I. Job Information

<table>
<thead>
<tr>
<th>Job Title:</th>
<th>International Consultant / Team Leader for the mid-term evaluation of the CPAP Outcomes</th>
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</thead>
<tbody>
<tr>
<td>Project Title/Department:</td>
<td>CPAP Implementation Support Project #00074848</td>
</tr>
<tr>
<td>Duration of the assignment:</td>
<td>2.5 months (including 31 days of mission to Tashkent, Uzbekistan)</td>
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<tr>
<td>Duty station:</td>
<td>Desk review with visit to Uzbekistan</td>
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<tr>
<td>Expected places of travel:</td>
<td>Tashkent and other regions of Uzbekistan</td>
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<tr>
<td>Reports To:</td>
<td>UNDP Deputy Resident Representative</td>
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II. Background

United Nations Development Programme (UNDP) is the UN’s global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help countries to build and share solutions to the challenges of Poverty Reduction, Democratic Governance, Crisis Prevention and Recovery, Environment and Energy, HIV/AIDS.

Since 1993, UNDP Uzbekistan works intensively to support the Government, civil society and people in Uzbekistan to overcome the numerous challenges of transition. UNDP assists governmental and non-governmental institutions in obtaining the knowledge, experience and resources needed to successfully pursue economic and democratic reforms to ensure a good and promising future for Uzbekistan people.

Aligned and integrated within the framework of the overall United Nations Development Assistance Framework to Uzbekistan (UNDAF 2010 – 2015), UNDP assistance offers a continuum of strategic programmatic support in the same substantive areas as its predecessor country programme (2005-09), namely: i) economic governance and poverty reduction; ii) environment and energy, and; iii) democratic governance.

**Economic Governance Programme:**

UNDP’s support in the area of economic governance and poverty reduction focuses on providing policy advice and building national capacities in key economic reform areas and building sustainable
institutions to develop and implement initiatives on employment and poverty reduction. UNDP supports the Government in development of medium-term budget with policy priorities and effective management of government expenditures. UNDP works to assist the Government in enhancing its statistical capacity towards nationalizing MDGs to the context of Uzbekistan, producing a set of national goals, targets and time-bound indicators. In addition, UNDP is providing assistance to the Government in strengthening investment and export promotion institutions as well as promoting SMEs.

UNDP Uzbekistan Economic Governance portfolio is linked to the following Country Programme outcomes:

**Outcome 1:** “Capacity of the central and local authorities enhanced to develop and implement economic and social security policies aimed at welfare improvement of vulnerable groups”.

**Outcome 2:** “Increased employment opportunities and economic security for vulnerable groups”.

To achieve the above outcomes UNDP specifically targets three significant areas for intervention: i) support to policy making, public financial management and aid effectiveness; ii) private sector development, including support for establishing platforms for the promotion of public-private dialogue and co-operation, and; iii) comprehensive rural development and employment generation.

**Key national partners** for the Economic Governance Portfolio are Office of the President, Ministry of Economy, Ministry of Finance, Ministry of Foreign Economic Relations, Investment and Trade, Center for Economic Research, Institute of Forecasting and Macroeconomic Research, Chamber of Commerce and Industry.

**Energy and Environment Programme:**

UNDP in close cooperation with international donors community provides assistance to local communities as well as Governmental agencies responsible for natural resources management and environment protection in Uzbekistan to strengthen environmental administration and management by building institutional capacities and promoting effective and sustainable approaches in the conservation of biodiversity, achieving sustainable land management, piloting the renewable energy technologies to increase the awareness of and access to affordable energy services and mitigating the consequences of climate change at policy level and selected local communities.

UNDP Uzbekistan Energy and Environment portfolio is linked to the following Country Programme outcomes:

**Outcome 3:** “Increased availability of institutional products and services for the conservation and sustainable and equitable use of natural resources”.

**Outcome 4:** “Preparedness and responsiveness to natural disasters strengthened.”

To complement the national approach, UNDP works closely to engage local communities in identifying, designing, implementing and managing sustainable solutions to local challenges. More
generally, UNDP supports the creation of an enabling environment for public participation in environmental protection. UNDP also seeks to build national capacities in host governments to ensure that crisis management and environmental and energy priorities feature appropriately within national planning regimes.


