly improve environmental sustainability. By developing the ability for all citizens to access services online and improved digitization of data management, the amount of paper use should decrease dramatically.

⁵⁷ Progress report 2023

⁵⁸ Progress Report 2021-2022

⁵⁹ Progress report 2023

The amount of carbon emissions would be improved due to the reduction of travel by accessing services online or through the one-stop shop of the PSCs. In addition, the visits to communities by the WAGs also reduce the use of fuel, by bringing support services to the communities in one vehicle, rather than each individual from the communities using separate vehicles to reach a PSC.

5. Main Findings, Conclusions, Lessons Learned, and Recommendations

5.1. Main Findings and Conclusions

The following are main findings, conclusions and lessons based on the evidence-based analysis presented in the findings section of this Terminal Evaluation.

5.1.1. Project Design and Implementation

The project was thoughtfully designed, taking into consideration learnings from past projects both within the country and in other countries, and building on political will, as well as legal and institutional reforms. The project design clearly outlines the need for a systems approach to addressing the complexities involved in encouraging a paradigm shift for citizens to become active consumers of public services. The project logic was well articulated with a clear pathway to change by placing a central emphasis on simplifying accessibility to public services by vulnerable groups. It posited that streamlining access to all public services, ensuring citizens from vulnerable groups can easily access these services, and improving the quality of delivery will increase citizen utilization of the public services they seek.

Partnering with key government stakeholders and embedding all efforts within the government structure proved crucial. The Ministry of Justice played a pivotal role in overseeing the entire project, as the primary partner. The participation of the MoJ with other relevant government entities supported delivery throughout the project's lifecycle. And the formal agreements with relevant government entities facilitated smooth project implementation. The layered and complex relationships encouraged country ownership of project efforts at the local and national levels.

The results framework captured global and national goals, and the related development challenge. The project produced strong monitoring data and progress reports according to what had been included in the results framework. Although an initial assessment of local needs informed the project's implementation, on-going feedback from end-users (vulnerable groups in rural areas) was limited.

5.1.2. Relevance

The IPSD project's goals and activities were directly aligned with the government of Uzbekistan's goals to digitize and streamline its public service delivery. UNDAF's goal to support Uzbekistan in its improvement of the quality of public administration for equitable access to quality public services

for all by 2020⁶⁰ and the current Country Programme's goal that all people and groups in Uzbekistan demand and benefit from enhanced accountable, transparent, inclusive and gender responsive governance systems and rule of law institutions for a life free from discrimination and violence by 2025⁶¹ were well aligned with the government's goal and, therefore, also aligned with IPSD's efforts. The project was easily adapted to support response to the COVID-19 pandemic, by accelerating the transition of public services to electronic form.

IPSD also supported the country's achievement of its targets for Agenda 2030 and the Sustainable Development Goals (SDGs), primarily promoting peaceful and inclusive societies for sustainable development, promoting sustained; inclusive and sustainable economic growth, full and productive employment and decent work for all, particularly through technological advancement and innovation for all women and men, youth, and people with disabilities; and, to a lesser extent achieving, gender equality and promoting women and girls' empowerment.

5.1.3. Effectiveness

The project's focus on capacity building, strategic HRM modernization, and tailored training initiatives significantly enhanced the capabilities of public servants in Uzbekistan, laying a strong foundation for sustained improvements in public service delivery. The strategic alignment with both national and local needs, combined with the provision of practical tools and skills, underscored the project's effectiveness in driving meaningful change.

The project laid the groundwork for improved service delivery through its support of the amendment of 9 regulations, including a national decree on additional measures to simplify the provision of public services, reduce bureaucratic barriers and develop the national system of public services. It also supported the drafting and approval of 6 public service standards and the development of 10 proposals on improving quality of public service delivery based on analytical tools developed to assess quality levels of service delivery.

Strong institutional capacity was enhanced through training 2,900 personnel, supporting the development of an online platform, upgrading equipment, and modernizing Public Service Centers to be more accessible for people with disabilities, welcoming to women and others who are unsure about how to navigate the system, and offering a wide range of services in one location.

New mechanisms were piloted with varying success. The Public Advisory Councils (PACs) were successfully established in 7 pilot regions, increasing citizen participation in local governance processes. While the Business Process Re-engineering (BPR), although off to a slow start, was employed in 24 public services.

5.1.4. Efficiency

The IPSD project's flexible management and steady, consistent delivery across each year demonstrated efficiency in delivery, leading to successful accomplishment of its goals. The project

⁶⁰ UNDAF that was current at the time of project design

⁶¹ CPD 2021-2025

team was well suited for their roles and sufficiently resourced for success and adept and responding to major challenges, such as administrative changes and COVID-19 restrictions.

The vast majority of funding came from the EU delegation and was effectively utilized to accelerate and catalyze government delivery through efforts that were embedded in the government structure and easily sustained once the project closes. In addition, the project aligned and integrated its activities with national reform priorities and relevant provisions of the public service delivery for further efficiency, with operational costs minimized by utilizing public buildings provided as in-kind contributions by the MoJ. The project also leveraged UNDP's common services for procurement, administration, and finance, among others.

5.1.5. Sustainability

While not enough time has passed to demonstrate longer term impact, the project achieved some strong foundational components that will potentially lead to the desired longer-term impact. The IPSD contributed to enhancing governance efficiency, convenience, and improved responsive citizen-oriented public service delivery through the advancement of e-government as outcome indicators. Some interest has already been demonstrated to replicate inclusive infrastructure as modeled in the pilot PSCs. The training modules developed by the WAG coordinators can continue to be utilized and the community members who were trained are able to share their knowledge with others to create a ripple effect.

5.1.6. Cross cutting Issues

As part of adopting a Human Rights based approach and addressing the UN principle of Leave No One Behind, the project maintained a focus on addressing issues of accessibility and affordability of public services throughout its implementation, particularly for women, youth, the elderly and people with disabilities. The project ensured the physical PSC spaces were accessible to people with physical and visual disabilities, a digital platform was created for access by all to services from any location, training was offered on digital use for people in rural areas in districts of pilot PSCs, and facilitated navigation of where to access the resources needed.

The project provided strong support for women and other vulnerable groups through the WAG coordinators and volunteers. They played a key role in reaching vulnerable communities who struggle to find the resources to arrive at a PSC, suffer from lost wages and other commitments when dedicating the travel time, and overcome cultural barriers. However, participation of women overall was only 25% of government personnel in the trainings and not recorded for people with disabilities or from other vulnerable groups; and the project team had an even lower percentage. According to an initial analysis, it was recognized that there was a low percentage of women represented in local government structures⁶² and women were limited in their economic rights.⁶³ Although there was some mention of conducting screening for gender equality and gender markers during an interview, no documentation was provided.

