

**UNCT
Uzbekistan**

**Mid-Term UN Joint Programme “Sustaining Livelihood
Affected by Aral Sea Disaster” Evaluation**

Evaluation Report

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The views expressed here do not necessarily reflect those of the UNCT Uzbekistan. The authors remain solely responsible for any errors that may remain in this report.

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ABBREVIATIONS AND ACRONYMS

| | |
|--------|--|
| ABD | Area Based Development |
| ADB | Asian Development Bank |
| AWP | Annual Work Plan |
| CDP | Community Development Plan |
| EC | European Commission |
| EU | European Union |
| IFSAS | International Fund to Save the Aral Sea |
| GEF | Global Environment Facility |
| GP | General Practitioner |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit |
| HIV | Human Immunodeficiency Virus |
| KRASS | Khorezm Rural Advisory Support Service |
| MDG | Millennium Development Goals |
| M&E | Monitoring and Evaluation |
| MoH | Ministry of Health |
| MTE | Mid Term Evaluation |
| NGO | Non-Governmental Organization |
| PAL | Practical Approach to Lung Health |
| SRH | Sexual and Reproductive Health |
| TB | Tuberculosis |
| ToR | Terms of Reference |
| TWG | Technical Working Group |
| UN | United Nations |
| UNCT | United Nations Country Team |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Program |
| UNFPA | United Nations Population Fund |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNICEF | United Nations Children’s Fund |
| UNTFHS | United Nations Trust Fund for Human Security |
| WB | World Bank |
| WHO | World Health Organization |

1. EXECUTIVE SUMMARY

Brief description of Joint Programme

Karakalpakstan is the northwestern region of Uzbekistan. The man-made environmental disaster affecting the areas surrounding the Aral Sea has had a devastating effect on human security in this region. The visit of the UN Secretary General to the Aral Sea in Karakalpakstan in April 2010 highlighted the impact that this environmental disaster has had on the people of the region.

The United Nations Trust Fund for Human Security (UNTFHS) was launched by the Government of Japan and the United Nations Secretariat in March 1999. The Government of Japan remains the main donor, and the Governments of Slovenia, Mexico, Thailand and Greece have since contributed to the fund. The Fund finances Joint Programs carried out by organizations in the UN system, and when appropriate, in partnership with non-UN entities, to advance the operational impact of the human security concept. With the support of the UNTFHS, the Government of Uzbekistan and five UN Agencies - UNESCO, UNFPA, WHO, UNV and UNDP, where UNDP plays a leading role in implementation of the Programme, have been implementing the joint UN Programme on “Sustaining Livelihoods Affected by the Aral Sea Disaster” since June 2012 up to March 2015 with total budget of \$4,161,449.82

This joint initiative is aimed at improving economic, food, health and environmental security for the population of Karakalpakstan affected by the Aral Sea environmental disaster. The programme has three objectives and incorporates both “Top-Down Protection’ and “Bottom-Up Empowerment’ components. The specific objectives are as follows:

- increase of income generation opportunities and economic security for vulnerable groups;
- enhancement of capacity of primary health care workers to address the health consequences of the environmental disaster and economic insecurity with a specific focus on addressing the needs of women and young people; and
- enhancement of capacity of regional and district authorities to develop and implement economic, environmental security and social policies aimed at welfare improvement of vulnerable groups

Context and purpose of the evaluation

The mid-term evaluation (MTE) is intended to identify potential Programme design problems, assess progress towards the achievement of results with a particular emphasis on assessment of the Programme activities and their consistency with Programme’s objectives and future plans, identify and document lessons to improve design and implementation of Programme activities and make recommendations for improvement.

This evaluation was based on the belief that evaluation should be supportive and responsive to Programmes, rather than become an end in itself. The consultants adopted a strong participatory approach, engaging a wide and diverse range of stakeholders and beneficiaries. A large set of different and complementary evidence was collected and analyzed by utilizing both qualitative and quantitative methods that included: desk review of relevant documents, a summary table based on

the Joint Programme’s Results and Resources Logical Framework Matrix to capture the Programme progress status as of January 2014, in country field visits; semi-structured interviews with pre-determined sets of questions; focus group of Programme beneficiaries, and validation of preliminary findings and recommendations with the UN agencies implementing the Programme.

Main conclusions, recommendations and lessons learned

The evaluation team was impressed with what it saw. While the team suggests some enhancements and changes in Programme’s strategy and implementation, the Programme as it now stands is generally on the right track. There are talented and committed staff implementing the Programme and the national and regional Governments demonstrated their strong commitment to advancing livelihoods affected by Aral Sea disaster.

The Programme is relevant, effective, efficient, and some of its components are likely sustainable. The majority of the expected outcomes will most likely to be achieved.

At the design level, the Programme is rated as Satisfactory. The Programme proposal is well written and it is obvious that the partners put a lot of efforts into its development. The proposal correctly captures complexity of development issues faced by Karakalpakstan and provides a very good understanding of the cause and effect nature of Programme interventions. The Programme design is highly relevant and suited to the priorities and policies of the Governments of Uzbekistan and Karakalpakstan and UN partners.

This was a first “UN as One” initiative in Uzbekistan and many operational aspects of implementing such a complex Programme were tried for a first time. Instead of having a number of UN partners implementing their multiple more focused projects, the Programme was designed as a single one with multiple agencies involved. The participating UN agencies contributed their expertise and technical knowledge to raise the quality of the design of the Joint Programme.

Human security approach has proved an effective conceptual model to guide the Programme development. By planning together, UN partners and the Government had to focus on the real needs of the targeted districts and communities and came up with innovative comprehensive solutions to address the threats to human security in Karakalpakstan. Many elements of the Programme are very well linked and complimentary.

The following are the main Programme design advantages:

- operationalization of a human security approach employing diverse and complimentary strategies to address complex and interlinked challenges faced by residents of Karakalpakstan;
- involvement of multiple partners that brought their expertise and knowledge;
- well elaborated approach to operationalize for a first time “UN as One” model for Uzbekistan;
- extensive list of activities addressing diverse human security needs of Karakalpakstan; and
- elaborate monitoring and evaluation framework.

The Programme design main limitations include:

- excessively optimistic timelines and delivery targets, especially for the first year of Programme implementation;
- complicated Programme management arrangements with offices in Tashkent and Nukus; and

- limited degree of Programme flexibility.

At the process level, the Programme is rated as Marginally Satisfactory but improving towards Satisfactory. The Programme is in its mid way, and it effectively started with a 6 months lag as compared to its initial plan. Overall, the evaluation team rates the Programme efficient because it is progressing well towards attaining its outputs without exceeding total Programme costs. The Programme experienced significant delays with procurement at the initial stages of Programme implementation that proved to be a significant challenge for the implementing agencies to manage, resulting in a very slow Programme start up and implementation delays. After a slow start the efficiency of the Programme improved. When the MTE was underway, almost all Programme outputs were delivered according to AWP, which is a remarkable achievement considering the relatively short period of time for actual Programme delivery.

The Programme has a fairly robust M&E system that provides management with necessary and sufficient information to make evidence based decisions and quickly respond to changing realities. The Programme, however, overemphasizes the indicators of activities and outputs at the expense of measuring outcomes and potential impacts. Some indicators lack quantified targets and no baseline data for some objectives were collected.

Overall the Programme management and governance model was effective despite a large number of implementing agencies and the complex activities involved. It was generally able to coordinate effectively with implementing agencies and partners.

At the results level, the Programme is rated as Satisfactory. The implemented activities have reached the planned target groups and covered the planned geographic area. The Programme maintained high relevance of its interventions. All stakeholders and beneficiaries in Karakalpakstan view all three main areas of Programme interventions as relevant and specific benefits delivered at community levels are appreciated and utilised by the beneficiaries.

As this is a mid-term evaluation, there is no sufficient information to assess to what extent the Programme will be replicated or scaled up at national or local levels and whether the Programme objectives, strategies and interventions will be mainstreamed into the broader national and regional development policies and sectoral plans. The Programme implements a number of promising sustainability strategies.

Recommendations for UN partners

- revise and update the Programme logic frame to reflect the Programme’s progress and enhance focus on sustainable outcomes. Develop a robust and realistic results monitoring framework for ALL components of the Programme;
- develop and implement a number of strategies to improve Programme’s sustainability;
- provide the Nukus office with more managerial and operational autonomy to be more pro active in developing and experimenting with new models, approaches, assessment instruments, as well as sustainability strategies. Re-focus the role of the Tashkent office on aid coordination and donor mobilization.

Recommendations for the national and regional Governments

- establish a Trust Fund for the Aral Sea; and
- strengthen internal capacities of Karakalpakstan Government in priorities setting, planning, and aid coordination.

Lessons Learned

Successful practices in Programme implementation:

- The Programme demonstrated that complex human security challenges faced by the population of rural communities in Karakalpakstan that are exposed to the impact of the Aral Sea environmental disaster require comprehensive solutions provided by diverse partners that are designed utilizing a human security approach.
- The Programme demonstrated that success of programmes addressing human security needs of Karakalpakstan is impossible without effective coordination among all partners, including national, regional and local Governments, communities, and donors.
- A targeting approach adopted by the Programme in selecting priority districts for Component 1 interventions demonstrated the importance of adopting evidence-based approaches for human security to maximize Programme’s impact on the most disadvantaged communities.
- In terms of management, the implementation of a region-focused Programme has shown the importance of having competent, committed, results-oriented Area manager and staff who can effectively collaborate with regional partners.
- The active involvement of communities in planning and management of their own development activities reduces infrastructure costs and helps them to take more responsibility in operating and maintaining the infrastructure they constructed.

Lessons learned in Programme implementation:

- The benefits of implementing “UN as One” model for the Programme are significant and include in particular synergies, complimentary expertise and increased impact to final beneficiaries, but a lot of efforts have to be put to establish a well functioning “UN as One” model. UN partners have to invest time and resources into development and refining of the “UN as One” management framework that will work for all and prevent unnecessary delays and misunderstanding in the implementation phase.
- More extensive involvement of the national, regional and local institutions in Programme implementation enhances Programme relevance and improves its long term sustainability.
- The sustainability of Programme results and scaling up of good practices benefits from integration of its activities with the long-term plans and strategies of other stakeholders, including national and regional Governments and acceptance by communities of successful practices and approaches developed by the Programme.
- Effective results-based M&E system that places emphasis on outcomes and impact and provides quality monitoring of Programme progress is critical to Programme success.

2. INTRODUCTION

Joint Programme background

Uzbekistan, the most populous in the Central Asian region, is a doubly landlocked country. It is endowed with precious natural resources such as copper, gold, natural gas, oil, and uranium. Uzbekistan is a major producer and exporter of cotton, natural gas, gold, and uranium. The country has a population of more than 30 million people and is the most populous country in Central Asia.¹

In recent years, the Uzbekistan economy has been growing at the rate of 8.5%–9.5% per annum.² It has weathered the global financial and economic crisis well, certainly better than many economies at its level of development in the region. Economic growth has consistently been broad-based. Despite the high rate of economic growth, poverty incidence has risen. The poor are more likely to live in rural areas, have relatively low levels of education and are far more susceptible to the impact of climate change and environmental disasters. Poorer families have difficulties in accessing basic health and educational services, whilst in rural areas in particular, safe drinking water and sanitation facilities are scarce or not available. Access to paid employment is also a key factor determining whether a household can maintain a minimum living standard.

The Aral Sea, once one of the four largest lakes in the world, is located on the border of Kazakhstan and Uzbekistan. Large-scale production of select crops, especially cotton, became a staple of the region under Soviet rule. The heavy use of the waters of the rivers for crop irrigation reduced the flow of the rivers into the Aral Sea, reducing water levels starting in the 1960s and increasing salinity. By 1990, the lake had separated into two halves as the water levels dropped.

Karakalpakstan is the northwestern region of Uzbekistan that is negatively affected by the Aral Sea disaster. The declining water levels and increased salinity effectively eliminated a once vibrant fishing industry. The man-made environmental disaster affecting the areas surrounding the Aral Sea has had a devastating effect on human security in this region. The land in Karakalpakstan is naturally arid, and the population has long depended on the water from the Amudarya Delta for irrigated agricultural, and – in the past – on the Aral Sea for fishing activities. Following the drying up of the Sea and the reduced water flow in the lower reaches of the river, local livelihoods have become increasingly under threat, and in some cases households are no longer able to engage in traditional subsistence farming to guarantee basic food security for their families. Polluted dust blowing from the dry sea bed has led to a deterioration in land quality, with both land and water resources becoming increasingly saline. The visit of the UN Secretary General to the Aral Sea in Karakalpakstan in April 2010 highlighted the impact that this environmental disaster has had on the people of the region. Having visited the region and flown over the Aral Sea he described it as “one of the world’s worst environmental disasters” and stated he was left feeling deeply shocked and saddened.

¹ UNFPA, <http://www.unfpa.uz/en/> and <http://www.gazeta.uz/2013/09/04/population/>

² See, for instance, Asian Development Bank, Uzbekistan: Education, 2010, <http://www.oecd.org/countries/uzbekistan/47178666.pdf>

Income poverty, lack of food security, exposure to dust storms, and deteriorations in the quality of drinking water have all combined to have negative effects on the health status of the local population. These are reflected in, for example, the incidence of anemia among newborn children being as high as 87%, the spread of tuberculosis and growing incidence of multi-drug resistant strains of tuberculosis, and elevated rates of respiratory infections and kidney stones.

The United Nations Trust Fund for Human Security (UNTFHS) was launched by the Government of Japan and the United Nations Secretariat in March 1999. The Government of Japan remains the main donor, and the Governments of Slovenia, Mexico, Thailand and Greece have since contributed to the fund. The Fund finances Joint Programs carried out by organizations in the UN system, and when appropriate, in partnership with non-UN entities, to advance the operational impact of the human security concept. With the support of the UNTFHS, the Government of Uzbekistan and five UN Agencies - UNESCO, UNFPA, WHO, UNV and UNDP, where UNDP plays a leading role in implementation of the Programme, have been implementing the joint UN Programme on “Sustaining Livelihoods Affected by the Aral Sea Disaster” since June 2012 up to March 2015 with total budget of \$4,161,449.82

The Programme’s goal is in line with the Government’s policy that highlights addressing the impact of the Aral Sea environmental disaster as a priority issue. It serves as a mean for broader advocacy around the issue of human security through capacity-building of local authorities and raising awareness on the issues of sustainable development. The Programme targets poor rural communities in Karakalpakstan that are faced with unfavourable living conditions.³

This joint initiative is aimed at improving economic, food, health and environmental security for the population of Karakalpakstan affected by the Aral Sea environmental disaster. The programme has three objectives and incorporates both “Top-Down Protection’ and “Bottom-Up Empowerment’ components. The specific objectives are as follows:

- increase of income generation opportunities and economic security for vulnerable groups;
- enhancement of capacity of primary health care workers to address the health consequences of the environmental disaster and economic insecurity with a specific focus on addressing the needs of women and young people; and
- enhancement of capacity of regional and district authorities to develop and implement economic, environmental security and social policies aimed at welfare improvement of vulnerable groups

³ The Programme is aligned, in particular, with the following Government policies and programs Закон «О туризме», Постановление Президента Республики Узбекистан “О ГОСУДАРСТВЕННОЙ ПРОГРАММЕ «ГОД ГАРМОНИЧНО РАЗВИТОГО ПОКОЛЕНИЯ», 2010 г; ПОСТАНОВЛЕНИЕ ПРЕЗИДЕНТА РЕСПУБЛИКИ УЗБЕКИСТАН 21.04.2008 г. “О ДОПОЛНИТЕЛЬНЫХ МЕРАХ ПО УСИЛЕНИЮ СТИМУЛИРОВАНИЯ УВЕЛИЧЕНИЯ ПОГОЛОВЬЯ СКОТА В ЛИЧНЫХ ПОДСОБНЫХ, ДЕХКАНСКИХ И ФЕРМЕРСКИХ ХОЗЯЙСТВАХ И РАСШИРЕНИЮ ПРОИЗВОДСТВА ЖИВОТНОВОДЧЕСКОЙ ПРОДУКЦИИ”; Постановление Президента Республики Узбекистан О ГОСУДАРСТВЕННОЙ ПРОГРАММЕ «ГОД РАЗВИТИЯ И БЛАГОУСТРОЙСТВА СЕЛА», 2009 г.; Указ Президента Республики Узбекистан от 19.09.2007 года №УП-3923 «Об основных направлениях дальнейшего углубления реформ и реализации Государственной программы развития здравоохранения», etc.

Purpose of the evaluation and key issues to be addressed

The mid-term evaluation is intended to identify potential Programme design problems, assess progress towards the achievement of results with a particular emphasis on assessment of the Programme activities and their consistency with Programme’s objectives and future plans, identify and document lessons to improve design and implementation of Programme activities and make recommendations for improvement. The evaluation took place during its implementation to inform the second part of the Programme. It was a formative exercise, the results of which would be used by the key project stakeholders to inform its future implementation.

The evaluation was as comprehensive as realistically possible and examined key outcomes, outputs, activities and inputs of the Programme. The evaluators attempted to explore if any observed gains were indeed Programme-induced, or if they would have happened anyway. The Programme’s performance was assessed on the basis of the Joint Programme’s Results and Resources Logical Framework Matrix by monitoring changes in baseline conditions.

The report presents a review of the design, objectives, implementation and management arrangements of the Programme, and a comprehensive assessment of the results achieved to date, measured against the planned outcomes and outputs. The criteria used in the evaluation involved assessing the Programme’s relevance, efficiency, effectiveness and sustainability. The report concludes by making a number of recommendations to better achieve the objective and outcomes during the remainder of the Programme.

Methodology of the evaluation

The methodology was developed in consultation with the UNDP, UN partners and UNTFHS. The evaluation design considered what is appropriate and feasible in order to meet the evaluation purpose and objectives, given limitations in terms of budget, time and existing data.

The evaluators followed the guidance provided in United Nations Evaluation Group Quality Checklist for Evaluation Reports and Norms for Evaluation in the UN System. The following publications informed the evaluation process: UNDP Handbook on Monitoring and Evaluation for Results, UNDP M&E Resource Kit, UNDP Evaluation Policy and Human Security Impact Assessment Tool.

The consultants adopted the following guiding principles so that the evaluation process and outcomes are:

- intentional so there is a clear intent to use evaluation findings;
- impartial and balanced. Impartiality is the absence of bias in due process, methodological rigor, consideration and presentation of achievements and challenges;
- independent and free from undue influence and include unbiased and transparent reporting;
- participatory as it will reflect the views of as many stakeholders, Programme’s beneficiaries and implementers as possible;
- high quality as it will use triangulation (simultaneous use of perception, validation and documentation to analyze information);
- credible, clear and easy to understand;

- respectful of the right of institutions and individuals to provide information in confidence and ensure that sensitive data cannot be traced to its source;
- sensitive to beliefs, manners and customs of the social and cultural environments;
- evidence based and action oriented;
- gender responsive; and
- future oriented in its recommendations.

This evaluation was based on the belief that evaluation should be supportive and responsive to Programmes, rather than become an end in itself. The consultants adopted a strong participatory approach, engaging a wide and diverse range of stakeholders and beneficiaries. Participation of all parties concerned was a necessary condition to ensure accountability, promote ownership and arrive at comprehensive, realistic and acceptable recommendations.