**Good Governance Programme:**

UNDP’s task of promoting good governance includes developing capacities of national institutions for better effectiveness and efficiency, promoting accountability and transparency through work at the policy level and pilot initiatives, providing policy advice to national partner institutions, and improving citizens’ access to public, social and legal services. Continuing efforts to mainstream human rights, rule of law, gender issues and information and communication technologies into all spheres of development work ensure access and opportunities for all women and men to participate in and benefit from UNDP’s activities.

UNDP Uzbekistan Good Governance portfolio is linked to the following Country Programme outcomes:

**Outcome 5:** “Enhanced accessibility, transparency, fairness of justice system and legislatures to promote rule of law, including increased harmonization of national legislation”.

**Outcome 6:** “Strengthened public administration at all levels that exercises efficient, accountable and inclusive governance”.

UNDP aims to support the pursuit of equitable, accessible, transparent systems of rule of law and human rights promotion as set out in the major universal conventions. This will be achieved through enhancing the capacities of national human rights institutions, including relevant civil society organizations. The focus is made on the implementation and reporting of progress towards the UN human rights conventions entered into / ratified by the Government of Uzbekistan. The programme also seeks to engage and train a broad range of relevant public bodies and civil society organizations concerned with human rights rule of law, access to justice and other issues of good governance.

While maintaining a global objective to successfully foster the deepening of democratic governance, UNDP works towards improving the functioning, efficiency and effectiveness of national and sub-national governance institutions, processes and services, which in turn lead to the achievement of social and economic outcomes that are beneficial to all of the citizens of Uzbekistan.

*Key national partners* for the Good Governance Portfolio are Cabinet of Ministers, Parliament, Ministry of Foreign Affairs, Ministry of Labor and Social Protection of the Population, Supreme Court, National Human Rights Center and Ombudsman.
**Key Programming Principles and Cross-cutting issues**

In line with major declarations, treaties and conventions of the United Nations that enshrine equal status, rights and opportunities for women and men, and as an inherent part of UNDP's operations, within CPAP 2010-2015 UNDP Uzbekistan committed to fully mainstreaming gender equality and women's empowerment and incorporate capacity building and participatory knowledge management in all its programmes and projects.

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**III. Scope of Work / Outputs / Timeline**

**Objective and Scope of the Evaluation**

Outcome evaluations are strategic and important to UNDP as the organization strives to make a difference through its contribution to the attainment of national outcomes.

The objective of this mid-term evaluation is to assess the progress towards the above six Programme Outcomes and the extent to which UNDP has contributed to these outcomes through its project and non-project activities. The evaluation will consider the scope, relevance, efficiency and sustainability of UNDP support. Based on this assessment, the evaluation will make recommendations on how UNDP could improve the prospects of achieving these outcomes through adjusting its programming, partnership arrangements, resource mobilization strategies, working methods or management structures. The results of the outcome evaluation will be used for re-adjusting the interventions during the remaining period of the current CP (as necessary) and guiding future programming of a similar nature.

Specifically, the outcome evaluation should address the following issues:

**Outcome analysis**

- Are the stated outcomes and indicators appropriate for the development situation in Uzbekistan?
- What and how much progress has been made towards the achievement of the outcomes (including contributing factors and constraints)?
- What are the main factors (positive and negative) that affect achievement of the outcomes?
- Are UNDP's contributions to the achievement of the outcomes appropriate, sufficient, effective and sustainable?
- How has UNDP observed its commitment to cross-cutting issues of gender mainstreaming, capacity building and knowledge management?
- Are the monitoring indicators appropriate to measure achievement of the outcomes or is there a need for improvement?

**Output analysis**

- Are the UNDP outputs relevant to the corresponding outcomes?
- What progress was made in terms of the achievement of UNDP outputs (including an analysis of both project activities and soft-assistance activities)?
- What are the key outputs that have been or that will most likely be produced by UNDP to contribute to the outcomes?
- What are the factors (positive and negative) that affect the accomplishment of the outputs?

**Output-outcome link**

- Can UNDP’s outputs or other interventions be credibly linked to the achievement of the outcomes (including the key outputs, projects and soft assistance that contributed to the outcome)?
- What has been the role of UNDP soft assistance activities in helping achieve the outcomes?

**Strategic Positioning**

- Is the CO positioned to meet partner needs by offering specific, tailored services to these partners, creating value by responding to partners’ needs, mobilizing resources for the benefit of the country, demonstrating a clear breakdown of tailored UNDP services and having comparative advantage relative to other development organizations?

**Relevance**

- Is UNDP support relevant to the Uzbekistan development agenda and national development priorities as articulated in UNDAF?