⁶² CEDAW Report 2015

⁶³ IPSD Project Document. Pp. 4-5

South-South and Triangular Cooperation (SSTC) was well integrated into learning activities, with government personnel traveling on study tours and international experts conducting research and analysis to expand the project's understanding of their efforts and sharing their learnings with others.

5.1.7. Progress to Impact

IPSD conducted a number of coordinated and complementary activities that provide a foundation that should lead to longer term environmental impact not yet demonstrated. The main focus of the project was on improved local governance, however, by developing the ability for all citizens to access services online and improved digitization of data management, the amount of paper use should decrease dramatically. In addition, the amount of carbon emissions will likely be improved due to the reduction of travel by accessing services 1) online, 2) through the one-stop shop of the PSCs, and 3) visits to communities by the WAGs.

5.2 Lessons Learned and Best Practices

During the preliminary findings workshop, the following lessons learned and best practices were collaboratively developed by the project team and facilitated by the evaluation team.

Project Design

1. The project design included a strong framework for what the project entailed while providing space and flexibility for how it was implemented.
2. Sufficient and properly allocated human resources were necessary to achieve the intended project results.
 - a. Each component had its own task manager.
 - b. Dedicated technical support by specialists in Information Technology, communications, public relations, and procurement.
3. Significant engagement with national partners starting with the project design with the intention of identifying their needs and clarifying each actor's roles and expectations encouraged efficient implementation.
4. Close collaboration between relevant Country Office clusters and the project team during the design phase and throughout implementation facilitated efficiency and leverage UNDP expertise.

Project Team

5. Building a strong, well prepared team enabled effective implementation.
 - a. Each team member was well trained and well prepared for any meeting, so that they could best support the project's progress.
 - b. Shared knowledge across the entire team - from all pilot locations - through a dashboard and/or other reporting mechanisms encouraged learning, innovation, and consistency of implementation.

- c. Bringing in inputs from other countries to provide fresh ideas, encouraged alternative or innovative ways.
6. Building a collaborative, supportive environment promoted a healthy team working at their top capacity.
 - a. Built team spirit from the beginning and continued throughout implementation.
 - b. Provided space for self-care, so that each team member can work optimally without sacrificing their health.

Project Implementation

7. Building a strong national partnership and mutual collaboration set the foundation for meaningful, long-lasting impacts.
 - a. Developed a strong presence in regions where pilot projects were being conducted.
 - b. Frequent visits to pilot regions with open discussions about progress
 - c. Clarified with national partners on UNDP rules and procedures for smooth implementation.
 - d. Joint working groups for relevant activities supported common understanding, national engagement, and national ownership.
8. National ownership was intentionally and continuously built throughout implementation.
 - a. National partners signed all TORs, so that they were responsible for the work to be conducted and were clear about the agreement.
 - b. 2-day workshops twice a year with key project stakeholders from districts, regions and central offices discussing progress, challenges and collaborative problem solving facilitated deeper understanding of project outputs and smoother implementation.
9. Capacity building with national actors throughout implementation was critical to ensure institutional learning, not just individual learning.
 - a. Soft skills training for pilot region representatives to improve service delivery (such as, customer service, conflict management, stress management, and time management).
 - b. Trainings conducted outside of the office provided space for dedicated focus by participants.

5.3. Recommendations

The following recommendations are based on the evidence gathered and analyzed during this terminal evaluation. As this project is coming to a close, they are geared towards future projects between UNDP and the government of Uzbekistan.

| | Recommendations for Future Projects | Responsible Party |
|----|--|-------------------|
| 1. | <p>Further strengthen partnerships and clarity for improved local ownership and project implementation.</p> <p>Due to the complexity of the project, various government entities were involved in its implementation. The IPSD arrangements were successful, including during major external influences (COVID-19 pandemic and administrative changes). Therefore, future projects should continue to follow the model of one entity as the primary partner for the project, with formal agreements signed with other relevant entities to ensure country ownership and smooth implementation.</p> <p>For example, in addition to the initial clarification about a partner's role, according to its 1) purpose; 2) expected results; 3) how the work will be organized; 4) what resources will be needed and available; and 5) which parties are responsible for what aspects, this activity should be discussed and revised annually (or sooner if needed). This will clarify each partner's role and avoid differing expectations, including clarity of UNDP's role and project limitations.</p> | UNDP |
| 2. | <p>Reinforced workplace best practices</p> <p>Situation Center is a powerful monitoring tool that records all interactions with clients in the PSCs with the positive intention of improving quality delivery and reducing corruption. Moving forward, the MoJ should create a regular practice of engaging external contractors to review its practices according to international standards and best practices for workplace environment that are aligned with the UN standards (ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up Adopted at the 86th Session of the International Labour Conference (1998) and amended at the 110th Session (2022).</p> | MoJ |
| 3. | <p>Expanded Results Framework</p> <p>The IPSD project's monitoring and evaluation process was of high quality, with strong evidence supporting the outcomes, outputs, and indicators of the results framework. However, the framework and</p> | |

| | | |
|-----------|--|------------------------|
| | <p>related data should be expanded to include disaggregation of vulnerable groups and beneficiary impact. More specifically, additional outputs and indicators in the results framework geared towards enhancing the engagement and use according to gender and other vulnerable groups.</p> <p>This might include: 1) project team make up (eg, balance of team make up and distribution of leadership roles according to gender, people with disabilities, rural areas); 2) participation and engagement with participants in project activities; and 3) end-users (clients seeking public services)</p> | <p>UNDP</p> |
| <p>4.</p> | <p>Expand efforts to better understand and respond to end user behaviors and satisfaction levels</p> <p>Moving forward, it would be useful to:</p> <ul style="list-style-type: none"> • Conduct a comprehensive assessment of the project’s impacts on end users, identifying who is using the new systems and facilities, in what ways, and how that may have affected their lives. This would demonstrate the changes that have already occurred, as well as inform the potential ways to move forward. • Develop a process within the MoJ that analyzes data (including big data) to better understand overarching user behavior trends and shifts to inform on issues such as how the PSCs and the online platform are being accessed and how many are from which vulnerable groups, among others. This will provide evidence of progress and help to identify areas for improvement. | <p>UNDP</p> <p>MoJ</p> |
| <p>5.</p> | <p>Deepen attention to gender equality and inclusion</p> <p>The project successfully focused their efforts on supporting women and other vulnerable groups. In addition to the expanded results framework (see recommendation 3), the project should integrate this focus on gender and inclusion (particularly for women, people with disabilities, and people living in rural areas) in terms of career development and advancement, both in its own project team and in the selection of participants of its activities.</p> | <p>UNDP</p> |
| <p>6.</p> | <p>Further training for WAG coordinators</p> | <p>UNDP</p> |

| | | |
|--|--|--|
| | <p>Women Advisory Groups (WAGs) have been highly successful in supporting women and others to better understand and access public services. The WAG coordinators should be trained in skills on how to appropriately respond to all issues outside the scope of their responsibilities and where to direct the client.</p> <p>Particular attention should be paid to training on the extent and depth of services available in sensitive areas, such as domestic violence or personal struggles, among others.</p> | |
|--|--|--|