Conceptually, the evaluators adopted a human security approach to assess the Programme. Human security focuses on ensuring security for the individual, not the state. Human security and its principles include the following:

- a) “The right of people to live in freedom and dignity, free from poverty and despair. All individuals, in particular vulnerable people, are entitled to freedom from fear and freedom from want, with an equal opportunity to enjoy all their rights and fully develop their human potential;
- b) Human security calls for people-centred, comprehensive, context-specific and prevention-oriented responses that strengthen the protection and empowerment of all people and all communities;
- c) Human security recognizes the interlinkages between peace, development and human rights, and equally considers civil, political, economic, social and cultural rights;
- d) The notion of human security is distinct from the responsibility to protect and its implementation;
- e) Human security does not entail the threat or the use of force or coercive measures. Human security does not replace State security;
- f) Human security is based on national ownership. Since the political, economic, social and cultural conditions for human security vary significantly across and within countries, and at different points in time, human security strengthens national solutions which are compatible with local realities;
- g) Governments retain the primary role and responsibility for ensuring the survival, livelihood and dignity of their citizens. The role of the international community is to complement and provide the necessary support to Governments, upon their request, so as to strengthen their capacity to respond to current and emerging threats. Human security requires greater collaboration and partnership among Governments, international and regional organizations and civil society;
- h) Human security must be implemented with full respect for the purposes and principles enshrined in the Charter of the United Nations, including full respect for the sovereignty of States, territorial integrity and non-interference in matters that are essentially within the domestic jurisdiction of States. Human security does not entail additional legal obligations on the part of States.”⁴

A mixed-method design was used for this evaluation to ensure triangulation of data. All data gathered was verified through triangulation or ensuring the credibility of data gathered by relying on

⁴ Resolution adopted by the General Assembly 66/290. Follow-up to paragraph 143 on human security of the 2005 World Summit Outcome, 2012

data from different sources (primary and secondary data), data of different types (qualitative, quantitative and resource information) or data from different respondents (e.g., UN partners, beneficiaries, stakeholders, Programme management and staff, Government of Uzbekistan, Government of Karakalpakstan, and others).

Both primary and secondary data were used in the evaluation. Primary information was collected verbally from the various applicable strata of stakeholders. Semi-structured interviews were the technique of choice. These meetings and questionnaires were tailored according to the background of the respondent. Secondary information was distilled from written sources provided to the evaluators by the Programme team and from other partners and beneficiaries.

A large set of different and complementary evidence was collected and analyzed by utilizing both qualitative and quantitative methods that included:

- **Desk review of relevant documents.** Quantitative and qualitative information was collected and analyzed. Some of the documents that were reviewed include: Joint Programme Proposal; Annual Reports; Joint Programme documents; mission reports, strategic country development documents; Progress Reports, Memoranda of Understanding; Minutes of Project Board meetings. Some examples include: *Universalia*, *UNTFHS Debrief Uzbekistan*, 2013; *Review of UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster”* (00065472 UZB10); *UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster” Community Development Plans*. As the Programme reflected and was partly built on experiences of other area-based development projects and programmes, the consultants will review the relevant documentation such as *Inception Report: Evaluation of Area-Based Development Programme (ABDP) and TB Project*; *UNDP “Area Based Development” Programme Case Studies: Community Development and Income Generation*, 2012; *Independent Evaluation of Area Based Development Programme in Kashkadarya and Karakalpakstan Regions of Uzbekistan*, UNDP Uzbekistan, February 2012; and *UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster”, Report on Donor Assistance in Karakalpakstan in 2006-2011*. A complete list of reviewed publications can be found in Annex 7.4.
- **Consultations with UNDP management and Programme team** were conducted to identify key informants for face-to-face semi-structured interviews, focus groups and e-mail exchanges and validate the evaluation methodology, questionnaires, findings and recommendations of the MTE.
- **A summary table based on the Joint Programme’s Results and Resources Logical Framework Matrix to capture the Programme progress status as of January 2014.** Through consultations with the UN team, the evaluators captured the assumptions of the UN team about the process through which the expected change had to occur and specify the linkages between the inputs, activities, and outcomes. A summary table captured progress with regard to each Programme output/outcome and was used to assess its effectiveness and efficiency.

- **In country field visits.** The consultants undertook a number of field visits in Karakalpakstan during the January 13 and 20, 2014 weeks to assess the processes of Programme implementation and its outcomes at the community level. Every possible attempt was made to identify a representative sample of Programme partners/beneficiaries to interview during field visits.
- **Semi-structured interviews with pre-determined sets of questions.** The interviews elicited information describing the processes of Programme implementation, relevance, effectiveness and efficiency and sustainability. The target audiences were finalized through consultations with all UN partners involved in the Programme implementation and included representatives from:
 - UN Country Office in Uzbekistan
 - UNDP
 - UNESCO
 - UNFPA
 - WHO
 - UNV
 - Ministry of Economy of the Republic of Uzbekistan
 - Council of Ministers of the Republic of Karakalpakstan
 - Ministry of Agriculture and Water Resources
 - Ministry of Health of the Republic of Karakalpakstan
 - NGOs and farmers and beneficiaries of the Joint Programme

The selection of interviewees was aimed at achieving equal representation of a wide range of Programme partners and beneficiaries by key areas of Programme focus and for all UN partners involved.

- **Two focus group of Programme beneficiaries (i.e., community members who benefitted from Programme’s social infrastructure projects).** A focus group tool allows gathering information from people with similar backgrounds or experiences. A small number of participants (6 to 9) were asked to answer a set of targeted questions. The evaluators encouraged participation of all individuals invited and kept a neutral appearance through the focus group. Focus group participants may agree or disagree with each other that reveals different perspective on an issue and allows collecting a range of opinions and ideas. The results of focus groups were recorded and analyzed.
- **Two case studies/human stories of the Programme impact.** The evaluators have identified some individuals who accessed and benefitted from the Programme who shared their personal experiences. These stories were captured and reflected in the MTE report to demonstrate some typical outcomes/challenges of the Programme at the individual/household level.
- **Informal conversational interviews** with questions emerging from the immediate context were conducted on *ad hoc* basis.
- **Validation of preliminary findings and recommendations with the UN agencies implementing the Programme.** The consultants made a presentation of preliminary findings

and recommendations to UN partners on January 17, 2014 to validate them and provide an opportunity for Programme management and staff to contribute their views and ideas to finalization of the evaluation report.

Evaluation exercise risks, limitations and mitigation strategies

Considering that this is a MTE, the focus of the evaluation was on relevance, effectiveness and efficiency and expected impact and sustainability. Sustainability and impact will be more fully assessed during the Final Evaluation.

There is a number of risks/limitations to this evaluation report. There is some degree of ambiguity in the formulation of the logical connection linking inputs, activities, outputs and outcomes in the Programme logical frame. Some Programme baselines were not measured and specific measurable indicators not developed that made problematic assessment of Programme effectiveness and impact. For instance, the Programme did not conduct a socio-economic survey to establish baseline data on production among clientele: volume, expenses, income, water use, soil salinity that made problematic the assessment of how far the Programme has progressed with regard to its Objective 1 “30% of dekhkan farmers in 50 target communities have implemented improved agriculture and livestock production practices, which are environmentally sustainable, and address the impact of climate change.” Due to these factors, it was difficult to assess some Programme outcomes and impacts that impoverish the results of the current and future evaluations. To address this challenge, the evaluators had to collect some indirect and secondary evidence to assess the Programme progress towards this objective. The Programme’s success could be measured by capturing a wide range of indicators and the consultants tried to be innovative in documenting the incremental, complex, and often subtle changes that occur over the life of the Programme to reflect its progress.

Other risks and mitigation strategies are outlined in the Table 1 below.

Table 1. Evaluation Exercise Risks and Mitigation Strategies

| Constraints and risks | Mitigation Approach |
|--|--|
| Complexity of the Programme, a wide range of factors affecting its success | <ul style="list-style-type: none"> • Conduct in-depth analysis of a range of factors (e.g., organizational, economic, environmental, political) that affect the Programme implementation. • Conduct in-depth interviewees with each UN partner implementing the Programme to get a clear picture of the linkages between inputs and activities and outputs and outcomes for all components of the Programme. |
| Limited timeframe that makes impossible a comprehensive evaluation across all technically complex components implemented by UN partners. | <ul style="list-style-type: none"> • Use effective sampling methodology to ensure that all areas of the Programme are covered. • Use validation workshops to discuss preliminary evaluation findings and recommendations and identify areas for additional exploration and analysis. • Some semi-structured interviews were conducted by the national consultant, duly recorded and shared with the international consultant. |

| | |
|--|--|
| | <ul style="list-style-type: none"> • Utilise Skype and e-mail exchanges to obtain rich evidence from multiple Programme partners and beneficiaries. |
| Unwillingness of some beneficiaries to reveal their true opinions as they were required to assess the performance of people whom they depend upon for the provision of assistance. | <ul style="list-style-type: none"> • Use less direct technical questions. • Attempt to have one on one conversation to solicit more open and objective answers. |
| Some key stakeholders and beneficiaries may not be available for interviews | <ul style="list-style-type: none"> • Consultations with main stakeholders/beneficiaries were planned with enough flexibility to account for their schedules. • Some interviews were conducted by the national consultant, duly recorded and shared with the international consultant. • Some interviews were conducted via phone/skype. |

The evaluators are committed to providing quality products and services. As a deliverable is being developed, the consultants had at least four check points:

1. A discussion of the inception report and plans of action to ensure that the expectations of the UNDP, UN partners, the Programme team, and other key stakeholders are met.
2. Presentation and discussion of preliminary findings and recommendations.
3. A review of a draft evaluation report, or mid-point of the evaluation exercise.
4. An acceptance procedure for a completed evaluation report.

Adjustments were made to reflect feedback at each of these points. More informal communication contributed to the quality of the evaluation report. This process ensured that multiple opportunities are provided to resolve issues and challenges throughout the evaluation exercise.

The evaluators followed the UNEG code of conduct and ethical responsibilities including guidelines on protection of privacy and conflict of interest.⁵ They exercised their independent judgement and provided a comprehensive and balanced presentation of strengths and weaknesses of the Programme being evaluated, taking due account of the views of a diverse cross-section of stakeholders. The evaluators tried to ensure that the evaluation is based on reliable data and observations.

All confidential information obtained by any means was treated in confidence. Personal, confidential and sensitive information was not discussed with, or disclosed to, unauthorized persons, knowingly or unknowingly. The interviewees and others were treated with objectivity and impartiality.

⁵ United Nations Evaluation Group, Ethical Guidelines for Evaluation, March 2008

Structure of the evaluation

The following section of the evaluation report outlines the Joint Programme and presents its development context. It identifies key problems that the Programme seeks to address and discusses its immediate and development objectives as well as results expected. Main stakeholders are listed.

Then the evaluation report presents its findings and conclusions that are grouped into three sub-sections. First, such diverse aspects of Programme formulation as its relevance, implementation approach, country ownership, stakeholder participation, replication approach, cost-effectiveness, sustainability, linkages between the Programme and other interventions within the sector and management arrangements are examined. Then the section zooms in on the Programme implementation and provides evaluators' findings on its financial management, monitoring and evaluation, management and coordination, including adaptive management. The section 4 covers the Programme results and prospects of sustainability.

The section 5 provides a summary rating of Programme performance and recommendations. The recommendations are developed separately for UN partners and national and regional Governments. The report concludes with a lessons learned section.

The Annexes contain the evaluation TOR, itinerary of the evaluators' field mission, a list of persons interviewed, a list of documents and a list of questions used during semi-structured interviewees.

3. THE JOINT PROGRAMME AND ITS DEVELOPMENT CONTEXT

Joint Programme start and its duration and implementation status

The UN Joint Programme was launched in March 2012, upon signing of Programme document by implementing UN agencies and the Ministry of Economy of the Republic of Uzbekistan. The Programme activities commenced in June 2012 with the official Programme inception meeting held in Karakalpakstan, involving all the relevant stakeholders. The Programme is supposed to be completed by March 2015.

The Programme reached its mid-term point. Geographically, within the Programme, UNDP activities are concentrated in three most vulnerable districts of Karakalpakstan, namely Muynaq, Shumanay and Kanlikul, while activities of UNESCO covers Amudarya, Beruni, Elikala and Turtkul districts. UNV portfolio covers Shumanay, Muynaq, Karauziak, Kegeyli and Nukus districts, and WHO and UNFPA activities and trainings cover almost all districts of the region (see the map below).

Administrative Divisions in The Republic of Karakalpakstan



Problems that the Joint Programme seeks to address

Income poverty, lack of food security, exposure to dust storms, and deteriorations in the quality of drinking water have all combined to have negative effects on the health status of the local population. These are reflected in, for example, the incidence of anemia among newborn children being as high as 87%, the spread of tuberculosis and growing incidence of multi-drug resistant strains of tuberculosis, and elevated rates of respiratory infections and kidney stones. The Programme seeks to address numerous human security challenges faced by the population of Karakalpakstan such as lack of income, low household plots productivity, access to high quality healthcare services and limited access to water and electricity.

Immediate and development objectives of the Joint Programme

The Programme has a number of complimentary objectives to attach that are grouped into three broad categories listed below.

| Outputs | Core Objectively verifiable indicators |
|---|--|
| Objective 1: Income generation opportunities and economic security for vulnerable groups in the three | |

Mid-Term UN Joint Programme “Sustaining Livelihood Affected by Aral Sea Disaster” Evaluation

| | |
|--|---|
| target districts increased. | |
| 1.1. 30% of dekhkan farmers in 50 target communities have implemented improved agriculture and livestock production practices, which are environmentally sustainable, and address the impact of climate change (UNDP, UNESCO) | <p># Dekhkans have adopted and replicated improved agricultural practices</p> <ul style="list-style-type: none"> - # Dekhkan extension agents established - # of new crops and trees introduced and disseminated to Dekhkan farmers based on research by the UNESCO/ZEF project - # of sustainable veterinary points active in providing support to Dekhkan farms - # Dekhkan farms supported in bringing degraded land back into use - An extension service provider is established in the three target districts - improved pasture management systems introduced in ten pilot communities - The household plots of at least of 500 families are cultivated with the use of new irrigation approaches - Alternative livelihoods (sources of income) are created through additional incomes from fruits and vegetables cultivation for personal consumption and sale - Improvement of an ecological situation (agro biodiversity) in settlement “Kazakhdarya” (3857 people) by creation of green plantations on private house plots |
| 1.2 At least two eco-tourism sites are developed within Karakalpakstan region. (UNESCO) | <ul style="list-style-type: none"> - # sites established - # of International tourists visiting sites and making use of the facilities - Level of employment (# of jobs) generated by ecotourism activities - Income generated through Tourist visits at different sites - Level of satisfaction of guests |
| 1.3 Increased income-generation opportunities for 100 women and people with disabilities through improved entrepreneurial skills and production and marketing of local handicrafts (UNESCO, UNFPA) | <ul style="list-style-type: none"> - # trained in the production of handicrafts (target: at least 100 women trained) - # of women trained on entrepreneurial skills (target: at least 100 women trained) - Revenue generated through sales of handicrafts increased |
| Objective 2: Capacity of primary health care workers to address the health consequences of the environmental disaster and economic insecurity enhanced in the target districts with a specific focus on addressing the needs of young people. | |
| 2.1 Capacity of primary health care service providers to ensure contraceptive commodity security and provide quality family planning services is enhanced in 10 target districts with a specific focus on young people (UNFPA) | <p>Contraceptives delivered to end users (target: 100% of Service Delivery Points remain protected from stock-outs for the entire period of the project)</p> <p>Numbers of training and counseling sessions provided on family planning (target 100)</p> |
| 2.2 1500 community and volunteer health care workers trained as apprentices in a health fellowship program sanctioned by the Ministry of Health to decrease incidences of respiratory and other infections associated with environmental degradation and climate | <ul style="list-style-type: none"> - Incidence of kidney stones in target districts - Incidence of respiratory diseases in target districts - Mortality due to respiratory diseases in target districts - TB incidence in target districts - # of volunteers trained |

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| | |
|--|---|
| change (UNV/UNDP) | |
| 2.3 Access of young people of 15-24 years of age to quality information and youth-friendly services on HIV – infection prevention and sexual and reproductive health is improved (UNFPA) | <p>% of young people aged 15-24 having comprehensive knowledge on HIV prevention (Target: at least 80 % people aged 15-24 having comprehensive knowledge on HIV prevention)</p> <p>- # of young people trained as peer educators on SRH (target: at least 10 per district (250 in total))</p> <p>- % of health care providers trained in adolescent sexual and reproductive health (Target: at least 1 per every Rural Physician Post (SVP) in target 10 districts at least 150 in total)</p> |
| 2.4 Improved capacity of Primary Health Care Services in Karakalpakstan to address issues associated with Lung Health (WHO) | <p>- TB incidence in target districts</p> <p>- number of PHC medical personnel trained</p> <p>- respective equipment for PAL provided</p> |
| Capacity of regional and 3 district authorities enhanced to develop and implement economic, environmental security and social policies aimed at welfare improvement of vulnerable groups | |
| 3.1 50 communities have formulated community development plans and implemented priority social infrastructure projects to improve access of the rural population to basic social services, including drinking water and sustainable energy (UNDP) | <p>- #of community plans developed</p> <p>- # of community projects implemented</p> <p>- # of people with improved access to basic services such as water, gas and electricity</p> <p>- Ten resource centres functioning and sustainable</p> |
| 3.2 Regional authorities supported in creation of data base, and trained in basic data management and analysis, including data disaggregated by gender, for better monitoring and evaluation of progress towards human security goals in the target region (UNDP, UNFPA) | <p>- Open-access data base with key socio-economic indicators developed</p> <p>- # of new training modules introduced for capacity building on processing of primary data and production of quality statistical information</p> <p>- # of government officials trained in applied statistics and monitoring and evaluation methodologies</p> |
| 3.3 Regional and district governments' trained in the human security approach, sustainable development and the principles of results-based management (UNDP, UNESCO) | <p>- #of regional and district local government officials trained</p> <p>- training materials developed in different subject areas</p> <p>- # of trainer of trainers trained by Academy of State Construction</p> <p>- # of projects, included into the Action Plan, as well as Memorandums and other agreements of parties involved in its implementation</p> <p>- # of projects, included into the database</p> |

Main stakeholders

The national partners and stakeholders of the Programme include:

- The Council of Ministers for the Republic of Karakalpakstan
- Ministry of Economy
- Fund for Aral Gene Pool Protection
- Ministry of Health
- Ministry of Finance
- Ministry of Agriculture and Water Protection
- State Committee on Nature Protection

- International Fund for Saving the Aral Sea
- National Company “Uzbektourism”
- NGO KRASS (Khorezm Rural Advisory Support Service)
- State Lower-Amudarya Biosphere Reserve
- Academy of Art of Karakalpakstan
- Local NGOs and Local Community-based Organizations
- State Museum of Nature of Uzbekistan
- Urgench State University
- Center for hydrometereological service under the Cabinet of Ministers of the Republic of Uzbekistan (Uzhydromet)
- Farmers Council Branch in Karakalpakstan
- Chamber of Commerce and Industry Branch in Karakalpakstan

Results expected

The Programme expects to impact directly upon the livelihoods and health of the population of Karakalpakstan by employing a “bottom up” empowerment approach and working directly with the communities concerned. According to the Programme proposal, the focus on small scale dekhkan farmers will result in greater productivity from these small farming units in both the cropping and livestock sectors. This approach would be complemented by increased employment in the non-farm sector through developing further the tourism infrastructure available and improved production and marketing of local handicrafts.

In the area of health key results expected include a reduction in the common health problems that impact upon the population of the region such as anemia, tuberculosis, respiratory disease and kidney stones. Furthermore the adolescent and youth will be better informed and aware of issues associated with HIV prevention and reproductive health. These results will be achieved by a focus on prevention and working through existing services as well as developing the concept of volunteering that has already been pioneered by the UNV/UNDP TB Project.

The Programme proposal indicates that certain communities will receive direct tangible benefits in the form of better public services such as improved access to water or electricity as a result of the community development plans implementation. Among expected results are strengthening the capacity of regional and district authorities in data collection and analysis that would contribute to more effective socio-economic development and environmental security strategies, and investment decisions for businesses. In addition to training in the area of human security and sustainable development the Programme was planning to develop a database for current, finalized and planned development projects, initiated by government, donors, civil society or private sector, so the decision makers could undertake adequate situation analysis and not duplicate initiatives implemented earlier.