**Efficiency**

- Are there any gaps in terms of time, resources, capacities, etc. that may prevent the achievement of the outcomes?
- How do UNDP practices, policies, decisions, capabilities affect the achievement of the outcomes?
- To which extent existing M&E system contributes to the programme efficiency?
- Are there any synergies between UNDP, other UN Agencies and donors?

**Effectiveness**

- Is UNDP support effective in producing results at the local and national levels?
- To which extent UNDP supports human and institutional capacity building of partners and policy advisory services in Uzbekistan?

**Sustainability**

- To which extent UNDP-established mechanisms ensure sustainability of interventions?

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1 For UNDP, soft assistance activities include advocacy, policy advice/dialogue, and facilitation/brokerage of information and partnerships.
Resources, partnerships and management analysis

- Is UNDP’s resource mobilization / partnership strategy appropriate and likely to be effective in achieving the outcomes?
- What partnerships have been formed? What has been the role of UNDP?
- What is the level of stakeholders’ participation?
- Is there partnership among UN Agencies and other donor organizations?
- Are UNDP’s management structures and working methods appropriate and likely to be effective in achieving the outcomes?
- Overall, assessment of the scope, relevance, efficiency and sustainability of UNDP’s resource mobilization, partnership and management arrangements in achieving the outcomes.

Recommendations and lessons learnt

- Based on the above analysis, advise how UNDP should adjust its programming, partnership arrangements, resource mobilization strategies, working methods and/or management structures to ensure that the proposed outcomes are fully achieved by the end of the CP period.
- Provide recommendations on how UNDP should adjust its country programme to ensure better alignment of its outcomes with UNDAF and national priorities.
- Provide recommendations on how the programme can most effectively continue to support the Government and civil society in the attainment of national development goals in a medium to long-term perspective.
- Provide recommendations on how UNDP can better fulfill its commitment to key programming principles and cross-cutting issues (gender mainstreaming, knowledge management, result-based management, capacity building, human-rights based approach and environmental sustainability).
- Assess possible links to the existing programmes of other UN Agencies and international organizations.
- Summarize the main lessons from the outcome evaluation that may have universal validity.

Methodology/Evaluation Approach

Overall guidance on outcome evaluation methodologies is provided in the UNDP Handbook on Monitoring and Evaluation for Results and the UNDP Guidelines for Outcome Evaluators.

Based on these guiding documents, and in consultation with UNDP Uzbekistan, the evaluation team is expected to develop a suitable methodology for this outcome evaluation. While deciding on the specific evaluation methodology is the responsibility of the evaluation team, the following elements should be taken into account for the gathering and analysis of data:

- Desk review of relevant documents;
- Discussions with the UNDP Uzbekistan Senior Management and programme staff;
- Interviews with and participation of partners and stakeholders (ensuring inclusive representation of different groups: women, men, persons with disabilities, minorities); and
- Site visits to selected key projects as necessary.

Evaluation Team composition and required competences
The evaluation team shall consist of 4 consultants: an International consultant (Team Leader) and three national consultants. The Team Leader (International) will have the responsibility for the overall co-ordination of the evaluation and for the overall quality and timely submission of the evaluation report to the UNDP DRR.

Distribution of responsibilities:

Responsibilities of International Consultant / Team Leader (1) will include:

- Documentation review
- Leading the evaluation team in planning, conducting and reporting on the evaluation.
- Deciding on division of labor within the evaluation team.
- Use of best practice evaluation methodologies in conducting the evaluation
- Leading presentation of the draft evaluation findings and recommendations in-country
- Conducting the debriefing for UNDP and Partners
- Leading the drafting and finalization of the evaluation report

Responsibilities of National Consultants (3) will include:

- Documentation review
- Informing on the social, economic and political context
- Contributing to the development of the evaluation plan and methodology
- Conducting those elements of the evaluation determined by the lead consultant
- Contributing to presentation of the evaluation findings and recommendations at the evaluation wrap-up meeting
- Contributing to the drafting and finalization of the evaluation report.