ANNEXES



UNITED NATIONS DEVELOPMENT PROGRAMME

TERMS OF REFERENCE

TERMINAL EVALUATION OF THE EU-UNDP PROJECT ‘IMPROVED PUBLIC SERVICE DELIVERY AND ENHANCED GOVERNANCE IN RURAL UZBEKISTAN’

| | |
|--------------------------|--|
| Project Title: | <i>Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan / 00119367</i> |
| Functional Title: | International Consultant |
| Duration: | Estimated 35 days (per consultant) over a period of June - August 2024, including at least 5 days of field mission to Tashkent city, Surkhandarya region and Republic of Karakalpakstan of the Republic of Uzbekistan. |

1. INTRODUCTION

This is the Terms of Reference (ToR) for -the Terminal Review of the UNDP Project “Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan”. This Terms of Reference (ToR) sets out the expectations for the Terminal Evaluation (TE) of the project implemented by UNDP and through financial support of the EU. The project started on the 1st July 2019 with the end date of 31st December 2024. The TE process must follow the guidance outlined in the document ‘Evaluation Implementation, June 2021’ (<http://web.undp.org/evaluation/guideline/section-4.shtml>).

2. PROJECT BACKGROUND AND CONTEXT

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

The project goals are in line with several of the Sustainable Development Goals (SDGs). For example, project activities contribute towards the achievement of SDG 16 calling for the promotion of peaceful and inclusive societies for sustainable development and for building effective, accountable and inclusive

institutions at all levels. At the same time the project activities are also promote inclusive and sustainable economic growth, technological advancement and innovation for all women and men, including young people and persons with disabilities and equal pay for work of equal value (SDG 8). Furthermore, project activities has advance achievement of gender equality by empowering all women, ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in the political, economic and public life (SDG 5).

Expected Results

The Project has the following components:

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

The Outcomes of the Project are:

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

The Outputs of the Project are:

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

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

Output 3: (3.1) assessment of demand for most popular public services; (3.2) streamline provision of at least 22 public services provided through the PSCs in the 5 pilot regions; (3.3) Support the establishment of regional centres for innovative ideas, digital skills & women empowerment; (3.4) pilot public-private partnerships (PPP) in public service delivery; (3.5) improvement of user experience by upgrading the

design, layout, furnishing and equipment of the PSCs; and (3.6) promotion of the PSCs through awareness raising campaigns conducted.

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

3. THE PURPOSE AND OBJECTIVES

The evaluation report will assess the project's achievement of results against expected outcomes and derive lessons to enhance the sustainability of project benefits and improve overall UNDP programming. The Terminal Evaluation report promotes accountability and transparency by assessing the extent of project accomplishments. It serves as a basis for organizational learning and accountability for managers and stakeholders. The evaluation must provide comprehensive and compelling evidence to support its findings and ratings, with a focus on project results, lessons learned, and recommendations for follow-up activities.

This evaluation is to be undertaken in line with the evaluation policy of UNDP (http://www.undp.org/content/undp/en/home/operations/accountability/evaluation/evaluation_policyofund) and the UNDP Handbook on Monitoring and Evaluating for Results (<http://web.undp.org/evaluation/handbook/index.html>).

Evaluation will be undertaken in line with the principles outlined in the UNDP Evaluation Guidelines:

- Independence
- Impartiality
- Transparency

- Disclosure
- Ethical
- Partnership
- Competencies and Capacities
- Credibility
- Utility

4. EVALUATION SCOPE

This assignment aims to perform terminal evaluation of the project's entire implementation period from May 2019 to September 2024 (64 months). The evaluation is forward looking and will effectively capture lessons learnt and provide information on the nature, extent and where possible, the potential impact and sustainability of the IPSD project.

The specific objectives of the final evaluation are the following:

- to assess the implementation approaches, progress made, challenges encountered, identify and document the lessons learnt and make recommendations to develop similar technical assistance projects in the future.
- to assess the progress against its objectives, expected result, outputs and indicators.
- to assess the approaches and interventions adopted by the project towards achieving the outputs.
- to identify and document main project achievements and results and their impact, and lessons learned.

- to ascertain the relevance, effectiveness, coherence, efficiency and sustainability of the project interventions.

The evaluation should look at the relevance of the project, quality of project design, effectiveness and efficiency of implementation to date and sustainability of the project. It will address the results achieved, as well as issues of capacity and implementation approaches. Particularly, the evaluation should cover but not limited to the following areas.

- Relevance of the project: review the progress against project outputs and contribution to outcome level results as defined in the project’s theory of change and ascertain whether assumptions and risks remain valid. Identify any other intended or unintended, positive or negative, results.
- Effectiveness and efficiency of implementation approaches: review project’s technical as well as operational approaches and deliverables, quality of results and their impact, alignment with national priorities and responding to the needs of the stakeholders; covering the results achieved, the partnerships established, as well as issues of capacity;
- Review the project’s approaches in general including mainstreaming of gender equality and social inclusion, with particular focus on women and marginalised groups;

Review and assess the sustainability of the results and risks and opportunities (in terms of resource mobilization, synergy and areas of interventions) related to future interventions.

Project performance will be measured based on Project’s Results and Resources Framework, which provides clear indicators for project implementation. The Report of the Evaluation will be stand-alone document that substantiates its recommendations and conclusions.

4. TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable, and useful.

The TOR may suggest an overall approach and method for conducting the evaluation, as well as data sources and tools that will likely yield the most reliable and valid answers to the evaluation questions within the limits of resources. However, final decisions about the specific design and methods for the evaluation should emerge from consultations with the UNDP CO, the evaluators and key stakeholders about what is appropriate and feasible to meet the evaluation purpose and objectives and answer the evaluation questions, given limitations of budget, time and data. Evaluation should employ a combination of qualitative and quantitative evaluation methods and instruments. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and male and female direct beneficiaries. Suggested methodological tools and approaches may include:

▪ **Documents review.** This would include a review of all relevant documentation, inter alia:

- Project document (contribution agreement).
- Theory of change and results framework.
- Programme and project quality assurance reports.
- Annual workplans.
- Activity designs.
- Consolidated quarterly and annual reports.
- Results-oriented monitoring report.
- Highlights of project board meetings.
- Technical/financial monitoring reports.

▪ **Interviews and meetings** with key stakeholders (men and women) such as key government counterparts, donor community members, representatives of key civil society organizations, United Nations country team (UNCT) members and implementing partners:

▪ **Semi-structured interviews**, based on questions designed for different stakeholders based on evaluation questions around relevance, coherence, effectiveness, efficiency, and sustainability.