4. FINDINGS AND CONCLUSIONS

4.1 Joint Programme formulation

Joint Programme relevance

The Programme proposal is well written and it is obvious that the partners put a lot of efforts into its development. The proposal correctly captures complexity of development issues faced by Karakalpakstan and provides a very good understanding of the cause and effect nature of Programme interventions.

The Programme design is highly relevant and suited to the priorities and policies of the Governments of Uzbekistan and Karakalpakstan and UN partners. The rationale of the Programme was fully justified and aligned with the Government priorities. The analytical part of the Programme proposal provided all the necessary and relevant data explaining the reasons for this type of intervention. The Programme was designed to contribute to achieving the following UNDAF outcomes:

- economic well-being of vulnerable groups is improved;
- enhanced access to and utilization of relevant, quality essential social services;
- effectiveness, inclusiveness and accountability of governance at the central and local levels enhanced.

The national and Karakalpakstan's Governments demonstrate high level of commitment to supporting livelihoods in the areas affected by the Aral Sea disaster. The Programme design phase benefitted significantly from the involvement of the Ministry of Economy of Republic of Uzbekistan that secured high level Government support of the Programme. The members of the Project Board represent the Ministry of Economy of Republic of Uzbekistan, which is a key institution responsible for sustainable livelihoods in the areas affected by the Aral Sea disaster.

The Programme design responds to important challenges faced by the people of Karakalpakstan. The Programme is relevant and appropriate to the needs of the people and communities in Karakalpakstan. It addresses critical issues considered important by residents of districts targeted by the Programme, including building up and reconstructing infrastructure related to livelihoods and increasing opportunities for sustainable livelihoods. Another areas where the targeted communities needed support was agriculture where the Programme introduced modern effective farming methods that would assist in enhancing livelihoods. The Programme's intention was to expand preventive activities and put in place the institutions and procedures necessary to address TB and HIV. The Programme is relevant for women in that it focused on building women's livelihoods as well.

Implementation approach

The benefits of a comprehensive Programme design can be outweighed by complexity, difficulty in implementation, and resources being spread too thin. This was a first “UN as One” initiative in Uzbekistan and many operational aspects of implementing such a complex Programme were tried for a

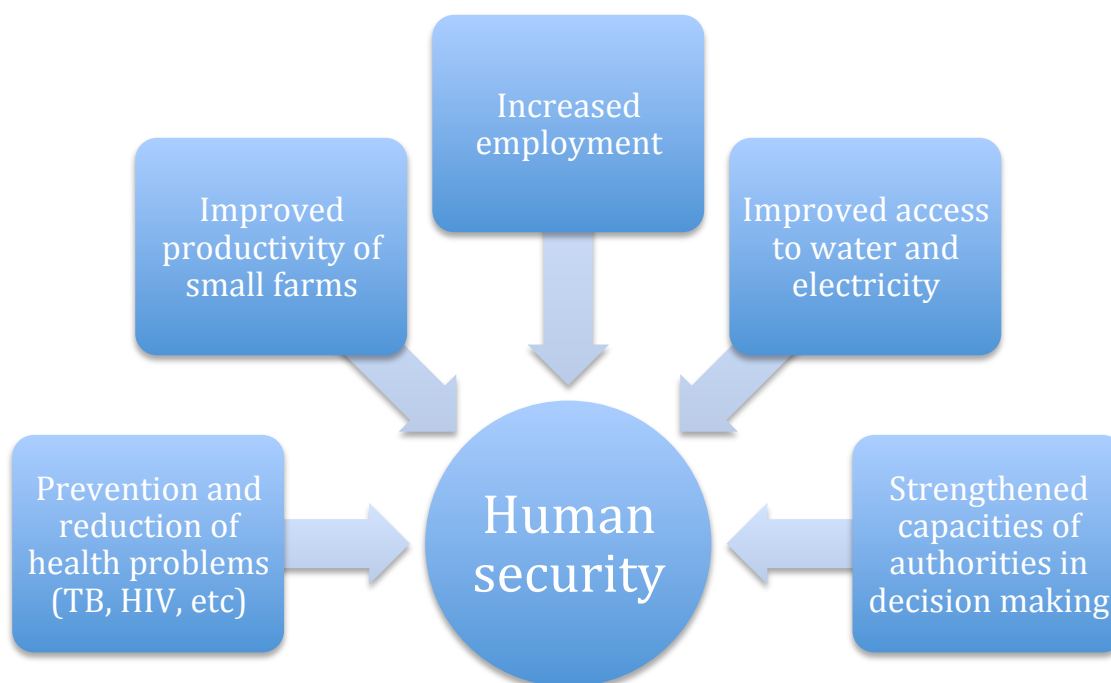
first time. Instead of having a number of UN partners implementing their multiple more focused projects, the Programme was designed as a single one with multiple agencies involved. The participating UN agencies contributed their expertise and technical knowledge to raise the quality of the design of the Joint Programme.

The evaluators confirm that the human security approach has proved an effective conceptual model to guide the Programme development. By planning together, UN partners and the Government had to focus on the real needs of the targeted districts and communities and came up with innovative comprehensive solutions to address the threats to human security in Karakalpakstan. The human security approach helped to properly conceptualize and logically connect such diverse Programme components as expansion of new agriculture practices, HIV prevention, TB screening and development of community plans.

The Programme design reinforced multi-stakeholder, connected and innovative approaches to sustaining livelihoods in Karakalpakstan. The Programme included multiple pilot interventions in multiple areas with an intent to replicate and scale up its most successful components. The Programme interventions are logical and mutually reinforcing. As the majority of the population of Karakalpakstan is poor and resides in rural areas, to address the economic aspect of their security the Programme focused on small scale dekhkan farmers to increase productivity from these small farming units in both the cropping and livestock sectors. This approach was complemented by increasing employment opportunities in the non-farm sector through developing further the tourism infrastructure available and improved production and marketing of local handicrafts.

As the environmental challenges negatively affect the health component of human security, the Programme planned to implement a range of interventions to reduce the incidences of anemia, tuberculosis, respiratory disease and kidney stones as well as conduct awareness raising activities in HIV prevention and reproductive health. It was planned to achieve these results by focusing on prevention and working through existing services as well as developing the concept of volunteering.

The needs of some communities in basic public services such as water and electricity were significant and the authorities did not have the necessary resources to address these fundamental barriers to improving human security. It is obvious that without proper basic infrastructure, businesses cannot thrive (e.g. to produce the products and process them) or communities develop. To address these threats to human security, the Programme was planning to implement a number of infrastructural projects such as improve access to water or electricity. As human security cannot be achieved without involving the people into decision making, or “bottom up” approach, the Programme contains a strong participation and community empowerment component that brought together communities to work towards the common goals of building livelihoods, social cohesion, and natural resource management. This participatory design ensured that the selection and actual implementation of small-scale infrastructure schemes was relevant to community needs.



To ensure that human security concept is well understood and operationalized by regional authorities, the Programme contains a capacity building component aimed at strengthening the capacity of regional and district authorities in data collection and analysis. As the decisions enhancing human security should be evidence based with proper measures of success and impact, the Programme was planning to train regional and district authorities in the area of human security and sustainable development. There will be a database developed for current, finalized and planned development projects, initiated by government, donors, civil society or private sector, so the decision makers could undertake adequate situation analysis and not duplicate initiatives implemented earlier.

Many elements of the Programme are very well linked and complimentary. In the area of TB, the Programme proposal focused on targeting vulnerable groups at high risk through trained volunteers, the reinforcement of the capacities of medical personnel as well as providing the institutional and administrative support to partners through improved collaboration with the players of the national and regional health system. The involvement of volunteers could raise awareness of the TB at the community level.

The Programme areas of interventions were selected on the basis of analysis conducted by all UN partners, the Ministry of Economy and the Government of Karakalpakstan. It was developed in response to the expressed need of the Government to implement a comprehensive Programme sustaining livelihoods affected by the Aral Sea disaster. The project design took into account the lessons learned from previous projects implemented by UNDP, UNESCO, WHO and UNV. In Karakalpakstan the partners implemented the following projects that informed development of the Programme proposal: Area Based Development and Enhancement of Living Standards Programme (UNDP), Sustainable Land Management (UNDP), Tugai Biosphere Project (UNDP),

Empowering Communities through local Volunteerism to address Poverty and Tuberculosis in Karakalpakstan Uzbekistan (UNV/UNDP), PAL (WHO) and UNESCO’s project supporting research and piloting of salt resistant crops, and sustainable use of land and water resources in agriculture, based at Urgench State University. The evaluators found that conceptually the Programme adopted a right strategy of following the approach of implementing what was locally feasible and had a high potential impact on sustaining livelihoods in Karakalpakstan.

The roles and responsibilities of key partners implementing the Programme were properly assigned and reflected their expertise and comparative advantages. This design simplified supervision and control and allowed for greater operational synergies.

| | Individual Objective | Responsible Agency |
|--|---|---------------------------|
| Objective One (Livelihoods) | Income generation opportunities and economic security for vulnerable groups in the three target districts increased | UNDP/UNESCO/UNFPA |
| Objective Two (Primary Health Care) | Capacity of primary health care workers to address the health consequences of the environmental disaster and economic insecurity enhanced in ten target districts with a specific focus on addressing the needs of young people | UNV/WHO/UNFPA |
| Objective Three (Access to services & Governance) | Capacity of regional and 3 district authorities enhanced to develop and implement economic, environmental security and social policies aimed at welfare improvement of vulnerable groups | UNDP |

The evaluators acknowledge that UN partners decided to a large extent continue their previous effective practices under the umbrella of a Joint Programme, and their activities were not always well logically aligned in the Programme proposal. As a result, the multiple components are not fully integrated and some of them operate more or less independently. In ideal circumstances, to achieve optimum synergy, a comprehensive needs assessment could have been conducted that would focus on a number of districts of Karakalpakstan. The evaluators believe that the Programme designers adopted a right approach and decided to rely on tried and trusted models developed by UN partner agencies for the following reasons:

- The needs of residents of Karakalpakstan are very diverse and complex and there is a wide divergence of opinions and views how these needs could be addressed. The evaluators heard a wide range of options and suggestions on how human security circumstances of the region could be addressed. In the absence of a common platform for actions and agreed principles for selecting the most effective and high impact interventions, the preparation of needs assessment would be very time consuming as consensus would have to be reached among multiple stakeholders.
- The Programme adjusted AWP to reflect emerging needs and changing realities. The relevance of the Programme was maintained through regular meetings of the Programme Board that made decisions, relying on new information available and complimentary technical expertise and mandates of partners involved.

- The Programme was an attempt to implement “UN as One” model. It is a very complex undertaking where the UN agencies with different mandates and internal operational and reporting procedures had to develop an integrated model of delivery.
- The partners could rely on their experiences of implementing similar interventions that were informed by consultations with the appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions.

Sustainability/replication approach

The Programme proposal contains some sustainability strategies. It was planned, for instance, that the existing institutions at every level will be strengthened to fulfill their mandate and provide better services to the population that they serve (mostly under Component 3). The focus was also made on the promotion of the use of volunteers and capacity development of existing staff of service providers. In the field of agriculture, the Programme proposal anticipated that the introduction of new practices would help the target groups to develop the capacity and understanding to maintain these practices and ensure sustainable use of land and water to improve agricultural productivity.

The proposal emphasizes also the importance of cost sharing to improve its sustainability. For example in the priority community projects implemented under Output 3.1, a requirement to have a cost sharing mechanism was established. Likewise under Output 1.1 where inputs are provided to local extension agents a contribution in the form of land, time and water was expected to be made mandatory.

The evaluators learned that the Programme implemented a wide range of sustainability strategies that went beyond the examples listed in the proposal that helped to build ownership of the target groups over the Programme initiatives thus contributing to its long-term sustainability. In evaluators' view, the sustainability strategies did not put sufficient focus on building the capacity of the Government of Karakalpakstan to identify and prioritize region's needs and engage into effective aid coordination.

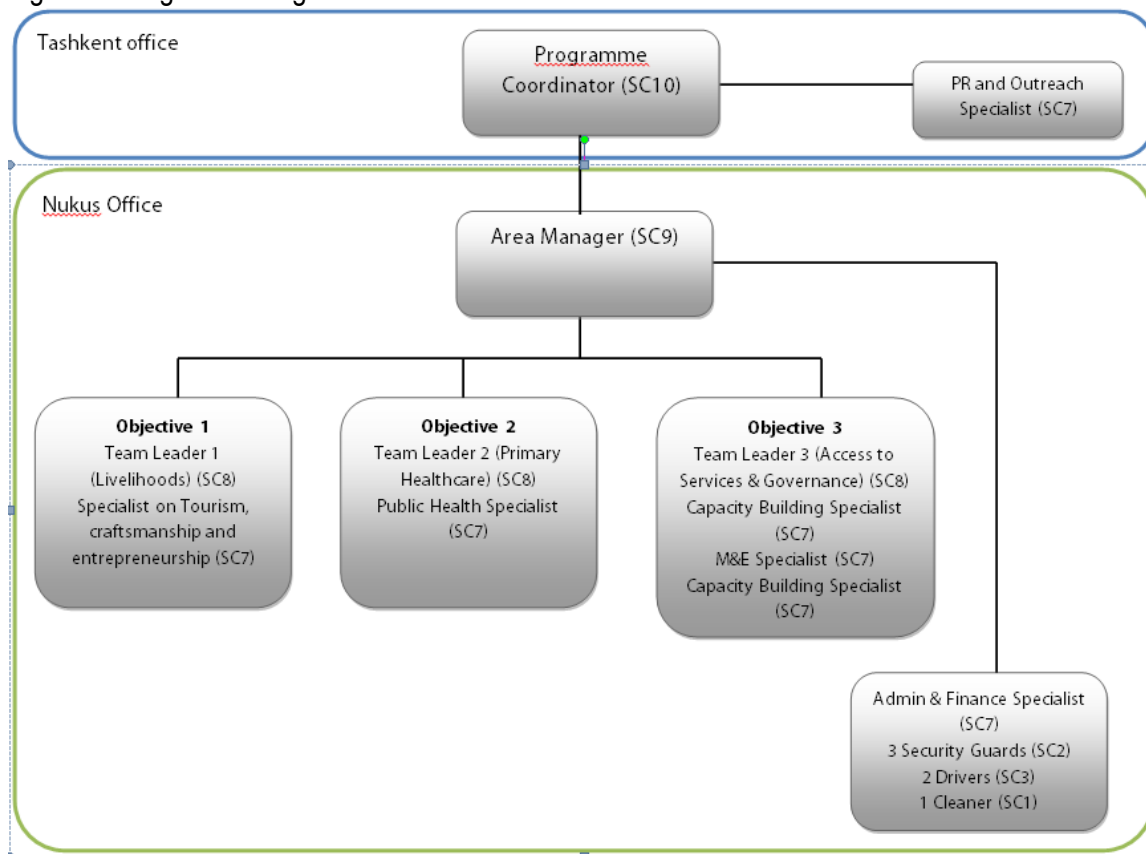
Linkages between Joint Programme and other interventions within the sector

The Programme identifies the international agencies that are active in Karakalpakstan. The evaluators acknowledge that the proposal not only lists the partners such as Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Japan International Cooperation Agency (JICA), Turkish International Cooperation Agency (TIKA), Asian Development Bank (ADB) and World Bank (WB) and presents their key activities, but also provides specific direction to the Programme on potential areas of collaboration. For instance, it mentions GIZ work in providing technical support to agricultural producers, including SMEs in farming, livestock and fishing sectors, promoting the concept of value-chains as well as JICA's focus on agriculture in the Master plan of Karakalpakstan Regional development. The proposal identifies that the work of these partners is very relevant to income generation activities under Objective 1 and suggests possibilities for involving Japanese expertise.

Management arrangements were appropriate for the Programme of such complexity. In evaluators' view, the Joint Programme was the best option to respond to development challenges faced by Karakalpakstan and identified in the Programme proposal. Overall, the organizational arrangements of the Programme provided the necessary institutional framework and incentives for all partners to collaborate and meet the Programme objectives in holistic and synergetic way. The

Programme management arrangements helped to reduce transaction costs and increase overall efficiency by eliminating overheads and logistical and personnel costs associated with having a number of projects run by different agencies.

Figure 1. Programme Organizational Structure



UN Agency Head Offices signed contracts with the UNTFHS for their components of the Programme, with UNDP being a lead agency. The Programme was implemented by a project team with offices in Tashkent and in Nukus. The consultants acknowledge that it was a right decision to have staff dedicated to ALL Programme components hired through UNDP contracts in Nukus office as it helped to bring the implementers closer to targeted communities.

The Programme components are implemented by UN agencies, but multiple accountabilities and reporting relations of the Nukus office staff were not elaborated in the Programme proposal. The evaluators realize that potential challenges associated with multiple accountabilities and reporting arrangements of the Nukus office staff could not have been anticipated at the proposal development stage. The UN partners voiced particular concerns about the Component 2 as they were not clear about the roles of respective Nukus office staff. As a result of this ambiguity and due to the fact that multiple accountabilities of Nukus office staff were not elaborated through the course of Programme implementation, some of the activities were implemented by UN agencies directly from Tashkent with limited involvement of the Nukus office.

The Programme proposal envisaged that the Project team would be based both in Tashkent and in

Nukus, with the Programme Coordinator stationed in Tashkent with responsibilities for the overall Programme implementation, with focus on monitoring of programme implementation and reporting. The Programme Coordinator in Tashkent was supposed to work closely with the Fund for Aral Gene Pool Protection on aid coordination to Karakalpakstan, through establishing an effective mechanism for joint consultations with the donor community. Programme team in Nukus was tasked with on-the ground implementation of the planned activities, including close dialogue with communities, regional authorities and other stakeholders involved in the Programme implementation, and support the Programme Coordinator in progress monitoring.

Management arrangements

The Programme logical framework is very detailed, with many relevant indicators. A Programme logical framework, or theory of change, is the expression of the strategy chosen to achieve the objective. Based on the objective and strategy chosen, the programme inputs and activities are designed to produce the outputs and outcomes required to eventually achieve impact level results. This “logic chain” defines the outcomes-impacts pathway. M&E Programme strategy was adequate, but did not focus sufficiently on long-term Programme outcomes.

The evaluation team was positively impressed with a wide range of indicators and means of verification listed in the proposal. The overwhelming majority of indicators are relevant and may capture the Programme progress, with only a few exceptions. For instance, a set of indicators to measure Programme progress with regard to Output 2.2 “1500 community and volunteer health care workers trained as apprentices in a health fellowship program sanctioned by the Ministry of Health to decrease incidences of respiratory and other infections associated with environmental degradation and climate change” is too high level and may not always be attributed to Programme’s interventions. The Programme proposal contains the following indicators to measure the Programme progress: incidence of kidney stones in target districts, incidence of respiratory diseases in target districts, mortality due to respiratory diseases in target districts and TB incidence in target districts. Although the Programme may make a positive impact on these indicators, it may take a long time to materialize. Moreover, as there is a number of partners and factors affecting these indicators, it may be difficult to attribute changes in these targeted areas to this Programme component. The evaluation team suggests using more realistic indicators such as levels of knowledge and skills of volunteers, the number of individuals served by them, community and local authorities’ assessments of usefulness and impact of volunteers’ work and other relevant indicators.

The proposal does not clearly separate among inputs, activities and outcomes that results in overemphasis on activities and inputs at the expense of targeting long-term sustainable outcomes. The evaluators believe that the proposal could have explored potential long-term outcomes and impacts of the Programme. For instance, it would be beneficial to explore through surveys or other research instruments how the behaviour and practices of 50 communities that have formulated community development plans and implemented social infrastructure projects will change as a result of Programme interventions. It may be beneficial to explore, for instance, if they are more capable of and willing to engage into collective decision making after going through the CDP process.