Implementation Arrangements, Timeframe and Reporting

To facilitate the outcome evaluation process, UNDP Uzbekistan will set up an Evaluation Focal Team (EFT). The EFT will assist in connecting the evaluation team with the senior management, key stakeholders and provide both substantive and logistical support to the evaluation team, ensure organization of meetings/site visits and comment on the draft evaluation report. The gender balanced team will include Deputy Resident Representative (DRR), National Programme Officer on Partnership, Head of Economic Governance Unit, Head of Good Governance Unit, Head of Environment and Energy Unit, Gender focal point, Resource Management Unit, and one staff member from the Operations Unit. The DRR with support of the EFT members will assist the evaluation team to develop a detailed plan for the evaluation; organize meetings and conduct site visits; and identify key partners for interviews by the evaluation consultant. However, the evaluation team will be fully independent and will retain flexibility to determine the best approach in collecting and analyzing data for the outcome evaluation.

The evaluation will be conducted during 26 August 2013 to 10 November 2013, including the time required for evaluation report drafting and finalization as per the following proposed mission schedule:
<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe</th>
<th>Place</th>
<th>Responsible party</th>
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<tbody>
<tr>
<td><strong>1. Desk review (home-based): 26 August – 6 September (12 days)</strong></td>
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<tr>
<td>Evaluation design, methodology and detailed work plan</td>
<td>26-29 August 2013 (4 days)</td>
<td>Home-based</td>
<td>Evaluation Team and UNDP CO</td>
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<tr>
<td>Desk review of documents</td>
<td>30 August - 6 September 2013 (8 days)</td>
<td>Home-based</td>
<td>Evaluation Team</td>
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<td><strong>2. Mission to Tashkent/Uzbekistan: 9 September – 9 October (31 days)</strong></td>
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<tr>
<td>Briefing with UNDP Uzbekistan</td>
<td>9 - 13 September 2013 (5 days)</td>
<td>Tashkent, Uzbekistan</td>
<td>UNDP CO and Evaluation Team</td>
</tr>
<tr>
<td>Interviews/meetings with partners (Energy and Environment)</td>
<td>16 – 20 September 2013 (5 days)</td>
<td>Tashkent, Uzbekistan</td>
<td>Evaluation Team</td>
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<tr>
<td>Interviews/meetings with partners (Economic Governance)</td>
<td>23 – 27 September 2013 (5 days)</td>
<td>Tashkent, Uzbekistan</td>
<td>Evaluation Team</td>
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<tr>
<td>Interviews/meetings with partners (Good Governance)</td>
<td>30 September – 7 October 2013 (5 days)</td>
<td>Tashkent, Uzbekistan</td>
<td>Evaluation Team</td>
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<tr>
<td>Debriefing with UNDP Uzbekistan / national partners</td>
<td>8 - 9 October (2 days)</td>
<td>Tashkent, Uzbekistan</td>
<td>Evaluation Team</td>
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<tr>
<td><strong>3. Drafting/finalizing the report (home-based): 14 October – 10 November (28 days)</strong></td>
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<tr>
<td>Drafting of the Evaluation Report</td>
<td>14 - 20 October 2013 (7 days)</td>
<td>Home-based</td>
<td>Evaluation Team</td>
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<tr>
<td>Review and comments on the report</td>
<td>21 October - 3 November 2013 (14 days)</td>
<td>Tashkent</td>
<td>UNDP CO</td>
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<tr>
<td>Finalization of the Evaluation Report</td>
<td>4 – 10 November 2013 (7 days)</td>
<td>Home-based</td>
<td>Evaluation Team</td>
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The timeframe and mission schedule can be further adjusted in consultation with the evaluation team.

The evaluation team will seek direction and guidance primarily from the senior management of UNDP Uzbekistan. The implementing agencies and partners shall cooperate and may be requested to assist the evaluation team in providing necessary inputs to complete the evaluation exercise. The evaluation team shall present the evaluation report to UNDP Uzbekistan.

**Documents for study by the evaluation team**
The desk review should include, but not be limited to, the following documents:
1. UN/UNDP Uzbekistan documents
   - UN Development Assistance Framework (UNDAF), 2010-2015
   - UNDP Country Programme Action Plan (CPAP), 2010-2015
   - Common Country Assessment, 2008
   - Assessment of Development Results (2009)
   - UNDAF reports for Y2010-2012

2. UNDP Corporate Policy documents
   - Handbook on Monitoring and Evaluation for Results
   - UNDP Guidelines for Outcome Evaluators
   - UNDP Results-Based Management: Technical Note
   - Practical guide on gender mainstreaming
   - Standard Operating Procedures;
   - Internal Control Framework