▪ **Key informant and focus group discussions** with men and women, beneficiaries and stakeholders. All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.

▪ **Surveys and questionnaires** to target direct beneficiaries including male and female participants in development programmes, and/ or questionnaires to other stakeholders at strategic and programmatic levels. Digital data collection tools are used in UNDP Uzbekistan, namely KOBO/ONA Toolboxes. All results from field surveys are captured as part of lessons learned and used in dashboards and to generate baseline data for future projects and interventions.

▪ **Field visits** and on-site validation of key tangible outputs and interventions.

▪ Other methods such as outcome mapping, observational visits, group discussions, etc.

▪ **Data review and analysis** of monitoring and other data sources and methods. To ensure maximum validity, reliability of data (quality) and promote use, the evaluation team will ensure triangulation of the various data sources.

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

The TE team must use **gender-responsive methodologies** and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

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

Gender and Human Rights based Approach

The evaluation must integrate human rights, gender equality and disability issues to meet the requirements of the United Nations System-Wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women Evaluation Performance Indicator, and the United Nations Disability Inclusion Strategy.

In addition, the methodology used in the TE, including data collection and analysis methods should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age, etc. Detailed analysis on disaggregated data will be undertaken as part of this evaluation from which findings are consolidated to make recommendations and identify lessons learned for enhanced gender-responsive and rights-based approach of the project.

The evaluators are requested to review *UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation* during the inception phase⁶⁴.

IV. EVALUATION CRITERIA AND KEY 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 evaluation team through the inception report.

Impact:

⁶⁴ Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980

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?
What has happened as a result of the project?
What real difference has the activity made to the beneficiaries? To what extent and degree were the lives of vulnerable, underrepresented, rural women, women/men with disabilities, and youth improved?
What were the most significant changes that this project has helped to generate?
How many people have been affected? What types/kinds/groups of people have been affected and may be impacted after the project?
To what extent has the project promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men or vulnerable groups?

Relevance:

- To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the Gender Equality Strategy of UNDP, the UNDP Strategic Plan and the SDGs?
- 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?
- Has the project been screened for gender equality and the gender marker assigned to this project representative of reality?

Effectiveness

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

Efficiency

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

Sustainability

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

Evaluation of Cross Cutting Issues:

Leave no one behind and gender aspects will be considered well in evaluation questions as well the evaluation process. Gender analysis, including gender disaggregated data need to be incorporated in the evaluation.

6. TIMEFRAME

The total duration of the TE will be approximately 35 working days over a period of 16 weeks starting on 1 June 2024 and ending by 1 September 2024. The tentative TE timeframe is as follows:

| Timeframe | Activity |
|-----------|----------|
|-----------|----------|

| | |
|------------------|--|
| 10 June 2024 | Application closes |
| 14 June 2024 | Selection of the TE team (contract signing) |
| 17 June 2024 | Preparation period for the TE team (handover of documentation), Document review and analysis for the TE Inception Report Preparation |
| 24 June 2024 | Submission of 1 st Draft Inception Report |
| 12 July 2024 | Finalization and Validation of the TE Inception Report; latest start of the TE mission |
| 12 -19 July 2024 | TE mission ⁶⁵ : stakeholder meetings, interviews, field visits, etc. |
| 20 July 2024 | Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission |
| 21- 26 July 2024 | Preparation of draft TE report |
| 29-30 July 2024 | Circulation of draft TE report for comments |
| 5 August 2024 | Incorporation of comments on draft TE report into Audit Trail & finalization of the TE report |
| 6-20 August 2024 | Preparation and Issuance of Management Response |
| 23 August 2024 | Concluding Stakeholder Validation Workshop ⁶⁶ |
| 26 August 2024 | Approval of the final TE Report |
| 1 September 2024 | Expected date of full TE completion |

Options for site visits should be provided in the TE Inception Report.

7. TE DELIVERABLES

| # | Deliverable | Description | Timing | Responsibilities |
|---|---------------------|---|--|---|
| 1 | TE Inception Report | TE team clarifies objectives, methodology and timing of the TE | No later than 2 weeks before the TE mission: 25 June 2024 | TE team submits Inception Report to Commissioning Unit and project management |
| 2 | Presentation | Initial Findings | End of the TE mission: 20 July 2024 | TE team presents to Commissioning Unit and project management |
| 3 | Draft TE Report | Full draft report (<i>using guidelines on report content in ToR Annex</i>) with annexes | Within 2.5 weeks of end of TE mission: 26 July 2024 | TE team submits to Commissioning Unit |

⁶⁵ In case if the travel to the country is restricted due to Covid-19 and it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

⁶⁶ A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the TE schedule. Equally, qualified and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.

| | | | | |
|---|-----------------------------------|--|--|--|
| 4 | Final TE Report* + Audit Trail | Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (<i>See template in ToR Annex H</i>) | Within 1 week of receiving comments on draft report: 12 August 2024 | TE team submits both documents to the Commissioning Unit |
|---|-----------------------------------|--|--|--|

*All EVALUATION REPORTS will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO’s quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.⁶⁷

8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the **UNDP Country Office in Uzbekistan**.

A team of two independent evaluators will conduct the TE – one international (1) and one national (1) consultants.

The UNDP Uzbekistan Country Office will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

TE team will be expected to conduct a field visit to the project locations in the target project areas: Tashkent city, Surkhandarya region and the Republic of Karakalpakstan.

Travel:

- International travel will be required to *Tashkent* during the TE mission;
- The BSAFE course must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations.

9. TE TEAM COMPOSITION

The evaluation team will be comprised of one team leader (international consultant) and a national consultant.

An International Consultant will conduct the TE who will be responsible for the overall design and writing of the TE 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 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. Payment for services will be made from the Project

⁶⁷ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

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;
- 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, Project Board key members and UNDP RTA. UNDP and the stakeholders will submit comments and suggestions within 10 working days after receiving the draft. The finalized Final Evaluation Report, addressing all comments received shall be submitted by 5 August 2024.

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

The selection of evaluators will be aimed at maximizing the overall “team” qualities in the following areas:

A. Team Leader- International Consultant (100%)

Education

- Master’s degree in economics, public administration or public policy or other closely related field (20 marks).

Experience

- Experience in conducting at least 5 results-based management project mid-term or terminal evaluations, within United Nations system, preferably for UNDP projects (3-5 evaluations - 30 marks, less than 3 evaluations - 10 marks).
- Experience in policy research, evaluating public interventions effectiveness at the national / country level (10 marks);
- Minimum 10 years of professional experience in public service delivery, participatory planning, governance, digitalization, police research or any other relevant areas (20 marks).
- Demonstrated understanding of gender equality issues, digitalization, and innovation for development issues (10 marks).

Working experience in relevant areas in Uzbekistan or CIS countries will be as an advantage

Language

- Fluency in written and spoken English (10 marks), knowledge of Russian will be as an advantage.