The Programme proposal lists a range of assumptions and risks, but it does not contain any risk mitigating strategies and does not describe how such strategies were supposed to be developed

and implemented. In addition to such obvious risks as extreme weather conditions and changes in government policy, the proposal lists such risks as willingness of communities to provide their own inputs in the realization of priority community projects through in-kind contribution and cost sharing by local authorities. The evaluators realize that it is not feasible to develop mitigation strategies in response to unknown risks, but a mechanism to respond quickly to a range of identified and non-identified risks could have been incorporated into the proposal. Contingency plans and strategic implementation approaches should be in place to deal with delays, increase efficiency and enhance synergies.

4.2 Joint Programme implementation

The Programme is in its mid way, and it effectively started with a 6 months lag as compared to its initial plan, since 6 months were needed for filling the Programme positions in Tashkent and Nukus and addressing other issues. The Government priorities in supporting livelihoods affected by the Aral Sea Disaster has not changed since the Programme launch and there was no need to adjust the Programme activities. The partnerships among UN partners involved into the Programme implementation were both formal and informal. The evaluators highly praise the Programme management contribution to promoting collaboration among all UN agencies by establishing formal arrangements and fora supporting informal exchanges, understandings and relationships. The UN agencies brought complimentary specific technical expertise that was crucial in developing and implementing technically sound and evidence informed responses to human security challenges in Karakalpakstan.

The majority of inputs and outputs mobilized by the Programme are well planned, delivered in a timely manner, and involve the appropriate stakeholders. The following discussion explores in greater detail the efficiency aspects of Programme governance and management (HR and financial).

Financial management

Overall, the evaluation team rates the Programme efficient because it is progressing well towards its objectives attaining its outputs without exceeding total project costs. The consultants did not find any significant financial issues related to the Programme, but believe that the Programme proposal timelines were overly ambitious. The Programme followed the UN system procurement procedures that ensured transparency and value for money. The Programme’s components were reasonably priced and it is hard to see how they could have been made more cost effective.

The evaluation team acknowledges significant delays with procurement at the initial stages of Programme implementation that proved to be a significant challenge for the implementing agencies to manage, resulting in a very slow Programme start up and implementation delays. A review of Programme records revealed that major delays had been experienced in social infrastructure activities such as procurement of solar panels; funding of business projects; identification and training of extension agents, as well as implementation of the UNV component.

More specifically, the Social infrastructure projects under Component 3 had planned major procurement based on original AWP in the amount of around 228,000 USD in 2012 but none of

them were realized in 2012. In 2013 the Programme almost fully met the 2012 and 2013 combined procurement targets for this component. With regard to Activity 1, in 2012 out of scheduled 107,500 USD only 17,754 USD was spent and 10 business plans were realized. However, the Programme was on the right track to meet its planned activities for this component for 2013 as per the approved AWP for 2013.⁶

As many procured items were beyond the traditional scope of UNDP Uzbekistan expertise, UNDP Regional Centre and external consultants had to be involved to meet a number of regulatory and technical requirements. Additional factors that affected delays in procurement are: lengthy processes of preparing the architectural and construction planning documents, project estimates and securing expert institutions approvals; difficulties and lengthy processes in identifying reliable vendors; procuring goods/equipment from abroad and related delays with the customs clearance. To speed up the process and meet the regulatory requirements, the Programme hired an Engineer for its infrastructure projects. In addition to negatively affecting the effectiveness and efficiency of the Programme, these delays unfavourably affected sustainability of the intended outcomes.

The UNV Programme component was delayed because the UNV office in Uzbekistan is small and does not have the necessary capacity to conduct procurement and other business functions. Traditionally these functions are performed for UNV by UNDP, but under the Programme funding arrangements UNV received funding from UNTFHS and had to assume financial responsibilities for its component. Currently the procurement for the UNV component is processed in Bonn that delays the process of Programme implementation and creates additional administrative barriers.

After a slow start the efficiency of the Programme has improved. When the MTE was underway, almost all Programme outputs were delivered according to the AWP, which is a remarkable achievement considering the relatively short period of time for actual Programme delivery.

When the MTE was underway, the Programme realized that the average cost of social infrastructure projects budgeted at \$ 8,000 to \$ 10,000 in the Programme proposal is too low as the average budget of community projects was \$ 19,000. It became obvious that the Programme could not meet its target of completing 50 community infrastructure projects and is submitted a request to UNDP CO for additional TRAC funding.

It is advisable for UN agencies to review the financial arrangements of the Nukus office operations. For instance, UN agencies have to share office vehicles to conduct numerous field trips. Although sharing vehicles and the office space along with the communication lines generate cost savings for the Programme as a whole, the parallel funding modality envisages that all partners were provided with some funding to cover these expenses. Such a joint UN review may help to avoid logistical challenges (e.g., transport, communication) in implementing the Programme activities within the allocated funds and enhance cross-agency collaboration.

⁶ In response to a suggestion from the Ministry of Economy of Republic of Uzbekistan, UNDP CO in Uzbekistan has approached Bratislava Regional Center (BRC) with a request to organize a field mission. Jana Cakanyova (Finance Associate, RSC in Bratislava) prepared a Review of UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster (00065472 UZB10) in 2013.

Monitoring and evaluation

Monitoring and Evaluation is an important tool for any project coordination. In complex Programmes with many components and multiple implementing agencies the presence of sound and measurable M&E indicators is key for gauging whether disparate activities are making collective progress to meeting the Programmes objectives. M&E system provides management with necessary and sufficient information to make evidence based decisions and quickly respond to changing realities.

The Programme proposal clearly specifies monitoring and evaluation arrangements and identifies key indicators for its objectives. The baseline data was established for the majority of Programme components to provide a reference point for measuring its progress. There were several pilots (e.g., demonstration plots) included in Programme design but the Programme did not establish a mechanism for evaluation of their results.

The evaluators acknowledge that the Programme has a dedicated M&E specialist in Nukus that confirms importance attached by UN partners to monitoring and evaluation. The M&E officer is conducting evaluation and monitoring of UNDP components and has produced a number of research papers. His involvement in monitoring other components was limited that can be attributed to his limited knowledge of other technical areas of the Programme, unclear accountabilities for this position and extensive range of indicators outlined in the Programme proposal that had to be monitored.

The evaluators acknowledge that the Programme developed a comprehensive Monitoring and Evaluation Framework in 2012 that covered in depth Components 1 and 3 of the Programme which contains a fairly extensive range of monitoring indicators and means of verification that were planned to be implemented within the annual cycles.⁷ Some of them include quarterly quality assessment towards the completion of key results; timely Atlas entries; Quarterly Progress Reports submitted by the Area Manager to the Project Board through Project Assurance and regularly updated project Lesson-learned log.

The evaluators confirm that the M&E system facilitated timely tracking of progress towards Programme’s objectives. The evaluation team acknowledges that a majority of indicators/tools used for monitoring are specific, measurable, and relevant.

The logical framework outlined in the proposal was used as a management tool during implementation of the Programme in developing AWP, but it had not been revised since the Programme launch to reflect the Programme changes. For instance, a decision was made not to pursue with gasification activities to improve access to gas for households in some remote areas that was duly reflected in AWP and ATLAS, but the logframe was not revised to reflect these changes.

⁷ UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster”, Monitoring and Evaluation Framework, Sagitjan Aytjanov, Monitoring and Evaluation Specialist, 2012

To support the adaptive management approach, the Programme logical framework should be considered a living document that guides planning. The logframe should be open to revision and refinement as circumstances evolve, and as Programme monitoring produces feedback on what works and what needs to be done differently.

The evaluators were provided with some M&E products developed by the Programme. The most detailed tool used for Programme monitoring is the Annual Progress Report developed for the Project Board and UNTFHS. Annual Progress Reports for 2012 and 2013 were presented to the evaluation team. The reports provide a very good basis for adequate periodic oversight of Programme activities during implementation and indicate the extent to which inputs, work schedules, and outputs are proceeding according to planned. The Reports informed the Programme review as well as served as basis to design the next annual work plan. Programme information is recorded in ATLAS and the evaluators reviewed some entries such as issues and risk logs.

The evaluators highly praise a practice of evidence-based decision making established by the Programme that was informed by high-quality M&E analysis. In Muynaq, Kanlikul and Shumanay districts 50 target communities were selected for Programme implementation on a basis of solid analysis and socio-economic data received from target District Khokimiyats. Some of the following indicators were taken into consideration: assessment of communities by impact and vulnerability (e.g., population size, rates of low income families, unemployed, women, youth, elderly and persons with disabilities); assessment of communities by access to basic services (e.g., access to piped drinking water, and electricity; and access to healthcare.⁸ Such an analysis significantly improved targeting of the Programme and allowed to focus on the most disadvantaged communities.

The evaluators highly praise the approach adopted to monitor and evaluate Practical Approach to Lung Health (PAL) strategy realization in Karakalpakstan. In addition to monitoring the beneficiaries' satisfaction with the training, the Programme monitored “PAL strategy” implementation jointly with the Ministry of Health of Karakalpakstan staff. The aim of such monitoring missions was to assess management of patients with respiratory symptoms by trained general practitioners, analyze and identify technical, managerial, structural and resource needs, as well as support the health authorities in capacity building and using of supplied equipment for timely diagnosis.

Another example of evidence-based decision making is the component 3.1 that supports communities with preparation of their community development plans and implementation of priority social infrastructure projects to improve access to basic social services, including drinking water and sustainable energy. The Programme developed a robust and comprehensive system to collect the necessary data from diverse stakeholders, analyse it, identify priorities and communicate them to local partners and communities through the CDP process. Such diverse tools as focus groups, observations and documentation review were utilized.⁹ Gender was mainstreamed into the M&E activities and Programme operations.

⁸ UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster” Rapid Analysis of Socio-Economic Data, Sagitjan Aytjanov, Monitoring and Evaluation Specialist, 2012

⁹ Оценка потребностей местного сообщества в Республике Каракалпакстан, 2013

The evaluation team reviewed a “Survey Concept Note Agriculture Extension Agents’ Performance, Knowledge and Training Needs Assessment” and found it very well structured and client oriented.¹⁰ The main goal of the survey is to assess how the selected extension agents are performing their activities at grassroots level and if they are disseminating new approaches in the field of agriculture, in which field of agriculture there is a greater demand for extension services, if the extension agents have sufficient knowledge in providing consultative services and what are their training needs. The implementation of such survey, in addition to capturing the extension agents’ knowledge and skills, will help to better identify the clients satisfaction with the extension services received as well the community needs.

The Programme staff conducted regular monitoring mission to target districts and submitted back to the office reports. The evaluation team reviewed these documents and found them informative and capturing the Programme progress. The consultants appreciate in particular that some of these reports contained quick assessments of Programme implementation, lessons learned and recommendations (e.g., use of solar panels in healthcare establishments).¹¹ The M&E specialist conducted a number of monitoring visits that assessed the Programme progress, identified capacity needs of beneficiaries, and provided specific recommendations (e.g., format and content of CDP training process, additional training for farmers).¹²

In evaluators’ view, the Programme overemphasizes the indicators of activities and outputs at the expense of measuring outcomes and potential impacts. For instance, the immediate effectiveness of multiple training activities are correctly measured by the Programme by capturing the attendance and the attendees’ satisfaction rates, but the impact of trainings should be measured through changes in the practices of the Programme beneficiaries such as agricultural producers, government staff and changes in the implementation of government programmes. The Programme is supporting the Ministry of Economy in Karakalpakstan in establishing a regional database by providing computers and training and these activities have some proper indicators, but the Programme does not have indicators to measure if the database is actually used in policy/programme decision making and monitoring. Another example relates to Component 3 where one of indicators used was the number of community members trained on livelihood techniques, financial and project management (indicator 3.1.1). Although this is a very valid input/activity level indicator, it would be also important to capture the extent to which the trainings’ beneficiaries use new acquired skills.

Some Programme objectives lack quantified targets and no baseline data were collected. In particular, the Programme should come up with some verifiable indicators to measure the progress towards achieving Output 1.1 “30% of dekhkan farmers in 50 target communities have

¹⁰ UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster” Survey Concept Note Agriculture Extension Agents’ Performance, Knowledge and Training Needs Assessment

¹¹ ОТЧЁТ по ПОЕЗДКЕ на пилотную территорию пос. Казахдарья, Республика Каракалпакстан, 20 октября 2012 года; ОТЧЁТ по ПОЕЗДКЕ на пилотную территорию Муйнакского района, Республика Каракалпакстан, медицинские и образовательные объекты, 23–27 июля 2012 года.

¹² Field Trip Monitoring Report of implemented demonstration plots in Amudarya district, June 2013; Field Trip Monitoring Report of implemented demonstration plots in Kanikol district, June 2013; Field Trip Monitoring Report of implemented demonstration plots and community mobilization by CDP workshops in Shumanay district, May 2013; Field Trip Monitoring Report of implemented demonstration plots in Moinak district, May 2013.

implemented improved agriculture and livestock production practices, which are environmentally sustainable, and address the impact of climate change.” A socio-economic survey to establish baseline data on production among clientele: volume, expenses, income, water use, soil salinity that was supposed to be conducted to develop the baseline was not implemented. Some of the key performance outcome indicators were not sufficiently specific such as 1.1.6 “Number and percentage of communities implementing sustainable land and pasture management and sustainable livelihoods”. It is unclear if all residents of these communities have to implement these new practices or only some of them.

The evaluators understand that it is extremely difficult to monitor such a complex Programme with a large number of components and pilot initiatives spread across a large region, especially if the tasks will be extended to capture the information on Programme outcomes and potential impacts. It may be beneficial for UN partners to explore how to reduce the administrative reporting burden and develop a simplified but well focused M&E outcome-focused framework with a clear set of indicators to monitor.

Partnership strategies and results

The Programme well collaborated with relevant partners operating in Karakalpakstan. The effectiveness of Programme’s partnership strategies can be illustrated by its achievements in resource mobilisation. In 2012, for instance, the parallel financing of 10,000 USD was secured from Israel Agency for International Development Cooperation (MASHAV) to conduct trainings for dehkans and farmers in “Growing vegetables and greenhouse farming” and “Sustainable water management”. The Programme signed MOU with MASHAV to continue parallel financing in 2013.¹³ The Programme facilitated mobilization of additional funds from US Embassy in Uzbekistan that financed the establishment of handicrafts productions shop for women with disability in Muynaq (12,800 USD). Social Initiatives Support Fund (SISF) provided 15 mln soums for construction of water pipeline in Kazakhdyra.

In 2013 the Programme continued with its highly successful partnership strategies and collaborated with a number of partners:

- The Programme jointly with UN Women secured additional funding from UNDP TRAC (USD 50,000) to improve the economic and food security of women, within the frame of cooperation with UN Women and Women Committee of the Republic of Uzbekistan. The Programme has supported the creation of the additional income generation sources in livestock development for 21 rural women with TB from low income families;
- jointly with MASHAV the Programme conducted the preparatory work to conduct trainings for the extension agents through invitation of MASHAV specialists on “Management of Water Resources and Plant Protection” and “Greenhouse Management and Vegetable Growing”;
- the Programme initiated collaboration with UK Embassy in Uzbekistan. It is planned to conduct seminars/round tables with the participation of a lecturer/ consultant from the UK for the Programme staff in 2014; and

¹³ Memorandum of Understanding Between the United Nations Development Programme and Israel’s Agency for International Development Cooperation, 2012

- the Programme Initiated cooperation with the Japan International Cooperation Agency (JICA) to support the women's empowerment through supporting the local women leaders participation in exchange programmes in Japan.

The Programme established very good working relations with “Business Forum of Uzbekistan” project (UNDP), Land degradation project (GEF) as well as National NGOs and funds including Social Initiatives Support Fund and Women's Committee.

Unfortunately, the Tashkent office and the Ministry of Economy of the Republic of Uzbekistan that is a Programme implementing partner had challenging relations from the beginning of the Programme till mid 2013 that undermined the ownership of the Programme by the national Government partners. The Programme successful implementation requires cooperation of a number of government agencies, and without support of the Ministry of Economy of Republic of Uzbekistan, it would be difficult to realize the envisioned outputs and outcomes and ensure Programme long-term impact and sustainability. The evaluators confirm that UNDP senior management made significant efforts to improve the relations and these efforts were highly appreciated by the Government counterparts. It may be beneficial to further solidify partnership relations and conduct regular working meetings of the Programme management with the decision makers and staff from the Ministry of Economy of Republic of Uzbekistan to discuss core decisions and Programme progress.

The evaluators recommend also UN partners to develop a stakeholder management plan that can elaborate on frequency and mechanisms of information sharing with key partners and type of information shared and outline the feedback mechanism. The evaluation team was under the impression that some partners do not have a clear understanding of the UN system mandate and view the agencies as funders of Government activities. This misconception has to be addressed.

The Programme regularly exchanged information with other partners working in the region. For instance, the Programme coordinator attended a round table on perspectives of handicrafts in Karakalpakstan organized by GIZ.¹⁴ Some opportunities for collaboration were underutilised, however. For example, the evaluation team met the management and staff of the International Fund to Save the Aral Sea (IFSAS). The Fund includes five Central Asian countries, with the mandate to fund and credit joint regional environmental and research programmes and projects aimed at saving the Aral Sea and improving the environmental situation in the areas affected by the disaster as well as solving regional socio-economic problems. The IFSAS developed several action plans for the region including the Aral Sea Basin Programme for 2012-2015 (ASBP-3) that covers the issues of socioeconomic, environmental, institutional development, and management of water resources. Uzbekistan is chairing IFSAS and it would be beneficial for the Programme to establish closer relations with the Fund to coordinate activities in the region as well as join forces in donor mobilisation activities. The Programme may explore the opportunities for closer collaboration with the Chamber of Commerce and Industry and the Farmers' Council as well.

¹⁴ Протокол №1 Круглого стола “Перспективы развития ремесленничества в РК” Организован Германским Сообществом по Международному Сотрудничеству (ГИЦ) совместно с Ассоциацией «Онермент» в Государственном музее искусств Республики Каракалпакстан им.И.В. Савицкого Г.Нукус, 30.01.2013г.

Management and coordination

Overall, the UN partners set up a model partnership framework, in line with human security approach, the agenda of the UN reforms and supportive of donor harmonization. Joint Programme arrangements not only maximized efficiencies by collapsing common functions across the Programme components but also strengthened the practical ties and the need for being together. Partnership and joint response was one of the key achievements and the strength of the Programme that positively contributed to efficiency, effectiveness and funding. The management model and patterns of inter-UN agencies collaboration were determined by requirement of the technical expertise, the alignment of the mandates and the implementation capacities and structures. The evaluators believe that overall the Programme management and governance model was effective because despite a large number of implementing agencies and the complex activities involved, it was generally able to coordinate effectively with implementing agencies and partners.

The evaluators highly praise a decision to establish a Programme office in Nukus with staff hired through UNDP contracts. This office became a focal point for work with the Government of Karakalpakstan, Communities, and all partners working at the regional level. It coordinated and facilitated work of all UN agencies on the ground. The evaluation team was positively impressed that the Area Manager and Programme staff are well respected by the regional government officials and local authorities and community members. The evaluation team conducted extensive interviews with the Nukus office Area Manager and staff and confirms that despite significant staff turnover, the Nukus office is staffed with well-qualified and experienced professionals who know their respective areas well and are versed in the intricacies of UN system policies and procedures. The staff dealt well with a range of complex tasks, including financial management, procurement, M&E and stakeholder management. The Nukus office serves as an effective interlocutor for stakeholders, beneficiaries and donors on all aspects of Programme implementation. The office provided an operational base for the UN agencies, which were not based in the region.

In addition to staff presented in the Programme organigram and discussed in the previous section, the Programme also hires technical consultants to support the Programme, such as an Engineer on a temporary basis. This flexible HR approach allowed responding quickly to emerging Programme needs.