3. Reports and other available materials of the projects for evaluation:
   - Project documents;
   - Project quarterly and annual reports, PR and outreach materials;
   - Evaluation reports :
     1) Mid-term evaluation of "Support to Sustainable Development of Livestock Sector in Uzbekistan" project implementation towards effectiveness of the project outcomes and national priorities
     2) Independent evaluation of “Capacity Building for Clean Development Mechanism in Uzbekistan” project aimed at taking a stock of the achievements, impact and lessons learned, and identifying further capacity building needs
     3) Mid-term evaluation of “Strengthening Sustainability of National Protected Area System by focusing on Strictly Protected Areas” project
     4) Final project evaluation of “Support to ICT policy making and public administration reform in Uzbekistan” project
     5) Evaluation of the project implementation progress, assess its impact on Public-Private Partnership promotion and private sector development, an assessment of the need for capacity building of the Chamber of Commerce and Industry of Uzbekistan and formulation of recommendations for further support in the area of private sector development (Business Forum of Uzbekistan-I project)
     6) Mid-term Evaluation of the Project on “Achieving Ecosystem Stability on Degraded Land in Karakalpakstan and the Kyzylkum Desert”
     7) Final project evaluation of “ACCESS: promoting accessibility, civic consciousness, employment and social support for People with Disabilities” project
     8) Final evaluation of UNDP/GEF project on "Conservation of Tugai Forest and Strengthening Protected Areas System in the Amu Darya Delta of Karakalpakstan"
     9) Final Evaluation of UNDP/GEF project on "Strengthening National Capacity in Rio Convention Implementation through Targeted Institutional Strengthening and Professional Development"
     10) Evaluation of “Area Based Development” Programme (including TB Project)
     11) Evaluation of “Enhancement of Living Standards” Programme in Ferghana Valley
12) Mid-term evaluation of “Promoting Energy Efficiency in Public Buildings in Uzbekistan” project
13) Final evaluation of “Achieving Ecosystem Stability on degraded land in Karakalpakstan and the Kyzylkum Desert” project

4. Government of Uzbekistan documents:
   - Welfare Improvement Strategy I and II;
   - Sector based strategic documents;
   - National reports on UN conventions.

**Expected key outputs from the Evaluation and payment conditions:**

The payment will be made in three installments upon completion and acceptance by UNDP DRR of the outputs set forth below:

1. **15% of payment** will be made upon submission of the evaluation design, methodology and detailed work plan in English by the International Consultant / Team Leader and approval by UNDP DRR by **August 30, 2013**;

2. **50% of payment** will be made upon submission of the draft comprehensive analytical report in English by the International Consultant / Team Leader that should, at least, include the following content, and should be accepted by UNDP DRR by **October 20, 2013**:
   - Executive summary
   - Introduction
   - Description of the evaluation methodology
   - An analysis of the situation with regard to the outcome, the outputs, key programming principles and cross-cutting issues, resources, the partnership, management and working methods strategy
   - Key findings (including best practice and lessons learned)
   - Conclusions, including rating on progress towards the outcomes and progress towards outputs, and recommendations for future programme implementation
   - Annexes: TOR, people interviewed, documents reviewed, etc.

3. **35% of payment** will be made upon submission of the final comprehensive analytical report in English by the International Consultant / Team Leader that should address all the comments provided by the CO, and should be acceptable to UNDP DRR by **November 10, 2013**.
VI. Qualifications Requirements

- Advanced university degree relevant to the assignment (Business/Public Administration, Economics, Law, Social or Development studies, etc.);
- Proven experience of a minimum of 7 years in evaluations and monitoring and/or results-based management, programme/project management at the international level, preferably with UNDP;
- Proven knowledge of and experience in evaluation methodology and tools, as well as results-based management;
- Strong understanding of the development in transition and prior experience in programming in a transitional setting;
- Strong knowledge of the political, cultural and economic situation in the Commonwealth of Independent States (CIS) / Central Asia;
- Familiarity with gender analysis and mainstreaming is an asset;
- Excellent writing and analytical skills;
- Excellent communication skills;
- Ability to meet tight deadlines;
- Fluency in English;
- Knowledge of Russian is an advantage.

V. Signatures- Post Description Certification

<table>
<thead>
<tr>
<th>Name</th>
<th>Signature</th>
<th>Date</th>
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<tbody>
<tr>
<td>Incumbent (If applicable)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervisor</td>
<td></td>
<td></td>
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<tr>
<td>Jaco Cilliers/ UNDP DRR</td>
<td>27 MAY 2013</td>
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<tr>
<td>Stefan Priesner / UNDP RR</td>
<td>28 MAY 2013</td>
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