RESPONSIBILITIES

- Conduct document review and data gathering;
- Design and develop appropriate, detailed evaluation methodologies for TE;
- Lead the TE Team in planning, conducting, and reporting on the evaluation remotely with clear division of labor within the Team, ensuring timeliness of reports;
- Lead drafting and finalization of the Inception Report for the TE;
- Use of best practice methodologies in conducting evaluation;
- Lead presentation of the draft evaluation findings and recommendations remotely;

- Organize the de-briefing to the UNDP Country Office in Tashkent and Project Management Team remotely;
- Lead the drafting and finalization of the TE Report

10. EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The evaluator must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and 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.

11. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
 - 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
 - 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail
- Criteria for issuing the final payment of 40%⁶⁸:
- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
 - The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
 - The Audit Trail includes responses to and justification for each comment listed.

12. APPLICATION PROCESS⁶⁹

Recommended Presentation of Proposal:

- Offeror’s Letter to UNDP Confirming Interest and Availability** using the [template](#)⁷⁰ provided by UNDP
- CV**, including Education/Qualification, Professional Certification, Employment Records /Experience ([P11 form](#)⁷¹)

⁶⁸ The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit’s senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

⁶⁹ Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP

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

⁷⁰<https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

⁷¹ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

- 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 and all other travel related costs (such as flight ticket, per diem, etc), 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.

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

13. TOR ANNEXES

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

Annex 2: Mission Itinerary

**Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan
Project Final Evaluation
AGENDA**

19-23 August 2024

| Time | Meeting | Location |
|--------------------------------|---|---|
| Day 1 - 19 August 2024 | | |
| 10:00-11:00 | Briefing meeting with UNDP CO Management (Discussion of the FE Inception Report) | Country Office, Tashkent |
| 11:30-13:00 | Briefing and workshop on successes & challenges of the project | Project Office, Tashkent |
| 16:30-18:00 | Meeting with the Ministry of Justice (MoJ) | Ministry of Justice, Tashkent |
| Day 2 – 20 August, 2024 | | |
| 10:00-12:30 | Field visits to selected project pilot Public Services Center (Shurchi district of Surkhandarya region) | Shurchi district of Surkhandarya region |
| 10:00-11:00 | Meeting with the director of Shurchi district PSC | Shurchi district of Surkhandarya region |
| 11:00-11:30 | Meeting with the WAG expert at Shurchi district PSC | Shurchi district of Surkhandarya region |
| 11:30-12:00 | Meeting with the volunteer at Shurchi district PSC | Shurchi district of Surkhandarya region |
| 12:00-12:30 | Meeting with the beneficiaries | Shurchi district of Surkhandarya region |
| 14:00-15:00 | Meeting in the Council of People’s deputies of Shurchi district of Surkhandarya region | Shurchi district of Surkhandarya region |
| Day 3 - 21 August, 2024 | | |
| 12:00-13:00 | Meeting with the Agency for the Development of Public Service (ARGOS) under the President of the Republic of Uzbekistan | Project office, Tashkent |
| 15:00-16:00 | Meeting in the Delegation of the EU to Uzbekistan | Office of the EU delegation to Uzbekistan, Tashkent |
| 16:30-17:30 | Meeting with the Tashkent State University of Law | Zoom call |

| | | |
|--------------------------------|---|--|
| 18:00-19:00 | Meeting with Ministry of Economy and Finance (MoEF) | Ministry of Economy and Finance, Tashkent |
| Day 4 – 22 August, 2024 | | |
| 10:00-12:30 | Field visits to selected project pilot Public Services Centers (Nukus district of the Republic of Karakalpakstan) | Nukus district of the Republic of Karakalpakstan |
| 10:00-11:00 | Meeting with the director of Nukus district PSC | Nukus district of Surkhandarya region |
| 11:00-11:30 | Meeting with the WAG expert at Nukus district PSC | Nukus district of Surkhandarya region |
| 11:30-12:00 | Meeting with the volunteer at Nukus district PSC | Nukus district of Surkhandarya region |
| 12:00-12:30 | Meeting with the beneficiaries | Nukus district of Surkhandarya region |
| 14:00-15:00 | Meeting in the Council of People’s deputies of Nukus district of the Republic of Karakalpakstan | Nukus district of the Republic of Karakalpakstan |
| Day 5 - 23 August, 2024 | | |
| 11:00-12:00 | Meeting with the Agency for Strategic Reforms (ASR) under the President of the Republic of Uzbekistan | Agency for Strategic Reforms, Tashkent |
| 13:30-14:30 | Meeting with the Senate of the Republic of Uzbekistan | Project Team Office, Tashkent |
| 15:00-15:30 | Preliminary Findings presentation for UNDP CO Management | UNDP Uzbekistan Country Office, Tashkent |
| 16:00-17:00 | Preliminary Findings workshop with IPSD project team | Project Team Office, Tashkent |

Annex 3: List of Persons Interviewed

The following is a list of stakeholders who were interviewed by the evaluation team. Their specific comments were kept confidential, unless the interview was held in a space where the information was not private, such as recordings in the PSCs conducted by the Situation Center.

| | Name of Participant | Position | Organization | Role in Project |
|----|------------------------|--|---------------------|----------------------|
| | Tashkent | | | |
| 1 | Akiko Fujii | UNDP Resident Representative | UNDP | Country Office |
| 2 | Anas Qarman | UNDP Deputy Resident Representative | UNDP | Country Office |
| 3 | Mukhabbat Turkmenova | Head of the Strategic Planning and Integration Unit | UNDP | Country Office |
| 4 | Kamila Mukhamedkhanova | Head of Effective Governance Cluster | UNDP | Country Office |
| 5 | Bunyod Avliyokulov | Programme Specialist, Effective Governance Cluster | UNDP | Country Office |
| 6 | Abror Khodjaev | Project Manager | UNDP | Project Team |
| 7 | Gayrat Satvaldiev | Project Coordinator | UNDP | Project Team |
| 8 | Ravshan Soliyev | Task Manager on Public Service Delivery Legislation | UNDP | Project Team |
| 9 | Oybek Yakhshiyev | Task Manager | UNDP | Project Team |
| 10 | Dilshod Rasulov | Monitoring and Evaluation Specialist | UNDP | Project Team |
| 11 | Kamol Almuradov | Head of Department of Digitalization of public services | Ministry of Justice | Implementing partner |
| 12 | Kamoliddin Khojaev | Head of the Center for the development of information and communication technologies in judicial bodies and institutions | Ministry of Justice | Implementing partner |
| 13 | Ulugbek Sadikov | Head of Department for Control over the Provision of Public Services | Ministry of Justice | Implementing partner |
| 14 | Isomidding Latipov | Deputy Head of Department of Analysis and Development of Public Services | Ministry of Justice | Implementing partner |