The Programme Coordinator is stationed in Tashkent with responsibilities for the overall Programme coordination, with focus on monitoring of project implementation, reporting and collaboration with the donor community. Programme team in Nukus is tasked with on-the-ground implementation of the planned activities, including close dialogue with communities, regional authorities and other stakeholders involved in the Programme implementation, and support the Area Manager in progress monitoring. This design was justified at the beginning of the Programme when it was expected that the Programme Coordinator, in addition to overall project implementation, would be working with decision makers to promote effective practices developed by the Programme into policies and Government programmes. The benefits of having a Programme Coordinator in Tashkent were outweighed by remoteness of Nukus from Tashkent and complicated accountabilities of Tashkent and Nukus offices that to some extent undermined autonomy of Nukus office in solidifying its relations with the regional Government and experimenting with new approaches and models tailored to realities of Karakalpakstan.

Unfortunately these challenges negatively affected the Programme’s effectiveness and efficiency. When this evaluation was underway the Tashkent office positions remained unfilled.

The evaluation team was provided with selected minutes of Project Board meetings that played a role of decision maker on Joint Programme priorities and activities. In particular, the Project Board discussed the annual project workplans and budgets, identified issues encountered by the Programme, offered solutions and made decisions. The Project Board composition included representatives of all UN partners participating in the Programme, Ministry of Economy of Uzbekistan, Ministry of Health of Uzbekistan, Aral Gene Pool Protection Fund, and the Government of Karakalpakstan. The Project Board meetings facilitated the coming together of the key partners and stakeholders. The evaluators are under the impression that the Project Board meetings were not frequent enough to ensure quick resolution of all emerging challenges and solidify horizontal cooperation among UN agencies and the Government counterparts. In addition, the evaluators believe that it would be important to conduct at least one Project Board meeting in Nukus per year as it would expose the Board members to what is actually happening in the region and provide an opportunity to see themselves the Programme implementation realities as well as engage with stakeholders in Karakalpakstan. The evaluators strongly advise to invite more representatives of regional Government to Project Board meetings in Tashkent that can be done through videoconferencing that will positively contribute to strengthening regional authorities’ ownership of the Programme.

The evaluation team observed very active engagement of UN agencies COs in Tashkent in the implementation of the Programme and considers it a positive practice as it helps in assuring that the Programme stays on the right track as well as allows for a feedback mechanism from the implementers who can share lessons learned, identify challenges and potential solutions and opportunities for Programme enhancements. In addition to their roles in quality assurance, supervising contracting and procurement, UN COs staff stayed in regular contact with the Nukus office staff and visited Programme office as well as implementation sites.

Identification and management of risks

Potential risks to implementation were identified during the Programme preparation as well as in its Monitoring and Evaluation Framework developed in 2012. There were all together 9 risks identified. Some of them include agricultural shock (draught/flood) and other natural disasters, turn over in local government, changes in government policy, price fluctuations and increase in costs of inputs as well as weak capacity of regional authorities for data collection and statistical analysis. The M&E Framework identifies some countermeasures such as good line of communication with implementing partner, UN Contingency Plan to ensure disaster preparedness and security compliance in the field and implementing trainings on data collection and statistical analysis for regional authorities. The evaluators confirm that the risks and potential mitigation strategies were correctly identified at the beginning of Programme implementation.

There were some factors beyond the Programme’s immediate control that influence outcomes and results. For instance, the Programme proposal correctly identified that one of the most pressing needs for local households is access to natural gas. It was planned to achieve significant reduction in the cutting of trees and shrubs and provide health and socio-economic benefits for the population through gasification projects. As the Government procedures for natural gas distribution had changed, the

Programme decided to pilot the alternative energy in public buildings of Muynaq district, focusing on rural healthcare facilities, schools and kindergartens.

The evaluators acknowledge that the Programme management correctly identified a main strategic risk of the absence of a regional development strategy that is critically important for Programme sustainability. In response to this risk, the UNDP project with Institute for Forecasting and Macroeconomic Research and Forecasting was tasked with developing a strategy for Karakalpakstan in partnership with GIZ. In addition, UNDP mobilised additional funding from TRAC to support development of an institutional framework for resource mobilization and effective use of financial and technical support for sustainable development of the Aral Sea Region that is implemented by the Aral Gene Pool Fund.

Other risks were timely identified and effectively addressed. For instance, to mitigate the financial risk of insufficient in kind contribution and cost sharing by local authorities and/or communities for implementing CDPs, the Programme has concentrated on identifying the projects which can receive co-financing from the government, particularly, rehabilitation of kindergartens and rural health clinics.

The evaluators believe that the risk management approach should pay more attention to identifying risks that can affect the Programme sustainability and develop a set of logically linked steps to address them at the institutional, stakeholders and operational levels.

4.3 Results

- **Attainment of outputs, outcomes and objectives**

The evaluators confirm that the implemented activities have reached the planned target groups and covered the planned geographic area. The Programme maintained high relevance of its interventions. All stakeholders and beneficiaries in Karakalpakstan view all three main areas of Programme interventions as relevant while specific benefits delivered at community levels are appreciated and utilised by the beneficiaries.

The outcomes, developed during the Programme proposal development phase, still represent the best Programme strategy for achieving the stated objectives. The following discussion explores the Programme progress, by component, and the evaluators try to go beyond specific outcomes pursued by the Programme and explore potential Programme impacts. The evaluators identify some Programme objectives that were not achieved yet. At the end of this sub-section, the readers may find a summary table that contains quantitative information on the extent of attainment of Programme goals as well as evaluators' assessment of the probability of achieving its targets by the Programme expected completion date.

Component 1

Poor families that practice agriculture for subsistence and lack financial resources are particularly affected by the Aral Sea disaster. Given that the majority of the population of Karakalpakstan

resides in rural areas, agriculture can play an important role in absorbing the slack in the labour market and generating productive employment opportunities. It can contribute to food self-sufficiency and has the potential of reducing poverty in rural areas.

UNDP and UNESCO have established a network of 50 rural consultants, who have contributed to establishing and managing demonstration plots/small scale business projects and provided agriculture consulting to farmers and dekhkans. The consultants were supported through training. The Programme also supported 100 farmers and dekhkan households located in the Lower-Amudarya to implement projects in the area of sustainable land management that bring degraded land into productive use in the environmentally insecure areas.

The Programme implemented a diverse range of training opportunities on such diverse topics as introduction of laser leveling technology, livestock management at household level and provision of vet services, effective pasture management and fodder preparation. The evaluators confirm that this is a right approach as there is a clear need in continuous capacity building of Programme beneficiaries and many of training attendees highly evaluated their relevance, practicality and requested more follow up trainings. The evaluators reviewed some of the training materials and confirm that they are of high quality and relevant.

UNESCO supported development of environmentally clean technologies and the introduction of new innovative crops on degraded lands of the Aral Sea basin and Karakalpakstan. The activities were carried out in cooperation with the Urgench State University. The main objective was to promote new innovative cash crops, sustainable management and conservation of freshwater by supporting knowledge transfer and capacity-building. UNESCO, together with NGO KRASS and the Urgench State University, conducted capacity-building activities aiming to introduce the research project's findings to farmers and specialists as a contribution towards the formulation of new national rural policies.

The evaluators believe that the Programme adopted a right approach of enhancing the relevance of agricultural research to sustaining livelihoods. This would move research closer to the farmer and better reflect the region specific needs in research and improve the feedback loop between researchers and users. The evaluation team believes that it was a solid approach, but more stakeholders, including the beneficiaries, policymakers, local authorities, in addition to researchers, have to be involved into mapping of local needs and identifying the most acceptable solutions for dekhkan farmers in Karakalpakstan. For example, the laser levelling technology, which is a process of smoothing the land surface from its average elevation using laser-equipped drag buckets, has demonstrated a great potential for water savings and higher crops yields. As the evaluators learned from in-depth high quality presentations of KRASS, it has the potential to change the way food is produced by enhancing resource-use efficiency of critical inputs without any disturbing and harmful effects on the productive resilience of the ecosystem. However, as the evaluators learned through interviews, there may be some challenges to wide replication of these practices such as lack of incentives for dekhkan farmers, high cost of the equipment/laser instrument, a need for skilled operator to set/adjust laser settings and operate the tractor and its limited efficiency in irregular and small-sized fields. As the application of this technology may lead to positive impact on the overall deteriorating water situation of the region, the involvement of national policymakers can create additional incentives for farmers to use it.

UNDP has provided support to initiate, develop and finance the establishment of 63 business projects to create demonstration plots. Those business initiatives and demonstration plots are creating 98 new jobs in vulnerable communities to ensure their economic and food security. Those demonstration plots are established in the field of agriculture, livestock, poultry and fish farming, sewing shops, greenhouse, bee farming, craftsmanship, small size food production such as bakery shops, tourism development, and so on. The evaluators interviewed the beneficiaries in craftsmanship, fish farming, bee farming and a bakery shop owner and confirm that the businesses are operational and the owners think about their expansion. The evaluators acknowledge and the beneficiaries highly praise the participatory and transparent decision making processes with regard to selecting business proposals where the members of the community, civil society, business sector, local authorities and Programme staff were involved. Decisions were made based on consensus, and based on the selection criteria given in the approved mechanism for selection of business ideas.

Within the cultural component of UNESCO's activities, two sites were selected for the establishment of visitor and informational centers in Amudarya and Turtkul districts of Karakalpakstan. In particular, the concept and design of the centers were developed, repair works were undertaken and centers were equipped with furniture and exhibition objects such as informational panels, photo materials and stuffed animals. The evaluators find that the adoption of a community-based, environmentally friendly approach towards the development of tourism is entirely appropriate and necessary development for Karakalpakstan as it addresses environmental, income, job generation and educational objectives simultaneously. The involvement of the local authorities, as planned, would be beneficial in ensuring sustainability of this component. Although the expansion of tourism in Karakalpakstan could be easily undermined due to a number of factors beyond the Programme control, the evidence presented to the evaluation team demonstrates a positive trend that could be attributed to the Programme interventions. If these positive developments continue, it will most likely result in improvements of the tourist infrastructure such as hotels, shops and recreational facilities that will in turn further promote the tourism opportunities.

The evaluators do not have sufficient evidence to demonstrate if the Component 1 activities manage to achieve systemic changes yet. The following discussion identifies some potential Programme impacts that should be more systematically monitored till the Programme completion. Potential impacts/long-term outcomes for Component 1 are as follows:

- the establishment of extension agents and veterinary points can expand improved agricultural practices in the communities and increase productivity from small cropping and livestock farming. It will increase households' incomes;
- introduction and dissemination of new crop and tree varieties, and training on improved pasture management technologies can provide viable and environmentally sustainable farming technologies and make productive use of existing land resources;
- adoption of new agricultural practices (e.g., laser leveling) depends to a large extent on changes of national and regional agricultural policies that could introduce some incentives for dekhkan farmers to use these new approaches. Once such incentives are introduced, significant expansion of new approaches across Karakalpakstan can be expected;
- improved access to irrigation water can provide greater opportunity for a number of rural families to make productive use of their household land plots that will increase households incomes;

- creation of green plantations of private households in the “Kazakh-darya” settlement is expected to improve ecological situation in the region, improve supply of food crops for animals and decrease degradation of land;
- the recreation ecological and historical culture sites and related infrastructure can increase the number of tourists visiting the region, increase employment on the non-farming sector and generate additional income sources for local residents and communities; and
- improved production and marketing of handicraft and souvenir items through improving entrepreneurial skills of women is expected to increase sales of handicrafts and revenue for local residents.

Component 2

On capacity-building of primary healthcare system component, multiple training opportunities were implemented to increase the capacities of specialists with special focus on addressing early case detection of respiratory diseases and the needs of women and young people. Specifically, the healthcare specialists of the rural healthcare facilities and relevant institutions were trained and their capacities enhanced in the area of reproductive health, contraceptive use, maternal health care services, and deployment of PAL strategy.

UNFPA implemented a series of activities to increase capacity of primary health care service providers to ensure contraceptive commodity security and provide quality family planning services. Trainings covered the topics related to Medical Eligibility Criteria for contraceptive use, infection prevention and control within family planning services. 400 rural women were trained jointly with the national NGO “Civic Initiatives Support Centre” on family planning and self-entrepreneurship. The medical equipment was procured and delivered to the Ministry of Health of Karakalpakstan.

UNV laid down solid foundations to start training of 1500 of community and volunteer health care workers as apprentices in a health fellowship programme sanctioned by the Ministry of Health to decrease incidences of respiratory and other infections. The evaluators highly praise the fact that this activity is supported by the Council of Ministers of Karakalpakstan that endorsed the mutual action plan for institutionalization of volunteerism in the healthcare area. This has directly addressed the key obstacle to development of volunteerism identified in the evaluation of the UNDP ABD Programme that stated “as the volunteers are not structurally part of the formal health structure, sometimes the government health workers (doctors and nurses) were reluctant to engage with the former. This remains a bottleneck in the entire system as unless there is some recognition within the government’s health system that volunteers can be used for awareness and community mobilization work, utilization of the volunteers’ services will depend on individual negotiations between the health staff and volunteers in a community.”¹⁵ UNV actively works with other key partners critical to success of this component such as the Mahalla Fund, Women’s Committee, Association of Nurses, Ministry of Health and Medical Institute. The procurement of the necessary medical equipment has been completed.

The evaluators are concerned that as of February 2014 only 85 trainers have been trained.

¹⁵ Independent Evaluation of UNDP Uzbekistan “Area Based Development Programme in Kashkadarya and Karakalpakstan Regions of Uzbekistan”, February 2012

The main reasons for the delay in the UNV component implementation include time needed to identify and deploy a team consisting of fully qualified and professional staff, lengthy procedures to clear customs, long cotton harvest season and harsh winter conditions also limit the full working capacity of the project.

UNFPA implemented diverse training activities targeting 15-24 years of age to provide quality information and youth-friendly services on HIV infection prevention and sexual and reproductive health. Multiple information materials on HIV prevention and SRH were disseminated. The necessary medical and office equipment for the SRH centre was procured as well. The evaluators suggest developing a set of indicators to gauge the impact of these diverse interventions, including on behaviour and attitudes, and explore how an institutional base can be build by the end of the Programme to improve sustainability of these interventions. It may be beneficial also to explore if targeted awareness and interventions for high-risk groups can be more successful and cost effective delivery modality.

WHO implemented a range of activities to improve capacity of Primary Health Care Services in Karakalpakstan to address issues associated with Lung Health. It takes long time in post-Soviet

PAL Strategy – What Do the Beneficiaries Say

During the visit of evaluators to the Village Health Center (VHC) in “Kattaagar” in “60-yillik” village of Nukus district the Chief of VHC stated that training of medical staff and the implementation of ‘PAL strategy’ in primary health care institutions is relevant, appropriate, timely and very useful. She said ‘Application of acquired skills in practice indeed renders positive effect and is improving the early detection of incidences and better treatment of TB and respiratory diseases in the VHC territory’. She also stated ‘We are not sending patients for expensive standard tests such as analysis of blood and other substances, which is saving time and resources. The treatment is also facilitated and simplified due to correct prescription, less and inexpensive medicine’. The Chief of VHC suggested expansion of training and application of PAL strategy to other VHCs and adopting onto curriculum of medical schools, improvement of training of medical workers and training specialists, such as pulmonologists and otolaryngologists.

countries to depart from ineffective practices such as mass fluorography, but in conditions of Karakalpakstan where the TB rates are high, there is a clear need to adopt effective identification and treatment practices. The Practical Approach to Lung health (PAL) is a syndromic approach to the management of patients who attend primary health care services for respiratory symptoms that improves TB case detection and the quality of TB diagnosis.

One of the Programme’s institutional achievements is that the “PAL strategy” for nurses serving in primary health care facilities developed with the support of WHO was approved by Ministry of Health of Republic of Uzbekistan. Based on approved guideline, WHO conducted series of trainings on “PAL strategy” for general practitioners and nurses of primary health care facilities. The Programme made an important contribution to promoting PAL at the regional level and for capacity building of health providers in Karakalpakstan. The interviewees found the PAL trainings very informative and useful.

WHO and UzHydromet implemented some activities to support monitoring of the air quality in Karakalpakstan. A working group to develop National Standards on particular matter monitoring

was established and submitted to the UZsStandart Agency for approval. Data on air quality was regularly collected by UzHydromet.

The evaluators do not have sufficient evidence to demonstrate if the Programme activities manage to achieve systemic changes with regard to the interventions under the Component 2. One systemic change that could be attributed to Programme interventions is the adoption of PAL strategy for nurses serving in primary health care facilities by the Ministry of Health of Republic of Uzbekistan. The following discussion identifies some potential Programme impacts that should be more systematically monitored till the Programme completion. Potential impacts/long-term outcomes for Component 2 are as follows:

- improved knowledge, technical capacity and contraceptive security at the primary health care service points is expected to improve family planning and overall health status of local population and decrease the impact of environmental disaster and economic insecurity in target districts;
- increased awareness of people on respiratory diseases;
- potential institutionalization of community health volunteers into the health system;
- improved collaboration of medical personnel and volunteers could improve early disclosure and treatment of TB and respiratory diseases, and decrease mortality in the target districts;
- training volunteers and peer educators among young people is expected to improve awareness and knowledge of young people on adolescent SRH and HIV, change their behavior and reduce HIV rates;
- training of medical staff, improving capacity and implementation of PAL strategy in primary health care institutions is expected to improve early detection and better treatment of TB and decrease incidence in target districts; and
- institutionalization of PAL practices.

Component 3

Under Component 3 of the Programme UNDP was implementing a range of activities to strengthen capacity of regional and district authorities to develop and implement economic, environmental security and social policies aimed at welfare improvement of vulnerable groups. One set of activities focused at supporting communities with development and implementation of CDPs and community based projects. Based on the socio-economic data received from District Khokimiyats, the Programme conducted rapid analysis and developed a preliminary list of most vulnerable 50 target communities.¹⁶

Community mobilization is essential for success and sustainability of any developmental efforts. The Programme developed a robust, comprehensive and participatory approach to engage community into development of Community Development Plans (CDPs). In total 44 CDPs were developed that identify the social and economic priority issues of the target communities.

The ultimate goals of CDPs are improved citizens' welfare and local socioeconomic development through community's better access to basic services. CDP formulation process has a logical set of steps. Starting with inception workshops that identified and prioritized community social

¹⁶ Methodology of these studies is presented in greater detail in the following M&E section.

infrastructure priorities and helped with establishing community structure for better organizing and implementing community mobilization activities, the Programme facilitated the process of ranking problems by priority level with community engagement. Once priorities and potential solutions were identified, initiative groups were established that included dynamic, motivated, active citizens to act on behalf of community and actively participate in community mobilization activities during CDP formulation and implementation.

The evaluators confirm that the CDP process was empowering and participatory and many community members expressed their high level of satisfaction with the process and its outcomes.

A small project made a big difference

Evaluators visited one of the social infrastructure community projects sites, namely drinking water supply project in 'Nayman' community of 'Beskopir' village in Kanlikul district and met with programme beneficiaries. According to the community head, the community members put their limited financial sources and their labor by digging raws. The Programme provided technical advice and financial help in the form of water pipes and engineers to connect the pipes to central magistral water line.

The community members have access to drinking water and each household installed taps in their kitchens and houses. Now 65 households with the population of over 500 people are enjoying the quality drinking water for everyday use. Community members were very thankful of provided support and asked to thank Mr. Ban Ki Moon for the support provided.

When evaluators visited one household and spoke to the older mother and grandmother she said "The Programme provided us with the access to drinking water that I was dreaming about from 1984".

Another community member said "We learned that together we can solve many problems faced by our community and we plan to implement some new projects without external help" meaning reconstruction of the road to the school and nearby grocery store.

Typical CDPs would provide community and project description, including its technical feasibility, community mobilization information, list project beneficiaries, budget, M&E information as well as address project sustainability.¹⁷ To support the communities with development of realistic and sustainable CDPs, the Programme staff delivered day training program "Development of project proposals" that covered in particular such core areas as the essence and meaning of CDPs, project cycle, formulation of goals and objectives of the project and its monitoring.¹⁸

By elaborating CDPs the communities themselves identified a number of social infrastructure projects and 22 of them are underway. These projects improve access to quality drinking and irrigation water, electricity, health and educational facilities for 31 communities and would benefit more than 34,200 local residents. The community members are grateful to the Programme for supports provided and told the evaluators that they are thinking about some other projects that can implement with no or minimal outside support.