| | | | | |
|----|------------------------|---|----------------------------------|-----------------------|
| 15 | Umid Shadiev | Specialist at the Department for Control over the Provision of Public Services | Ministry of Justice | Implementing partner |
| 16 | Shukhrat Abdurakhmonov | Deputy Head of the Department for the introduction of KPI | ARGOS | Implementing partner |
| 17 | Timur Abdullaev | Head of the Division for the International cooperation | ARGOS | Implementing partner |
| 18 | Wim Riepma | Head of Cooperation | EU Delegation | Donor |
| 19 | Akmal Rustamov | Project Manager, Cooperation Section | EU Delegation | Donor |
| 20 | Dilshod Avezov | Head of the department of continuous education | Tashkent State University of Law | Implementing Partners |
| 21 | Abdukodir Yokubov | Deputy Director of Public-Private Partnership Development department | Ministry of Economy and Finance | Implementing partner |
| 22 | Ilhom | Head of division at Public-Private Partnership Development department | Ministry of Economy and Finance | Implementing partner |
| 23 | Alisher | Specialist at the Public-Private Partnership Development department | Ministry of Economy and Finance | Implementing partner |
| 24 | Asliddin | Specialist at the SME Development department | Ministry of Economy and Finance | Implementing partner |
| 25 | Bekzod | Specialist at the Public-Private Partnership Development department | Ministry of Economy and Finance | Implementing partner |
| 26 | Baxodir Raxmatov | Director | Agency for Strategic Reforms | Implementing Partner |
| 27 | Bakhtiyor Normirzaev | Chief Consultant | Agency for Strategic Reforms | Implementing Partner |
| 28 | Quvondiq Mukumov | Director of the Centre for the Study of the Activities of Territorial Representative Bodies | Senate of the Oliy Majlis | Implementing Partner |
| | | | Shurchi | |
| 29 | Sayfiddin Qudratov | Director | Pilot PSC | Beneficiaries |

| | | | | |
|----|---|---|--|---------------|
| 30 | Malika | Expert | Women Advisory Groups | Beneficiaries |
| 31 | Zuhriddin | Volunteer | Volunteers | Beneficiaries |
| 32 | 2 clients visiting PSC at the moment of field-visit | Clients | Clients | Beneficiaries |
| 33 | Botir Rajabov | Head of Secretariat of the Council of People's deputies of Shurchi district of Surkhandarya region, Deputy Head of Public Advisory Council | Councils of People's Deputies of Shurchi district of Surkhandarya region | Beneficiaries |
| | | | Nukus | |
| 34 | | Director | Pilot PSCs | Beneficiaries |
| 35 | | Expert | Women Advisory Groups | Beneficiaries |
| 36 | Yusup | Volunteer | Volunteers | Beneficiaries |
| 37 | 1 client visiting PSC at the moment of field-visit | Client | Clients | Beneficiaries |
| 38 | Nuratdin Seytnazarov | Head of Secretariat of the Council of People's deputies of Nukus district of the Republic of Karakalpakstan, Deputy Head of Public Advisory Council | Councils of People's Deputies | Beneficiaries |

Annex 4: Documents Reviewed

The following is a list of the documents reviewed by the evaluation team for the purposes of this terminal evaluation.

Priority Final RF Matrix for Report Effectiveness Section

1. The final project results -indicator framework and justification for results by the project team.

Priority Documents

2. Project Inception workshop final report
3. Original Project Document (ProDoc) and revisions/amendments
4. Mid-Term Evaluation (MTE)
5. ROM Review
6. Evaluation TOR

Priority Lists and Reports

7. All annual reports, all quarterly reports and the final reports
8. List of current national and regional priorities (relevant policies, laws, frameworks) that the project supported and has changed
9. Documentation of the Project Board Meetings (minutes and other reporting)
10. List of laws and policies influenced by the project with institutional results summary in narrative
11. All project supported Outreach and Communications (project brochures, public awareness materials, communication strategies)
12. PMU quality assessment reports, including survey results.
13. List of project-supported research, scientific, and policy-related studies (enabling activities)
14. List of actual stakeholder roles and involvement -outlining the role and actual involvement of stakeholders, including project implementing partners and other stakeholders
15. List of names of all project supported staff and consultants attached to the project from inception, including positions and reasons for leaving
16. Table of and narrative explaining gender-related disaggregated results ie involved in activities or trainings
17. Co-financing table–For final report. making up the total expected and all donors contributing to the broader initiative.

Annex 5: Evaluation Question Matrix

| Evaluative Criteria Questions | Indicators | Sources | Methodology |
|---|--|--|---|
| Relevance: How does the project relate to the main objectives of the UNDP SP, CPD, SDGs and National Priorities? | | | |
| 1) To what extent has the project design (i.e. outcome, expected results, indicators, and assumptions) proved to address the needs outlined in the development challenge? | - Evidence of background research to inform project design (project document, other documents.) | - Needs assessment, project documents, M&E reports, MTR, meeting minutes, and other relevant documents | - Document analysis |
| 2) To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the Gender Equality Strategy of UNDP, the UNDP Strategic Plan and the SDGs? | <ul style="list-style-type: none"> - Reference to and alignment with the UZB country programme and national priorities in the project design - Reference to and alignment with the UNDP Strategic Plan, Gender Equality Strategy, and relevant SDGs in the project design. | <ul style="list-style-type: none"> - M&E reports (i.e. project reports, donor reports), national policies, UNDP policies and strategies (global and national) - Relevant government officials (national and regional), UNDP staff, donor representatives | <ul style="list-style-type: none"> - Document analysis - Key Informant Interviews |
| 3) In what ways did the project align with beneficiaries' needs? | <ul style="list-style-type: none"> - Extent to which the needs expressed by beneficiaries align with project goals. - The extent to which the intervention objectives and design respond to global and national needs, policies and priorities and those of beneficiaries and partner institutions, and continue to do so as circumstances change. | - Beneficiaries | - Focus Groups |

| Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved? | | | |
|---|---|--|--|
| <p>4) To what extent did the project achieve its intended results (outcomes and outputs) as per its theory of change and results framework?</p> <p>- What were key unintended results?</p> <p>- What have been the key factors that contributed towards or hindered the project's ability to achieve its results?</p> | <p>- Extent to which IPSD targets, output, and outcome level indicators were achieved</p> <p>- Extent to which and in what ways the IPSD project was effective in helping to make public services more accessible for the population, particularly in remote areas</p> <p>- Extent to which and in what ways the project promoted positive changes in gender equality, the empowerment of women, and other vulnerable groups</p> <p>- Extent to which and in what ways partners and other organizations contributed to achieving project outcomes</p> | <p>- All M&E related documentation, such as activity reports, meeting minutes, MTR, donor reporting, etc.</p> <p>- Relevant government officials (national and regional), UNDP staff, donor representatives</p> <p>- Beneficiaries</p> | <p>- Document analysis</p> <p>- Key Informant Interviews</p> <p>- Focus Groups</p> |
| <p>5) In what ways were the assumptions and risks identified in the project document valid throughout its implementation?</p> | <p>- Level of alignment of assumptions and risks anticipated with actual implementation</p> | | |
| Efficiency: Was the project implemented efficiently, in line with international and national norms and standards? | | | |
| <p>6) To what extent did the project's management arrangements (i.e. human resources, organizational and operational management structures) enable or challenge its delivery?</p> | <p>- Extent and ways in which the project responded to major external factors (such as COVID-19)</p> <p>- Extent to which project activities were delivered in a timely manner</p> <p>- Extent to which budget allocations, approval processes, management arrangements</p> | <p>- All M&E related documentation, such as activity reports, meeting minutes, MTR, donor reporting, etc.</p> <p>- Relevant government officials (national and regional), UNDP staff, donor representatives</p> | <p>- Document analysis</p> <p>- Key Informant Interviews</p> |

| | | | |
|---|---|--|---|
| | <p>enabled/hindered efficient implementation</p> <ul style="list-style-type: none"> - Extent to which the project's communication and outreach was satisfactory in raising awareness to promote PSCs | - Beneficiaries | - Focus Groups |
| 7) Did the project have a sound M&E plan to monitor results and track progress towards achieving Project objectives? | <ul style="list-style-type: none"> - Extent to which M&E products (monitoring reports, evaluations, lessons learned, etc) were developed and utilized | | |
| Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results? | | | |
| 8) To what extent will financial and economic resources be available to sustain the benefits achieved by the project? | <ul style="list-style-type: none"> - Type and ways that mechanisms have been set in place to sustain improvements made through the project's interventions - Extent to which project interventions have well-designed and well-planned exit strategies? | <ul style="list-style-type: none"> - UN and government documents demonstrating exit strategies, next steps, continuing efforts. - Relevant government officials (national and regional), UNDP staff, donor representatives | <ul style="list-style-type: none"> - Document analysis - Key Informant Interviews |
| 9) To what extent will targeted men, women and vulnerable people benefit from the project interventions in the long term? | <ul style="list-style-type: none"> - Extent and ways stakeholders support or are committed to the project's long-term objectives | <ul style="list-style-type: none"> - UN and government documents demonstrating exit strategies, next steps, continuing efforts. - Relevant government officials (national and regional), UNDP staff, donor representatives | <ul style="list-style-type: none"> - Document analysis - Key Informant Interviews |
| Cross-Cutting Themes: Gender Equality, Women's Empowerment, Leave No One Behind and Human Rights | | | |
| 10) To what extent and in what ways have gender equality and reaching | <ul style="list-style-type: none"> - Extent and degree the lives of vulnerable, underrepresented, rural | <ul style="list-style-type: none"> - All M&E related documentation, such as | <ul style="list-style-type: none"> - Document analysis |

| | | | |
|--|---|---|---|
| <p>the most vulnerable groups (Leave No One Behind), been effectively incorporated and addressed in the project?</p> | <p>women, women/men with disabilities, and youth were improved due to the project</p> <ul style="list-style-type: none"> - Extent to which human rights were addressed for vulnerable, underrepresented, rural women, women/men with disabilities, and youth | <p>activity reports, meeting minutes, MTR, donor reporting, etc.</p> <ul style="list-style-type: none"> - Relevant government officials (national and regional), UNDP staff, donor representatives - Beneficiaries | <ul style="list-style-type: none"> - Key Informant Interviews - Focus Groups |
| <p>11) Was the project screened for gender equality and the gender marker assigned to this project representative of reality?</p> | <ul style="list-style-type: none"> - Extent to which project utilized screening for gender equality and gender markers | <ul style="list-style-type: none"> - screening results, all M&E related documentation | <ul style="list-style-type: none"> - Document analysis |
| <p>Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?</p> | | | |
| <p>12) What were the most significant changes that this project has helped to generate?</p> | <ul style="list-style-type: none"> - Extent to which key stakeholders and beneficiaries are satisfied with the implementation and results of the project - Demonstration of the concrete differences the project made to the beneficiaries | <ul style="list-style-type: none"> - All M&E related documentation, such as activity reports, meeting minutes, MTR, donor reporting, etc. - Relevant government officials (national and regional), UNDP staff, donor representatives - Beneficiaries | <ul style="list-style-type: none"> - Document analysis - Key Informant Interviews - Focus Groups |

Annex 6: Interview Guides

Key Informant Interviews (KIIs) will be guided by, but not limited to, the following questions. This semi-structured approach will allow for exploration of experiences that, in total, will provide a depth of understanding regarding the review questions. Interview questions will be adapted for different groups of stakeholders, as needed.

Prior to the interview, the key informants will be briefed about the review process and purpose of the KIIs. They will be asked to provide their consent before the interview commences. All the information and data will be kept strictly confidential and will only be used by the consultant. Responses will not be attributed to any one person. The responses will be analyzed and results shared in aggregate.

The following are draft questions for the interviews and will be refined once the inception report is finalized.

Introduction and Interview Objectives:

Hello,

Thank you for taking the time to talk with us. We are Jude Kallick and Davlat Umarov. We are conducting a final evaluation of the UNDP project “Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan”. This interview is an opportunity to reflect on your involvement in the project’s efforts and activities.

For this final evaluation we were asked to assess the project’s performance and identify key learning and recommendations.

We are talking with a sample of project staff, government officials, donor representatives, and others involved in the project.

Your responses to the interview questions are entirely voluntary and will be confidential.

Your responses will only be shared as part of a combined analysis with data from all interviews. No responses will be identifiable to a particular organization or individual and your name will not appear anywhere.

To facilitate our note-taking and ensure accuracy in our understanding, would you agree to our recording this conversation? **[verbal confirmation recorded]**

Do you have any questions about the project or this evaluation before we start the interview?

UNDP Interview Questions

Interview Protocol

| | |
|---------------|--|
| Date: | |
| Interviewee: | |
| Position: | |
| Organization: | |
| Location: | |

1. How do you anticipate the results of this evaluation being used?
 - a. What type of information would be most helpful for what you're planning to do next?
2. Evaluation Questions
 - a. Do these resonate with you? Anything that should be changed?
 - b. What are the key questions you want to have answered?
3. Any other feedback about the Inception Report you would like to share?
4. What did you learn from the MTR and what was implemented/changed? How addressed recommendations? What did you like/not like about the MTR process?
5. Is there anything we should know to help us better understand the context of the project?
 - a. What aspects were most helpful?
 - b. What were some key challenges?
6. How will this report be distributed?
 - a. What should we tell stakeholders?