The Programme strengthened capacities of regional ministries in practical application of human security concept and indicators of social-economic development for projecting economic, ecological, and food security as well as health security of the region. There is an obvious need to strengthen the Government of Karakalpakstan's capacities in policy making and implementation, monitoring

¹⁷ Community Development Plans, Design and Implementation Concept, 2012.

¹⁸ Отчет по итогам выполненных работ по мобилизации сообщества по компоненту 3 «Доступ к обслуживанию и управлению»

and coordinating horizontal collaboration to address significant human security challenges faced by the region. The Programme is in the process of creating a regional data base containing human security indicators and providing training to public servants on situation analysis, defining short and long-term risks, and development of more effective strategies for better monitoring and evaluation of progress towards human security goals. The evaluators are positive that once these activities are completed and integrated into decision making cycle of the Government of Karakalpakstan, the policies and programs will become better focused on human security outcomes, better targeted, gender-sensitive, more cost effective and will promote collaboration and synergy among all government and non-government agencies.

The evaluators highly praise the UNDP’s decision to launch a new activity of the Programme with the Aral Gene Protection Fund to increase the effectiveness of coordination of donor activities in Aral Sea region by creating the institutional and financial platform for donor coordination in the region. This work and analysis could help in attracting more donors to the region. The evaluation team was positively impressed with the Report on Donor Assistance in Karakalpakstan in 2006-2011 produced by the Programme in cooperation with the Fund for Aral Gene Pool Protection.¹⁹ The report reviews and analyses international programs and projects focused on improvement of environmental and socioeconomic situation in Karakalpakstan.

The evaluators do not have sufficient evidence to demonstrate if the Programme activities manage to achieve systemic changes with regard to the interventions under the Component 3. The following discussion identifies some potential Programme impacts that should be more systematically monitored till the Programme completion. Potential impacts/long-term outcomes for Component 3 are as follows:

- strengthening the capacity of local communities and implementing priority social infrastructure projects can empower local communities to mobilize internal and external resources, and assume ownership of locally grown initiatives to improve their livelihoods and access to services;
- improved communities’ skills to identify and prioritize community issues and develop and implement joint actions to address them;
- change of the prevailing perception among the local population of UN agencies as humanitarian organizations;²⁰
- development of a common understanding based on a human security approach between local authorities and communities;
- local authorities can become better informed of the vulnerable households in their communities and would be aware of potential income generation opportunities that can be used to support them;
- improved access to drinkable water will contribute to better living conditions;
- improved irrigation systems will ease agricultural production constraints;
- supporting resource centers can provide local residents with new knowledge and skills that can increase their household incomes through use of better agricultural practices and business opportunities;

¹⁹ Report on Donor Assistance in Karakalpakstan in 2006-2011, 2013

²⁰ It was an issue identified at the beginning the Programme. See Minutes of Project Board Meeting, November 28, 2012

- strengthening the capacity of regional and district authorities in data collection, analysis and decision making is expected to improve the quality and human security impact of regional strategies, programs and local investment decisions;
- trainings on human security can generate a great deal of concern about the need of developing and applying concerted efforts addressing diverse challenges faced by Karakalpakstan that may promote more integrated approaches of the national and regional Governments; and
- development of data base of development projects can improve the quality, impact and synergy of ALL Government and donors’ activities and interventions in Karakalpakstan.

The Table 2 below examines in detail the extent to which the planned results been achieved to date (quantitative and qualitative) according to the Programme results framework.

Table 2. Activity results framework: Detailed Assessment of Programme Results and Probability of Meeting All Expected Results by the Programme completion date (2015)

| Outputs | Core Objectively Verifiable Indicators | Progress Status as of January 2014 |
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| Objective 1 (Livelihoods): Income generation opportunities and economic security for vulnerable groups in the three target districts increased (UNDP/UNESCO /UNFPA) | | |
| 1.1. 30% of Dehkan farmers in 50 target communities have implemented improved agriculture and livestock production practices, which are environmentally sustainable, and address the impact of climate change (UNDP, UNESCO) | <p># Dehkans have adopted and replicated improved agricultural practices;</p> <p>- # Dehkan extension agents established;</p> <p>- # of new crops and trees introduced and disseminated to Dehkan farmers based on research by the UNESCO/ZEF project;</p> <p>- # of sustainable veterinary points active in providing support to Dehkan farms;</p> <p>- # Dehkan farms supported in bringing degraded land back into use;</p> <p>- An extension service provider is established in the three target districts;</p> <p>- improved pasture management systems introduced in ten pilot communities;</p> <p>- The household plots of at least of 500 families are cultivated with the use of new irrigation approaches;</p> <p>- Alternative livelihoods(sources of income) are created through additional incomes from fruits and vegetables cultivation for personal consumption and sale;</p> <p>- Improvement of an ecological situation (agrobiodiversity) in settlement “Kazakhdyra” (3,857people) by creation of green plantations on private house plots.</p> | <p>Overall progress assessment: Specific output targets as per the AWP are most likely to be reached by the end of the Programme.</p> <p>Challenges: The progress towards stated objective (30% of Dehkan farmers) cannot be measured in the absence of the baseline (socio-economic survey was not conducted) and clear outcome measures.</p> <p>63 demo plots and business projects established;</p> <p>- 24 agents selected and trained in 2012 and 26 in 2013 (11 are women) in 3 target districts;</p> <p>- KRASS trained 18 extension specialists from 3 southern regions of KKP in sustainable and innovative agricultural crops and technologies;</p> <p>- 100 farmers and rural inhabitants trained on growing cash crops on degraded and marginal land;</p> <p>- 18 vet service providers were trained on prevention of infectious animal diseases and livestock management</p> <p>- 78 farmers 9 including local extension agents trained on application of land laser leveling technology;</p> <p>- 2 demo sites in southern districts established and alternative crops and tree varieties planted;</p> <p>- 16 farmers have established demo</p> |

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| | | <p>plots on pasture management.</p> <ul style="list-style-type: none"> - 28 demo plots created to promote vegetable production by improved access to irrigation water; - 21 rural women from low income families supported for additional income sources in livestock development; - Establishment of 5 demo plots in 10 ha land for draught resistant crops and trees planned; - 509 households are expected to have improved access to irrigation water and replication of green plantations. - Alternative livelihoods (sources of income) through additional incomes from fruits and vegetables cultivation for personal consumption and sale are expected in the upcoming season; |
| 1.1.1. Identification of one Dehkan farmer in each of the 50 target communities as extension agents | In cooperation with KRASS and based on rapid needs assessment 50 local extension agents were selected (11 of them are women) amongst local farmers and dehkans in 3 target districts (24 in 2012 and 26 in 2013). Out of 50 extension agents 17 agents in Muynaq, 18 in Kanlikul and 15 in Shumanay district. | |
| 1.1.2. 50 selected extension agents trained in improved agricultural practices for vegetable production on small plots | <p>KRASS specialists trained 50 rural consultants in September and January 2013. The training modules included 'Training local consultants in rural places', 'Providing consulting services to farmers and rural people' and 'Introduction of laser leveling technology'. In cooperation with MASHAV trainings on 'Farming vegetables and Greenhouse Management' and 'Business skills for farmers' were conducted. Conducting survey is planned on provided services, challenges, training needs and established demo plots.</p> <p>Follow up suggestions: 'Extension agents' stated that trainings are not enough and requested more tailored trainings and demonstrations on practical issues of vegetable and fruit production at dehkan and household levels. The probability of scaling up and replicating of specific practices across the region cannot be estimated as more evidence is needed.</p> | |
| 1.1.3. Establishment of local extension points and input providers in the 3 target districts | <p>Total of 63 demonstration plots and small scale business projects are being supported, of which 57 completed (10 in 2012 and 47 in 2013) and 6 are in the process that created 98 new jobs. Regular monitoring is being conducted and challenges being addressed.</p> <p>21 rural women from low income families suffering from TB disease are supported to create additional income sources in livestock development in partnership with UNWOMEN and Women's Committee due to \$50,000 support from UNDP TRAC funds.</p> <p>Follow up suggestions: The extent of 'demonstration' feature of this projects being used is unknown and more evidence has to be collected.</p> | |
| 1.1.4. Training of existing veterinary service providers in the following areas (i) animal health (ii) technical services and (iii) advisory services | <p>In cooperation with KKP branch of University of Agriculture 3 training modules developed and 18 vet service providers were trained on 'Effective pasture management and fodder preparation', 'Elimination and prevention of infectious animal diseases and livestock service provision' and 'Provision of advisory services in livestock management'.</p> <p>In addition 21 rural women recipients of livestock from JP were trained on 'Livestock management at household level and provision of vet services'.</p> <p>Follow up suggestions: monitor how new skills are applied.</p> | |
| 1.1.5. 100 dehkan farmers supported in bringing degraded land back into | 2 training modules developed 'Sustainable management of natural resources' and 'Bee farming development' and 62 farmers and dehkans were trained. MOU signed with Kipshak forestry department for establishment of demonstration plots. | |

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| productive use through the introduction of new sustainable farming systems in the Tugai biosphere | 22 bee farming demonstration plots being established and 28 demo plots created to promote vegetable production by improved access to irrigation water through provision of 9 water pumps. Water and soil conservation technologies are demonstrated. | |
| 1.1.6. Establishment of improved pasture management practices in ten pilot communities | 25 farmers participated in ‘Effective pasture management and fodder preparation’ and 9 selected farmers including 4 female farmers participated in study tour to Navoi and Bukhara regions. 11 farmers have established demo plots on pasture management. MOU is signed with Kazhdarya forestry department to establish 5 demo plots for 10 ha of land by planting draught resistant crops and trees and replication in 10 communities. Follow up suggestions: assess what measures are needed to replicate these practices, if they prove to be successful. | |
| 1.1.7. Develop capacity of KRASS21 to act as extension service provider in 3 target districts | Capacity building training on extension services, methods and approaches is conducted by NGO ‘AIM’ (Azerbaijan) for 15 KRASS members. Based on the results of the needs assessment, KRASS trained 18 extension specialists from 3 southern regions of KKP in sustainable and innovative agricultural crops and technologies and provided relevant publications. 100 farmers, specialist and rural inhabitants trained on growing cash crops on degraded and marginal land. Concern: These 3 districts are different than the above 3. | |
| 1.1.8. New crops and tree varieties introduced and disseminated based on research done at Urgench University | 3 demo sites in 3 target district selected and alternative crops and tree varieties planted based on the outcomes and lessons learned of the UNESCO/ZEF project. Extension and information resource center was established in Urgench state university and relevant information materials on extension and forestation were prepared. Concept note and technical plan for the establishment of botanic garden in Nukus is prepared. | |
| 1.1.9. Replication of community based Horticulture and Afforestation Farmer Field School (FFS) Initiative in the Aral Sea Shore communities in Muynaq district | Based on assessment results of potential for replication of the initiative in Kazhdarya community of Muynaq district, and in order to improve access of 300 households to irrigation water 6 km long canal is reconstructed, water pump and power transformer is installed. This created the basis for replication of the FFS in the coming agriculture season. | |
| 1.2. At least two eco-tourism sites are developed within Karakalpakstan region (UNESCO) | <ul style="list-style-type: none"> - # sites established; - # of International tourists visiting sites and making use of the facilities; - Level of employment (#of jobs) generated by ecotourism activities; - Income generated through Tourist visits at different sites; - Level of satisfaction of guests; | <p>Overall progress assessment: 60% of the expected deliverables completed. The target is most likely to be reached by the completion of the Programme.</p> <p>Challenges: Core outcome results such as # jobs created and income generated by ecotourism activities and through tourist visits at different sites as well as level of satisfaction of guests cannot be stated as the activity is still ongoing. It is suggested to develop some measures to capture developments with regard to these indicators as the Programme proceeds.</p> <p>- Two visitors sites established 1) In Lower Amudarya State Biosphere Reserve. The building lobby, conference hall, main exhibition and</p> |

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| | | information room were refurbished; 2) In Djambas kala archaeological site. Solar panels and wind generator installed. Yurt camp established. Information center renovated, office equipment, furniture and Internet installed; - Application of registration journal to record the number of visitors and keep track of seasonal trends is planned; |
| 1.2.1. Training on tourism for local youth guides in Nukus | Workshop with participation of expert from USA 'The grand partnership: Tourism and museums in Karakalpakstan' is conducted with participation of key national stakeholders of the sector to promote and strengthen the national capacity of culture tourism. The meeting of key stakeholders and tour operators is organized in Nukus on development of sustainable tourism in KKP, methods and for strengthening the development of sustainable tourism is discussed. | |
| 1.2.2. Establishing of new tourism products and itineraries/routes. Establishment of information centre (renovation and equipment of premises at two historical sites). | The concept and design of establishing visitor's center in the administrative center of Lower Amudarya State Biosphere Reserve is prepared along with information panels on the reserve fauna and flora. The building lobby, conference hall, main exhibition as well as information room were repaired. A yurt camp at Djambas kala archaeological site selected as the second site. New alternative energy equipment (solar panels and wind generator) is installed. Yurt camp design is developed, old yurts repaired and new yurt established. Information center and adjacent buildings are renovated, office equipment, furniture and Internet connection installed. Follow up suggestions: capture the impact of these activities on jobs creation and income generation in communities. | |
| 1.2.3. Developing and publishing a promotional pamphlet on the culture and history of Karakalpakstan | Planned for 2014 | |
| 1.2.4. Develop website on culture and history of Karakalpakstan | Planned for 2014 | |
| 1.3. Increased income-generation opportunities for 100 women and people with disabilities through improved entrepreneurial skills and production and marketing of local handicrafts (UNESCO, UNFPA) | - # trained in the production of handicrafts (target: at least 100 women trained); - # of women trained on entrepreneurial skills (target: at least 100 women trained); - Revenue generated through sales of handicrafts increased. | Overall progress assessment: The expected deliverables are not completed, although the target might be reached by the end of the Programme. Challenges: revenue generated through sales of handicrafts cannot be stated as the activity is still ongoing. - 50 women trained under UNFPA and supporting handicrafts projects is envisioned in 2014. - The activities for establishing craft center are ongoing; |
| 1.3.1. Practical training on traditional handicrafts (embroidery) | Planned for 2014. | |

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| 1.3.2. Practical training on traditional handicrafts (carpet weaving and natural dyeing) | Planned for 2014. |
| 1.3.3. Support to crafts center in Muynaq or Nukus (repair works and purchase of equipment) | Feasibility study conducted, KKP branch of the Academy of art building selected for craft center in Nukus. The repair work and supply of equipment, as well as enlarging the capacity of library planned for 2014. Follow up suggestions: monitor the use of the center. |
| 1.3.4. Series of trainings on entrepreneurial skills to improve capacity of Women's Committee and local NGOs | 5-day workshop on 'Expansion of economic empowerment of women through the development of social entrepreneurship and socially responsible business: national and international experience' is conducted for Women's committee, local NGOs, community leaders and organizations. Follow up suggestions: assess how the beneficiaries use new knowledge and skills acquired. |
| Objective 2 (Primary Health Care): Capacity of primary health care workers to address the health consequences of the environmental disaster and economic insecurity enhanced in ten target districts with a specific focus on addressing the needs of young people (UNV/WHO/UNFPA) | |
| 2.1. Capacity of primary health care service providers to ensure contraceptive commodity security and provide quality family planning services is enhanced in 10 target districts with a specific focus on young people (UNFPA) | <p>- Contraceptives delivered to end users (target: 100% of Service Delivery Points remain protected from stock-outs for the entire period of the project);</p> <p>- Numbers of training and counseling sessions provided on family planning (target 100).</p> <p>Overall progress assessment: 80% of expected deliverables completed and the targets are most likely to be reached by the completion of the Programme.</p> <p>Challenges: scaling up and continuation of this component would require committed budget or donors' resources.</p> <p>- All primary health care facilities in KKP are protected from contraceptives stock outs;</p> <p>- 10 trainings conducted to 250 public health care workers based on district normative, including maternity and child protection;</p> <p>- 40 trainings conducted to 800 primary health care workers and women on family planning and counseling on legal and economic support for vulnerable women.</p> |
| 2.1.1. Based on tested training packages training of health professionals in MCH | Engaging trainers from National SRH Center 5-day trainings organized on improvement of contraceptive technology and counseling skills for 250 ob/gyns, GPs and nurses in Beruni, Amudarya and Turtkul districts of Karakalpakstan Follow up suggestions: assess how the beneficiaries use new knowledge and skills acquired. |
| 2.1.2. Training and counseling on family planning in 10 target districts and extend counseling, legal and economic support services to vulnerable women in 10 target districts | In partnership with NGO 'Civic Initiatives Support Centre' 800 women were trained on counseling on family planning, legal and economic support services in the regions of KKP. Follow up suggestions: assess how the beneficiaries use new knowledge and skills acquired. |
| 2.1.3. Purchase of additional medical equipment / devices for primary health care institutions | KKP branch of National center on obstetrics and gynecology was provided EmOC equipment/device (cesarean section sets, blood transfusion, hemorrhage management) for the total amount of \$100,000. Further list of equipment for district level health care institutions is agreed with MoH. |

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| Follow up suggestions: provide assessment of the equipment utilization. | | |
| 2.2. 1,500 community and volunteer health care workers trained as apprentices in a health fellowship program sanctioned by the Ministry of Health to decrease incidences of respiratory and other infections associated with environmental degradation and climate change. (UNV/UNDP) | <ul style="list-style-type: none"> - Incidence of kidney stones in target districts; - Incidence of respiratory diseases in target districts; - Mortality due to respiratory diseases in target districts; - TB incidence in target districts; - # of volunteers trained. | <p>Overall assessment: output targets could be achieved by the completion of the Programme.</p> <p>Challenges: attribution is problematic as it is difficult to establish a direct link between the number of volunteers trained and the incidences of kidney stones, TB and mortality as the causality is not direct and it may take longer time than 3 years for this intervention to affect the expected outcomes.</p> <p>Delays with volunteers' training may not leave sufficient time to implement effective sustainability measures.</p> <ul style="list-style-type: none"> - Incidence rate of kidney stones in target districts has decreasing tendency; - Training of 1,500 volunteers in 5 target districts is planned in 1st quarter of 2014. |
| 2.2.1. Train 1500 existing TB volunteers in preventative measures related to other diseases/ infections prevalent in the region | Survey of level of public awareness on respiratory diseases conducted in 7 districts of KKP covering 1,080 people and the survey results used in development of training materials. One international and two national UN Volunteers are recruited. Three trainers (2 female) prepared to conduct trainings for existing TB volunteers starting 2014. Potential 993 volunteers in the three districts were identified and the preparations for the spring 2014 training sessions are underway. Training of 85 trainers through four 3 day TOTs (Training of Trainers) in Nukus. | |
| 2.2.2. Policy development on the recognition of health care apprentices by the Ministry of Health | <p>Concept note is prepared on institutionalization of community health volunteers into the health system. High level round table organized with key national institutions such as Women's committee, Mahalla Fund, Association of nurses, Ministry of health and Medical institute on identification, management, support and database keeping of health apprentices.</p> <p>Discussions underway with relevant educational institutions in the region to include specialization in respiratory diseases into curriculum, and recognition of community volunteerism into specialization as 'social work'.</p> <p>Follow up suggestion: explore and identify a necessary set of incentives and necessary institutional and policy changes to support sustainability of community health volunteers (formalize their status in legislation, provide guidance to JPs and nurses to engage them more extensively, etc.)</p> | |
| 2.2.3. Material and technical support to regional medical centers | 8 spirometers with sufficient amount of mouthpieces are procured and delivered. Procurement of 250 peak-flow meters underway and expected to arrive early 2014. This equipment expected to be distributed for the medical staff and the patients in the target districts in the beginning of 2014. | |
| 2.3. Access of young people of 15-24 years of age to quality information and youth-friendly services on HIV –infection prevention and sexual and reproductive health is | <ul style="list-style-type: none"> - % of young people aged 15-24 having comprehensive knowledge on HIV prevention (Target: at least 80 % people aged 15-24 having comprehensive knowledge on HIV prevention); - # of young people trained as peer educators on SRH (target: at least 10 | <p>Overall assessment: 70% of the expected deliverables completed and the targets are most likely to be reached by the completion of the Programme.</p> <p>Challenges: some additional measures of impact of these training</p> |

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| improved (UNFPA) | per district (250 in total); - % of health care providers trained in adolescent SRH (Target: at least 1 per every Rural Physician Post (SVP) in target 10 districts, at least 150 in total). | opportunities can explored (e.g, changes in behavior and practices of HIV prevention). - Progress on this indicator is planned to be assessed at the end of the project as part of National survey; - 200 young people trained as peer-educators on adolescent SRH, HIV and TB; - 164 PHC workers were trained on youth friendly health services in regional medical centers. |
| 2.3.1. Trainings for 300 young people as peer-educators on HIV prevention and Sexual and Reproductive Health (SRH) services in cooperation with "Kamolot", AIDs centre and National Centre on protection of reproductive health | Four 5 day ToTs on HIV/AIDS/TB prevention and SRH issues were conducted in partnership with SISF and Kamolot youth movement for youth Peer Educators in Nukus and 200 young people are trained. Follow up suggestions: explore the benefits of conducting training focused on high risks groups. | |
| 2.3.2. Dissemination of information materials on HIV prevention and SRH through resource centers | More than 6,000 information and education materials (Y-PEER, ToT manuals, pamphlets on HIV/AIDS disseminated through partner organizations and made available in youth centers. Follow up suggestions: explore the demand and use of these materials. | |
| 2.3.3. Media campaigns targeting young people | 'Healthy Youth' media campaign is organized in Nukus and information and education materials on HIV prevention and SRH were disseminated among young people. Follow up suggestions: explore the demand and use of these materials. | |
| 2.3.4. Trainings for 250 health care providers on adolescent SRH in regional medical centers | 164 general practitioners and nurses in regional health centers are trained on adolescent SRH and youth friendly health services. Follow up suggestions: explore how these trainings changed their practices. | |
| 2.3.5. Provide national adolescent Sexual and Reproductive Health (SRH) centre with additional medical and office equipment | Medical and office equipment worth \$60,000 was is provided to adolescent SRH center to improve quality of services provided. Follow up suggestions: report on utilization of this equipment. | |
| 2.4. Improved capacity of Primary Health Care Services in Karakalpakstan to address issues associated with Lung Health (WHO) | - TB incidence in target districts; - Number of PHC medical personnel trained; - Respective equipment for PAL provided. | Overall assessment: Almost 80% of the expected deliverables completed and the targets are most likely to be reached by the completion of the Programme Challenges: need to secure stable budget funding for PAL training - 11 Ministry of Health specialists trained on adult teaching technology; - 51 General practitioners and 44 nurses trained on PAL strategy; - 219 PHC institutions monitored on |

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| | | ensuring the PAL strategy implementation. |
| 2.4.1. Develop/ revise of PAL clinical guidelines and training tools for health workers (nurses). | PAL clinical guidelines for nurses and training materials for health care workers developed, approved by Ministry of health of KKP and Uzbekistan and published for use in conducting further training of nurses. | |
| 2.4.2. Trainings of 170 GPs and 120 nurses on PAL strategy. Training of trainers. | 5 day ToT is organized for 11 PAL strategy trainers on adult teaching technologies. Training seminars conducted and 51 general practitioners and 44 nurses from primary health care facilities trained on timely diagnosis and management of respiratory diseases. Follow up suggestions: assess how the beneficiaries use new knowledge and skills acquired. | |
| 2.4.3. Monitoring and evaluation of Practical Approach to Lung Health (PAL) strategy realization in Karakalpakstan | Members of working group on PAL strategy implementation and experts from Ministry of Health conducted monitoring and evaluation of PAL strategy realization, in 115 primary health care facilities in 10 target districts of KKP. As a result of monitoring, 322 medical workers in 16 districts are trained in one day on-site refresh trainings on examination and management of pulmonary patients. | |
| 2.4.4. Procurement of 5 medical ventilation apparatus | Planned for 2014 | |
| 2.4.5. Support PAL working group. Participation at national and international trainings. | Participation of Chief therapist and Chief pulmonologist of Ministry of Health of KKP, members of the PAL Strategy working group, are supported in 6 th International congress of Pulmonologists of Central Asia in Osh, Kyrgyzstan. | |
| 2.4.6. Monitoring of the air quality in Karakalpakstan in coordination with the national authorities | Filters and other consumables for air quality monitoring as well as IT equipment are provided to Uzhydromet and AQM Centre in Nukus. Intersectoral working group is established and working group developed National Standards of PM monitoring and submitted to Uzstandard agency for approval. Data on air quality monitoring regularly collected and submitted to WHO by Uzhydromet. Follow up suggestions: explore steps to undertake to ensure sustainability of this activity. | |
| Objective 3 (Access to services & Governance): Capacity of regional and 3 district authorities enhanced to develop and implement economic, environmental security and social policies aimed at welfare improvement of vulnerable groups (UNDP) | | |
| 3.1. 50 communities have formulated community development plans and implemented priority social infrastructure projects to improve access of the rural population to basic social services, including drinking water and sustainable energy (UNDP) | <ul style="list-style-type: none">- #of community plans developed;- # of community projects implemented;- # of people with improved access to basic services such as water, gas and electricity;- Ten resource centers functioning and sustainable. | Overall assessment: 70% of the expected deliverables completed. The target might not be reached by the completion of the Programme as the cost of community social infrastructure projects exceeds the originally planned amount (unless additional funds are secured or the number of social infrastructure projects is reduced). Challenges: the number of people with improved access to gas cannot be measured as the target has been changed to other sources of energy. <ul style="list-style-type: none">- 44 community plans developed;- 22 community social infrastructure project implementation supported (14 completed and 8 ongoing);- Capacity of 5 resource centers increased on strategic planning; |

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| | | <ul style="list-style-type: none"> - 43,242 people in 31 communities improved access to basic services such as water and electricity; - 5 resource centers are functioning and sustainable; - Establishment of 2 new resource centers and 3 one stop shops initiated and supported with office furniture. |
| 3.1.1. Participatory formulation of community development plans in 50 communities in 3 target districts | <p>Based on rapid analysis of social and economic data from 3 target districts 50 communities are selected. Manual on community development and guidelines for community facilitators are developed. 12 capacity building workshops conducted to 632 people from 46 communities representing local government offices, self governing bodies and community leaders on MDG localization, community development planning (CDP) and identification of local priorities. 44 CDPs developed identifying social and economic priorities of the target communities.</p> <p>Follow up suggestions: explore what policy and institutional changes need to occur to institutionalize a practice of developing CDPs in Karakalpakstan.</p> | |
| 3.1.2. Based on results of community development plans, agreement among community members on priority projects, and community inputs. | <p>MOUs are signed with KKP Council of Ministers and district government offices on participation in decision making process, networking and mobilization of local resources, facilitation of preparation of technical documentation for projects, allocation of land and premises, adopting the infrastructure projects into inventory of relevant organizations for operation and maintenance, establishment of structures for implementation, monitoring and ensuring sustainability of projects.</p> | |
| 3.1.3. Provision of support in technical design for priority projects | <p>Local engineer is hired to support in preparation of technical design, implementation and registration of priority projects according to technical standards and legislation.</p> | |
| 3.1.4. Implementation of tender process | <p>National consultant is hired to assist in preparation of technical documents, conducting tender and processing the bids and cases in accordance with the standard operational procedures of UNDP.</p> | |
| 3.1.5. At least 50 social infrastructure rehabilitation projects completed in line with the CDPs formulated based on participatory approach. | <p>22 social infrastructure development projects are in the process of implementation. 14 community projects are completed and 8 are being implemented benefiting 43,242 people in 31 communities (3 projects on irrigation water, 9 projects on improving electricity supply, 7 on drinking water, 2 reconstruction of health facilities, and 1 on renovation of kindergarten).</p> <p>Follow up suggestions: explore the socio-economic impacts of these projects to identify lessons learned and develop effective practices.</p> | |
| 3.1.6. Assessments and monitoring of project outputs and impact on human security in target Communities | <p>Planned for 2014</p> | |
| 3.1.7. Evaluate the effectiveness and re-assess the scope of work of existing resource centers | <p>The effectiveness and needs of 7 existing resource centers completed and report with recommendations on further development resource centers prepared.</p> | |
| 3.1.8. Support provided to existing resource centers in 7 districts (capacity building of the staff of the RCs) | <p>Workshop on strategic planning is conducted with participation of key stakeholders in target the district and resource centers in which 5 existing resource centers obtained tools on sustainable management and diversification of service, revisited their strategies and approaches, developed business plans and updated action plans.</p> | |
| 3.1.9. New resource centers at the District level in 3 target districts | <p>3 Information resource center in the form of One Stop Shop are being established in Shumanay, Kanlikul and Muynaq districts based on MOUs signed with district Khokimiyats.</p> | |

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| | <p>2 business advisory service centers are being established – in Turtkul district in the form of OSS in partnership with Chamber of Commerce and another in Shumanay district on consulting and provision of advisory services on financial and accounting issues. Office furniture is provided and procurement of office equipment is underway.</p> <p>Follow up suggestions: monitor the utilization and clients' satisfaction with services received.</p> | |
| 3.1.10. Improving access to natural gas distribution system within Aral Shore communities in Muynaq District. | <p>Due to strict national rules on provision of access to natural gas it was decided with NPC of the project to concentrate on alternative sources of energy. Feasibility study on the energy needs of rural healthcare facilities conducted and in consultation with local government authorities provision of photovoltaic systems to 9 health centers decided.</p> <p>Due to difficult technical specification to the solar panels the procurement process was delayed. Currently the tender is completed, contract is signed with the vendor and installation activities planned to be completed in first months of 2014. It is expected that improved access to energy will provide better quality health service to 29,000 people in the rural places.</p> <p>Follow up suggestions: conduct in depth analysis on the measures needed to ensure sustainability of solar panels.</p> | |
| 3.2. Regional authorities supported in creation of data base, and trained in basic data management and analysis, including data disaggregated by gender, for better monitoring and evaluation of progress towards human security goals in the target region (UNDP, UNFPA) | <ul style="list-style-type: none"> - Open-access data base with key socio-economic indicators developed; - # of new training modules introduced for capacity building on processing of primary data and production of quality statistical information; - # of government officials trained in applied statistics and monitoring and evaluation methodologies. | <p>Overall assessment: Almost 70% of the expected deliverables completed and the targets are most likely to be reached by the completion of the Programme.</p> <p>Challenges: Sustainability and continuous use of the database in government decision making and M&E</p> <ul style="list-style-type: none"> - Training modules on MDG statistics and DevInfo developed; - 20 specialists of Ministry of Economy of KKP training on MDG Statistics and DevInfo; - 10 computers procured and delivered; - Concept and 159 indicators on Human Development developed and agreed with MOE and other relevant ministries; |
| 3.2.1. Provision of computers and tailor-made software | 10 computers were provided to Ministry of Economy of KKP to improve capacity for collecting, analyzing and tracking social and economic indicators reflecting different aspects of human security. | |
| 3.2.2. Agreement with regional authorities on indicators to be included in database | Draft concept note on human security and 159 human development indicators on economic, health, ecological, and food security were prepared and discussed. | |
| 3.2.3. Support to creation of database | <p>Approval of Working group members, development of database, identification of IT and server equipment needs, on-the-job training of specialists, and development of analytical statistical report on the created database is planned for 2014.</p> <p>Follow up suggestions: develop a clear plan on the use of the database after the Programme completion.</p> | |
| 3.3. Regional and district governments' trained in the human security | <ul style="list-style-type: none"> - #of regional and district local government officials trained; - training materials developed in | <p>Overall assessment Almost 60% of the expected deliverables completed and the targets are most likely to be</p> |

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| <p>approach, sustainable development and the principles of results-based management (UNDP).</p> | <p>different subject areas; - # of trainer of trainers trained by Academy of State Construction; - # of projects, included into the Action Plan, as well as Memorandums and other agreements of parties involved in its implementation; - # of projects included into the database.</p> | <p>reached by the completion of the Programme. Challenges: ensuring effective use of knowledge and skills received</p> <p>- Capacity of 6 local trainers strengthened on designing and conducting training modules; - Training modules on Human security concept, Sustainable development and MDGs developed; - 83 regional and district government officials trained on Human security approach, Sustainable development, Gender statistics and Principles of Results based budgeting.</p> |
| <p>3.3.1. Training of 5 trainers in Karakalpakstan by Academy of State Construction in Tashkent</p> | <p>6 certified trainers are prepared and training on ‘Results Based Management’ was conducted and 28 representatives of regional and district level government and public organizations were trained. Concern: How these trainers prepared and participation of Academy of State Construction in Tashkent is not known.</p> | |
| <p>3.3.2. Development of simple training courses and packages on the Human Security Approach, Sustainable Development and Results Based Management</p> | <p>In collaboration with local certified trainers training modules on ‘Results Based Management’, ‘Human Security’, ‘Sustainable development’ and ‘Gender statistics’ prepared. In partnership with Aral Gene Pool Protection Fund report on donor assistance from 2006 – 2011 in Aral Sea region is prepared. The report is presented and discussed at the Science Council of Center for Economic Researches and printed for wider dissemination.</p> | |
| <p>3.3.3. Training provided to government officials from regional government bodies, and from three target districts</p> | <p>4 trainings were conducted and 83 representatives of regional and district level government and public organizations, educational institutions were trained on ‘Results Based Management’, ‘Human Security’, ‘Sustainable development’ and ‘Gender statistics’. Follow up suggestions: assess the use of new skills and knowledge received.</p> | |

The Programme has enjoyed good success providing diverse training opportunities and the evaluators encourage the Programme staff to develop a set of indicators to measure the impact of these trainings. For instance, the trainings may have encouraged the beneficiaries to apply new skills in their organizations; they may have informed improved practices and management; resulted in higher crops yields and income generated, etc. It is beneficial to align the outcome/impact indicators of the Programme with the relevant national development strategies, UNDAF and other relevant strategic documents.

• Prospects of sustainability

Sustainability refers to extent to which the Programme benefits will continue, within or outside the Programme domain, after the Programme assistance has come to an end. Replication refers to the lessons and experience coming out of the project being replicated or scaled-up in the design and implementation of other projects.

Any MTE, by definition, does not have sufficient information to provide ratings on sustainability considering that many more activities will be undertaken before Programme end that may positively or negatively affect the likelihood of sustainability. Moreover, the evaluation team provides a range of recommendations focusing specifically on improving Programme sustainability and hope that their implementation will further improve its sustainability. As this is a mid-term evaluation, the evaluators did not have sufficient information to assess to what extent the Programme will be replicated or scaled up at national or local levels and whether the Programme objectives, strategies and interventions will be mainstreamed into the broader national and regional development policies and sectoral plans. The evaluators confirm that stakeholders expressed their strong commitment to implement diverse activities sustaining livelihoods in Karakalpakstan and some of their interventions will be informed by the Programme activities. It is too early to assess if the partners will replicate the Programme activities in other regions or sectors of the country.

The human security challenges of Karakalpakstan are enormous and the need in financial resources is significant. The Government of Republic of Uzbekistan remains strongly committed to sustaining livelihoods affected by the Aral Sea Disaster.

Although sustainability aspects were not fully appreciated when the Programme was conceived, through its implementation a number of promising sustainability strategies emerged. Some of the strategies include:

- resource mobilization and partnership with other donors to create favourable conditions for maintaining and improving upon Programme interventions;
- close and extensive collaboration with regional and local governments to strengthen the institutional foundations to sustain Programme’s interventions;
- targeting efforts at increasing ownership and building capacity of the Government of Karakalpakstan through its involvement in Programme decision making process, training of public servants on human security, creation of a database as well as mapping of donors working in the region;
- transferring of the infrastructural components to respective local entities and utilities companies;
- adoption of evidence based and participatory approach to decision making by the Programme that can help in identifying those activities and practices that are sustainable and can be replicated through the region;
- development and implementation of procedures and practices for development and execution of community development plans that have a strong potential of region-wide replication;
- engaging of local communities into implementation of social infrastructure projects that strengthened their ownership and abilities for community planning and collective actions;
- supporting of promising agricultural practices with high potential for region-wide replication;
- increasing awareness of dekhkan farmers of effective environmentally friendly agricultural practices;
- establishment of local extension agents who can continue promoting effective agricultural practices beyond the Programme completion;
- some businesses supported reduced the individuals’ dependence on external support and they will continue and expand their businesses beyond the end of the Programme;
- providing training and follow up on the income generation opportunities (e.g., training of women with TB who received camels and cows on how to take care of the animals) to ensure sustainability;

- alignment of activities targeting at capacity building of primary health care service providers to ensure contraceptive commodity security and provide quality family planning services with national priorities, policies and strategies in support of Government’s commitment to achieve complete Reproductive Health Commodity Security;
- continuous monitoring of the application of new skills acquired through PAL training to institutionalize the PAL;
- measures to institutionalize community health volunteers into the health system of Karakalpakstan through close collaboration with the Ministry of Health and creating a database of volunteers, activities to include the concept of community volunteerism into the national health care policy, hiring part time volunteers from the local administration structures and collaborating with the Medical Institute and other educational institutions to include community volunteering in the curricula of the universities;
- activities to establish specific state budget-funded services to maintain the installed alternative sources of energy in rural health centers;
- signing of MOUs with district Khokimiyats to establish 3 information resource center in the form of One Stop Shop in Shumanay, Kanlikul and Muynaq districts; and
- extensive promotional activities raising public awareness in human security approach and Programme interventions.

The evaluation team was requested to rate the Programme sustainability with regard to four components:

- Financial resources
- Socio-political
- Institutional framework and governance
- Environmental

Each sustainability dimension is rated as follows:

- Likely (L): There are no or negligible risks that affect this dimension of sustainability.
- Moderately Likely (ML): There are moderate risks that affect this dimension of sustainability.
- Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability
- Unlikely (U): There are severe risks that affect this dimension of sustainability.

The following discussion contains detailed analysis of these components and identifies those components and activities where sustainability is an issue.

Financial Sustainability - *Moderately Unlikely*

Positive factors:

The financial sustainability of the Programme components depends on a number of factors such as Government policies and budget allocation, availability of donor funding and financial self-sufficiency of activities supported by the Programme. Some of the Programme activities have been carried out on a pilot scale and the demonstration plots do not need further funding. It can be expected that a result of close collaboration and targeted capacity building interventions of the regional Government, it will be able to identify those Programme activities that require further support to address Karakalpakstan’s priorities and allocate funding to support them. The national Government may also find that some of the Programme activities should be supported and replicated and mainstreamed them into Government programs. The evaluators find that the

regional government officials are generally better placed to carry out human security oriented development planning now. The following are some factors that contribute positively to its financial sustainability:

- establishment of state budget-funded services to maintain the installed alternative sources of energy in rural health centers;
- co-funding of social infrastructure projects by communities;
- maintenance of social infrastructure funded by the Programme by communities, local governments and utility companies; and
- high probability of replication of pasture management and new crop pilots as they provided inputs.

Challenges:

Some of the Programme activities are financially unsustainable and their continuation and expansion requires adoption of more systemic approaches, including policy changes, and either the Government or donors’ funding. Some examples include:

- provision of additional medical equipment and supplies;
- expansion of social infrastructure projects;
- continuation and expansion of income generation activities;
- expansion of effective agricultural and business practices; and
- continuation of multiple training opportunities provided by the Programme.

Institutional framework and governance - *Moderately Unlikely*

Positive factors:

The evaluators confirm that all the national, regional and local Governments and the donors realize the complexity of challenges to human security faced by the people of Karakaplakstan are agree that their solution requires strategic, results-focused, well coordinated and aligned actions of all partners.