Project Team FOCUS GROUP GUIDE

Focus Group Protocol

| | |
|---------------------------|--|
| Date: | |
| Participants & Positions: | |
| Organization: | |
| Location: | |

1. Introductions (10 min)

2. Evaluation Questions (20 min)
 - a. Do these resonate with you? Anything that should be changed?
 - b. What are the key questions you want to have answered?
3. Collecting Evidence (30 min)
 - a. To answer these questions, what would you want to be sure that we capture?
Highlighting successes and describing/contextualizing challenges
 - i. Where will we find this information?
 - ii. Which M&E data?
 - iii. Interviews with who?
4. What do you think will best demonstrate the sustainability of the project after it closes? (30 min)
 - a. What was UNDP's role in ensuring this will happen?
 - b. How would you most like to be able to use the results for the evaluation? (20 min)
5. Wrap up (10 min)

Partners Interview Questions

Interview Protocol

| | |
|---------------|--|
| Date: | |
| Interviewee: | |
| Position: | |
| Organization: | |
| Location: | |

Background Questions

1. What have been your role and responsibilities in the project?
 - a. How long have you been involved with the project?
 - b. Were you involved in the project design process? In what ways?

Relevance

1. Why did you/your organization/ministry decide to work with UNDP on the IPSD project?
 - a. In what ways did this project/ PSC align with your and your organization's goals?

Effectiveness

2. What would you highlight as the most significant results from the project?
3. What were their key challenges?
 - a. How would you describe the way in which the project responded to these challenges?

Efficiency

4. How would you describe the way in which the project was run?
 - a. management of technical, human, and financial resources to deliver their activities?

Sustainability

5. As you look to the future, what do you think will be different because of this project over the next 2-5 years and beyond?
 - a. What aspects of the project provide the foundation for this difference to occur?

Recommendations

6. Looking back across the span of the project’s implementation, is there anything that you think should have been done differently?
7. Looking forward, Is there anything that you would recommend to improve future projects similar to IPSD?

Final Comments

8. Anything else you would like to share that we haven’t covered?

Implementing Partners FOCUS GROUP GUIDE

Focus Group Protocol

| | |
|---------------|--|
| Date: | |
| Interviewee: | |
| Position: | |
| Organization: | |
| Location: | |

Background Questions

1. What have been your role and responsibilities in the project?
 - a. How long have you been involved with the project?
 - b. Were you involved in the project design process? In what ways?

Relevance

1. Why did you/ the ministry decide to work with UNDP on the IPSD project?
 - a. In what ways did this project/ PSC align with your and your organization’s goals?

Effectiveness

2. What would you highlight as the most significant results from the project?
3. What were key challenges?
 - a. How would you describe the way in which the project responded to these challenges?

Efficiency

4. How would you describe the way in which the project was run?
 - a. management of technical, human, and financial resources to deliver their activities?

Sustainability

5. What are the plans for after the project is closed?
 - a. Exit strategy
 - i. How helpful is it?
 - ii. Who was a part of designing it?

Recommendations

6. If someone was designing a similar project, what would you recommend to them?
 - a. What should they be sure to do? What should they be sure not to do?

Final Comments

7. Anything else you would like to share that we haven't covered?

Public Service Center INTERVIEW GUIDE

Interview Protocol

| | |
|---------------|--|
| Date: | |
| Interviewee: | |
| Position: | |
| Organization: | |
| Location: | |

Background Questions

1. What have been your role and responsibilities in the project?
 - a. How long have you been involved with the project?
 - b. Were you involved in the project design process? In what ways?
2. When was the center created?
3. What did the project provide?

Effectiveness

4. What's been different because of the things the project provided?
 - a. What would you highlight as the most significant results from the project?
 - b. What were their key challenges?
5. How do you know when people are satisfied with the services?
 - a. What behavioral changes have you noticed because of WAG? Project in general?

- b. Do you have a way to measure or track satisfaction? (rate, type, etc)
 - c. How do you use the information?
 - i. Reporting to the ministry? UNDP? Others?
 - ii. Internal management - adapting how you do things?
 - d. Do you have any information that tracks/ demonstrates client satisfaction?
 - i. What are people's reactions and how is the info useful?
6. Can you describe the type of work the WAG is doing?
- a. Who are they reaching?
 - b. Who are they collaborating with?
 - c. What contributions does this make that is different then before the project/WAG existed?
7. How would you describe the impact of the Situation Room/Center in your work?

Sustainability

8. Are there aspects of the project that continue to help keep it going as you move forward?
- a. What happens when you have new employees?
 - i. Certificate of standard? Training? What else?

Recommendations

9. Looking back across the span of the project's implementation, is there anything that you think should have been done differently?
10. Looking forward, Is there anything that you would recommend to improve future projects similar to IPSD?

Final Comments

11. Anything else you would like to share that we haven't covered?

End Users INTERVIEW GUIDE

Interview Protocol

| | |
|---------------|--|
| Date: | |
| Interviewee: | |
| Position: | |
| Organization: | |
| Location: | |

1. What was it like to get services before COVID?
- a. Notarization, child information (allowance, birth certificate, kindergarten, etc

2. What is it like now (how has it made a difference in your life)?
3. Is there anything you think would make this work better?

Background Info

Gender:

Age:

Distance live from PSC:

Would you mind sharing what kind of services you use most?

Donor Interview Questions

Interview Protocol

| | |
|---------------|--|
| Date: | |
| Interviewee: | |
| Position: | |
| Organization: | |
| Location: | |

Background Questions

1. Could you please tell me about your role and responsibilities within the EU?
 - a. In what ways were you involved in the project?
 - i. Design? Decision making? Was this the right balance from your perspective?

Relevance

2. To what extent was the project design aligned with EU priorities and needs?
 - a. How well did the project align with the changing needs and priorities?
3. Were there other similar or complementary EU projects?
 - a. In what ways, if any, did ISPD relate or work with each other?

Effectiveness

4. What would you highlight as the most significant results from the project?
5. What were their key challenges?
 - a. How would you describe the way in which the project responded to these challenges?

Efficiency

6. How would you describe the way in which the project was run?
 - a. management of technical, human, and financial resources to deliver their activities?

Sustainability

7. As you look to the future, what do you think will be different because of this project over the next 2-5 years and beyond?

a. What aspects of the project provide the foundation for this difference to occur?

Recommendations

8. Looking back across the span of the project's implementation, is there anything that you think should have been done differently?

9. Looking forward, Is there anything that you would recommend to improve future projects similar to IPSD?

Final Comments

10. Anything else you would like to share that we haven't covered?

Annex 7: TE Rating Scales

The following rating scales will be employed for the purposes of this evaluation.

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

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

Signed at Tashkent, Uzbekistan (Place) on _____ (Date)

Signature: UN/IAS.

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).

Annex 9: TE Report Clearance Form

Final Evaluation Report for *(Project Title & ID)*

Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: _____

Signature: _____

Date: _____

**Approved by:
DRR, UNDP CO Uzbekistan**

Name: _____

Signature: _____

Date: _____