“UN as One” delivery model demonstrated the value added of synergetic, “top-down protection and bottom up empowerment”, and well-linked approaches to the Government of Karakalpakstan and there is an expectation that the forthcoming national and regional Government programs would adopt similar approaches advancing horizontal collaboration of all partners involved. The following are the factors that positively contribute to Programme sustainability:

- strong commitment and willingness of all partners to develop, adopt and implement comprehensive programs of support sustaining livelihoods affected by the Aral Sea disaster;
- well developed national institutions, including central agencies and line ministries, open for collaboration with the Programme;
- fairly developed institutional framework and governance system at the regional and local level willing to cooperate;
- approval of the PAL clinical guidelines for nurses and training materials for health care workers developed by the Programme by the Ministry of Health of the Republic Karakalpakstan and the Ministry of Health of Republic of Uzbekistan;
- recognition on the part of the UN partners that more systemic institution and capacity building have to be implemented by the Programme;
- a series of capacity building interventions focused at the communities, service providers, and public servants are underway; and

- communities strengthened their capacities and gained confidence in their abilities to identify and address their needs. There is a high interest by the participating individuals to maintain this form of cooperation, and there is no reason to assume that these community based decision making practices will be unsustainable.

Challenges:

- limited capacities of the regional Government in strategic planning, priority setting, policy development and implementation and limited budget resources;
- limited degree of integration of the Programme activities into existing institutional framework, strategies, policies and programs implemented by national and regional Governments; and
- lack of commitment of the regional Government to continue with training of public servants on human security, policymaking and project management.

Socio - political – *Moderately Likely*

Positive factors:

Overall, stakeholders demonstrate strong ownership and support for the Programme results, and interest in carrying some of its results forward following its closure. The following factors positively contribute to Programme sustainability:

- strong commitment of the Government of Uzbekistan and the Government of Karakalpakstan to sustain livelihoods affected by Aral Sea Disaster;
- willingness of social infrastructure projects' beneficiaries to provide needed routine maintenance for small-scale infrastructure that they contributed to planning and construction and desire to develop and implement new similar projects;
- high level of ownership for the project activities. In particular the achievements dealing with income generations and businesses are strongly “owned” by the local recipients;
- willingness to continue to collaborate with the Programme and openness to new ideas on the part of communities, local and regional Government;
- improvement of feedback mechanism linking communities and local authorities; and
- increased national and international awareness of the Programme interventions.

Challenges:

- strong Government support of sustaining livelihoods affected by Aral Sea does not automatically mean that all the Programme activities will be supported as other priorities may be selected. The Programme would have to work extensively with relevant ministries to demonstrate that its activities are relevant, effective, efficient and make a real impact on livelihoods in Karakalpakstan; and
- some important partners such as the Ministry of Agriculture are apparently not yet fully involved into the Programme.

Environmental - *Moderately Likely*

Positive factors:

Many of the environmental threats to human security the Programme was established to address are still in existence, though some progress in threat reduction is being made. There are no

significant or new environmental threats that specifically threaten the sustainability of the Programme results. The following positive factors contribute to environmental sustainability:

- support of demonstration plots planting less water demanding drought-resistant crops and trees;
- implementation of trainings on water management;
- targeted activities bringing degraded land back into productive use through the introduction of new sustainable farming systems in the Lower-Amudarya State nature biosphere reserve; and
- development of eco-tourism sites.

Challenges:

- unclear environmental impact of such social infrastructure projects as reconstructing of old canals and building pumping stations from river that will expand the irrigation farming practices and might negatively affect environment. The actual impacts will depend on the availability of water and rainfall; and
- lack of the institutionalized system to ensure the integration of environmental considerations into all activities of the Programme.

The Programme seems to have reached a critical phase, where prospects for sustainability and replication can be increased through more extensive integration of the Programme activities/inputs into national and regional government policies and programmes. Without this, the effectiveness of the activities over the long term may be greatly undermined.

Long-term sustainability of Programme outcomes varies across different areas of interventions. Notwithstanding implementation challenges, the benefits of many activities under the Programme are likely to continue after donor funding has been withdrawn. The evaluators realize the complexities of developing a clear exit strategy for such a complex Programme, but it is obvious that it is time to do it. More systemic, unified and comprehensive approach to address sustainability is needed. The Programme may wish to formally consider how it will strengthen its replication approach during the remaining period of implementation.

5 OVERALL PROGRAMME ASSESSMENT AND RECOMMENDATIONS

The MTE covered design, process and results levels of the Programme implementation. Each level was evaluated against a set of assessment criteria and rated on the following scale: Highly Satisfactory, Satisfactory, Marginally Satisfactory or Unsatisfactory. The Table below captures key evaluators’ findings and ratings for each level of the Programme.

| Areas | Justification | Rating |
|--------------|---|--------------|
| Design level | Is highly relevant to Government priorities. Well operationalizes a human security approach. Involves diverse UN agencies that bring their expertise and experiences. Well elaborated accountability, monitoring and evaluation mechanisms and indicators. Excessively optimistic timelines and delivery targets, especially for first year of Programme implementation. Such risks as lengthy | Satisfactory |

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| | approval and procurement processes were not identified. Unnecessary complex Programme management arrangements with offices in Tashkent and Nukus. Limited degree of flexibility of Programme proposal. | |
| Process level | Implementing “UN as One” model demonstrated its undisputable benefits, but showed that it requires extra efforts of all partners to be successfully implemented. Applied evidence based approach in decision making. Programme financial management is carried out according to UN required procedures. Well established working relations with multiple stakeholders in Karakalpakstan. Significant delays in procurement at the initial stages of Programme implementation. Almost all delivery targets are on track now. Challenges of Tashkent office and national Programme implementing partner relations that were successfully resolved by senior management of UNDP. High staff turnover. Remaining challenges in Nukus and Tashkent office accountabilities. Solid M&E approach but logframe indicators need some revision to fully support a results-based implementation. | Marginally Satisfactory but improving towards Satisfactory |
| Results level | Is on the right track to achieve all of its objectives. The majority of project activities were implemented in a timely manner and achieved most project outcomes in line with the time planning of the annual work plans. Successfully tested different approaches and models in agriculture, business development, training and awareness building in HIV and TB prevention, community plans development and capacity building of local and regional authorities. There is a clear need to develop and implement robust sustainability strategies and embed Programme interventions into broader national and regional Government policies, strategies and programs. | Satisfactory |

This MTE is a fast pace exercise that, despite the best efforts of the evaluation team, cannot provide complete analysis of all Programme’s diverse activities. To identify effective practices developed by the Programme and assess multiple areas of its impact, one needs to conduct a thorough assessment – at least good case studies on specific issues. Several elements of the Programme point to having a good potential to becoming effective practices that can replicated across the region and the country, incorporated into the policy and guide development of new joint projects and programmes involving multiple partners in Karakalpakstan.

The evaluators strongly support the Government of Uzbekistan’s initiative to formulate a comprehensive development strategy and action plan for development of Karakalpakstan. The UNDP support of development of an institutional framework for resource mobilization and effective use of financial and technical support for sustainable development of the Aral Sea Region that is implemented by the Aral Gene Pool Fund can produce the necessary evidence, baseline analysis of socio-economic problems and needs of the region to inform strategy and plan development. The

following recommendations were developed to support the use of the Programme accomplishments to inform the development of the Government plan and its implementation.

Recommendations for UN partners

1. Revise and update the Programme logic frame to reflect the Programme’s progress and enhance focus on sustainable outcomes. Develop a robust and realistic results monitoring framework for ALL components of the Programme.

Overall, the Programme design remains relevant and adequate as it brings together multiple building blocks necessary for achieving sustainable and effective solutions to improve livelihoods in Karakalpakstan. However, to address the identified shortcomings of the Programme design and reflect the experiences of its implementation, it is necessary to revise and update the Programme logframe to ensure that the activities, assumptions and risks remain realistic, relevant, adequately integrated and focused on sustainability. The evaluators advise in particular to review the logframe’s objectively verifiable indicators and means of verification to ensure that they provide sufficient evidence to measure the Programme’s progress. It is recommended to go beyond qualitative and quantitative output indicators that show the extent to which agreed upon activities were carried and better articulate the outcome-focused achievement measures. The indicators should be quantified and measurable. The improved monitoring and evaluation design will provide additional information to allow for mid-course corrections, if necessary, and ultimately will positively contribute to Programme effectiveness.

In particular, the Programme should come up with some verifiable indicators to measure the progress towards achieving Output 1.1 “30% of dekhkan farmers in 50 target communities have implemented improved agriculture and livestock production practices, which are environmentally sustainable, and address the impact of climate change.” As a socio-economic survey to establish baseline data on production among clientele: volume, expenses, income, water use, soil salinity was not conducted, the Programme should explore other alternative pragmatic mechanisms to measure the progress towards this expected output. Although the surveys of targeted districts to assess the Programme’s effectiveness and potential impact is a preferred assessment technique, it may be too expensive and time consuming to implement. One approach would be to conduct assessments of selected entire village communities supported by the Programme including their livelihood needs, resource requirements and changes occurred that can be attributed to the Programme interventions. Monitoring visits could be facilitated and managed entirely by the M&E officer or external evaluation experts. The beneficiary households could be selected randomly and visited. The visits should capture the Programme’s impact on women, the poor communities and other disadvantaged groups.

Another concern of the evaluation team is a set of indicators to measure Programme progress with regard to Output 2.2 “1500 community and volunteer health care workers trained as apprentices in a health fellowship program sanctioned by the Ministry of Health to decrease incidences of respiratory and other infections associated with environmental degradation and climate change”. The Programme proposal contains the following indicators to measure the Programme progress: incidence of kidney stones in target districts, incidence of respiratory

diseases in target districts, mortality due to respiratory diseases in target districts and TB incidence in target districts. Although the Programme may make a positive impact on these indicators, it may take a long time to materialize. Moreover, as there is a number of partners and factors affecting these indicators, it may be difficult to attribute changes in these targeted areas to this Programme component. The evaluation team suggests using more realistic indicators such as levels of knowledge and skills of volunteers, the number of individuals served by them, community and local authorities assessments of usefulness and impact of volunteers’ work and other relevant indicators.

The evaluation team recommends expanding the evidence base to assess the Programme outcomes and potential impacts. Some “soft” hard-to-measure indicators of Programme’s outcomes and impact that can be captured and analyzed include:

- level of expertise and confidence of beneficiaries in using the equipment provided by the Programme (e.g., solar panels);
- confidence of farmers and businesspeople supported by the Programme in using new techniques, tools, etc.;
- degree of beneficiaries’ trust in quality and relevance of consulting services, training and support provided by the Programme;
- confidence and ability of the beneficiaries of diverse training opportunities to apply new knowledge and skills as well as their actual use of new skills;
- capacities of rural communities and self governing bodies to use participatory methodology and undertake self-help initiatives to further improve basic services without the Programme support;
- willingness of communities and local authorities to continue with developing CDPs after the Programme completion; and
- extent to which communities generate adaptation solutions and increase their abilities to improve their livelihoods.

To capture these “soft” outcomes, it may be beneficial to conduct additional training of Nukus office staff on outcome-oriented monitoring. The consultants recommend a one-day monitoring and evaluation workshop with support of national experts.

UNDP should conduct an extensive search to identify the most suitable candidate to fill the vacant position of M&E officer in the Nukus office who should be responsible for monitoring ALL components of the Programme. If necessary, UNDP and other UN partners may explore the benefits of the outsourced mechanism and supplement the work of M&E officer with external agencies backed by a competent national expertise.

2. Develop and implement a number of strategies to improve Programme’s sustainability.

The Programme should develop a replication plan that outlines how the results of the Programme activities will be sustained, up-scaled, and replicated. As the Programme has multiple areas of focus, it would be beneficial to have respective UN partners and Programme staff work in teams to identify their area specific actions that can be undertaken to improve Programme’s sustainability, with particular focus on how lessons from experience could be used to feed into the national and regional policies. They may range from higher-level policy engagement and institutional capacity building options to community level effective practices sharing.

Once the Programme management consolidates technical teams’ suggestions and options, a Technical Working Group (TWG) comprised of representatives from UN partners and key stakeholder institutions can be established to review these options and advise on the best sustainability approaches. The TWG can develop a Programme sustainability plan and help to identify and prioritize high-impact activities with good sustainability prospects. The involvement of Government stakeholders into the TWG will be crucial for Programme financial or institutional sustainability as their preliminary commitment to some sustainability measures can be secured.

The Project Board can review and adopt the sustainability plan at its next meeting. Senior level stakeholders represented on the Board will validate sustainability strategies proposed by the TWG, make strategic decisions and provide policy guidance and leadership needed to catalyze inter-institutional coordination.

Some sustainability strategies for UN and Government partners’ consideration include:

- Identification of effective practices, models and approaches developed by the Programme in Karakalpakstan that can inform Government policies and programs. For the most promising practices, a more comprehensive evidence on their economic, environment and social costs can be provided to enable decision makers to make optimal long term decisions for Karakalpakstan.
- Focus of UN partners on a few target districts to maximize the consolidated Programme impact on human security such as piloting initiatives in the same target districts (e.g., focusing of KRASS new crops and tree varieties pilots in the same three districts as other UNDP interventions instead of the southern districts of Karakalpakstan).
- Development of manuals, leaflets and other supporting materials on promising agricultural practices such as growing vegetables or fruit trees, pasture management or new crops and tree varieties. Engage researchers and practitioners to prepare these materials in the language and format accessible to dekhkan farmers.
- Development and dissemination of simplified versions of training modules and materials among communities, with follow up Q and As sessions where the farmers and businesspeople who were successful in implementing them can be invited to share their first hand experience and answer specific questions of community members.
- Training of selected communities on replication and scaling up of practices supported by the Programme.
- Dissemination of effective Programme’s practices in other districts with support of the Government of Karakalpakstan.
- Close collaboration with State Mikrokreditbank that can use the resources previously received from UNDP to provide non-collateral group loans to small rural entrepreneurs in regions targeted by the Programme.
- More comprehensive support of agriculture extension agents to include more trainings and follow up support and monitoring to institutionalize them.

More technical support should be provided to the Government of Uzbekistan in developing a strategic program and action plan for the region. The adequate and extensive consultations at different national and regional institutional levels should be conducted. It would be particularly beneficial for the Programme to collaborate with the Aral Gene Pool fund that could contribute to

identification of effective practices, models and approaches developed by the Programme and other partners working in the region and feeding them into the relevant Government policies and programs. Other Partners such as Deutsche Gesellschaft für Internationale Zusammenarbeit and the International Fund to Save the Aral Sea should be engaged as well.

3. Provide the Nukus office with more managerial and operational autonomy to be more pro active in developing and experimenting with new models, approaches, assessment instruments, as well as sustainability strategies. Re-focus the role of the Tashkent office on aid coordination and donor mobilization.

As this is a region-focused Programme, its key rationale lies in ability to experiment with new approaches advancing livelihoods in Karakalpakstan, systematically draw and disseminate lessons, and engage in dialogue with policy makers and planners at regional and national level to ensure scaling and replication of successful ‘models’. The Nukus office should be empowered to lead the experimentation at the local level and work with the regional Government to identify the models that could be replicated region-wide. The Nukus office should be directed to find a proper balance between implementing a large number of activities to meet delivery targets and generating relevant evidence-base for developing convincing policy messages and practices that will work at the community level across Karakalpakstan.

At this stage of Programme implementation, it is important to consolidate lessons learned and effective practices developed and use multiple venues to influence national debates and policies with regard to livelihoods in Karakalpakstan. The application of the human security approach by the Programme convincingly demonstrated the benefits of coordinated efforts to improve livelihoods. A clear finding of this evaluation is that there is a need to have better coordination and information exchange among national and regional governments and donors.

As the Programme implementation demonstrated, it is not possible, for example, to increase skills and employability of the residents of Karakalpakstan without changes in economic policy, education, healthcare, and social sectors; they should be addressed through well coordinated policy measures across the relevant ministries and donors working in the region. It seems that, despite the best intentions of all partners involved, the levels of coordination remain low, roles of key players are not always clear, with silo-based thinking about problems and solutions continues to dominate. The evaluation noted a distinct need for improved communication and information sharing procedures among key partners working in the region.

Given significant needs of the region in donors’ funding and support and better coordination among all partners working in Karakalpakstan, it is advisable to revise the TOR for the Tashkent office Programme Coordinator and re-focus the role of this position towards working with the line ministries and central agencies in promoting effective practices/tools/materials developed by the Programme and information sharing/coordination with UN agencies and other donors. The role and responsibilities for resource mobilization should be increased as well.

It is advisable to involve more extensively stakeholders from the Government of Karakalpakstan into the Programme decision making and oversight, including Project Board meetings. It will strengthen their ownership and can help to identify those activities that the regional Government

will choose to support when the Programme is completed. Moreover, more extensive involvement of Government officials will solidify relations of trust between the Programme and regional authorities.

The evaluators recommend clarifying the accountabilities of the Nukus office staff to ensure that the Component 2 staff are accountable to both the Area Manager and UN agencies to maximize the regional office involvement in the Programme implementation on the ground. UN offices in Tashkent may be required to provide performance assessments of Component 2 staff and review and confirm monthly or bi-weekly work plans. Multiple training opportunities (face to face and on-line) should be regularly offered to the Nukus office staff to strengthen their knowledge and skills.

The Programme should use or at least involve, to the maximum possible effect, local systems, organizations and personnel from appropriate Government designated organizations in planning, implementing, monitoring and evaluating Programme activities to integrate the Programme models and approaches into Government policies and programs. The Programme is quite successful already in this regard where UNFPA and UNV are extensively collaborating with the Women’s committee, and WHO works with the Ministry of Health systems and staff.

Recommendations for the national and regional Governments

1. Establish a Trust Fund for the Aral Sea.

Many partners believe that a Trust Fund for the Aral Sea could be established to continue and expand the Programme’s activities in Karakalpakstan. Its activities can be determined by the Government and donors, while funds management, including procurement and tendering procedures will be in accordance with the UN rules.

The evaluators believe that a properly managed Karakalpakstan-based Trust Fund can bring innovations, programs and services closer to the people, and thus make an important contribution to regional human security. Locating the Fund HQ in Nukus will bring decision makers closer to residents and can lead to a higher level of responsiveness and accountability and encourage local innovations as the Fund managers would not have to follow procedures established by decision makers in Tashkent who will be remote from local realities. Municipalities can rely on the knowledge, expertise, and experience of local people and develop and implement more relevant income and employment generation activities, better targeted and more cost effective and efficient programs and services in collaboration with NGOs and private businesses.

More specifically, the Fund can support local actors in developing and implementing initiatives that establish new employment and business opportunities, new agricultural practices, social services projects and other areas identified by the Trust Fund board of directors relying on expert and technical advice. Local actors, with assistance of the Trust Fund, can develop project proposals and submit them to the Trust Fund through open calls for proposals system. The Trust Fund will fund projects coming from communities or individuals on the basis of transparent criteria for proposals grading, approval, monitoring and evaluation.

It is advisable to use the experience of the Programme in developing community development plans and develop templates, protocols and short compilations of best practices to guide

communities in developing their proposals. The Fund could support organisation of regular community level meetings to jointly plan, share updates, experiences and coordinate projects so that the local actors learn and support each other and exchange best practices in the field.

The Trust Fund can operate within the United Nations Country Team (UNCT) coordination structure to ensure inter-agency, donor, and government participation in identification, design, development, approval, implementation, and monitoring of projects and programmes. The Fund Board of Directors can coordinate and oversee the operations of the Fund and provide overall strategic guidance, and funding allocation decisions.

The Trust Fund is not a panacea and its establishment will not automatically lead to improved human security outcomes in Karakalpakstan. In evaluators' view, it is critically important to properly delineate the responsibilities among the central, regional and local governments to avoid potential substitution of state functions by the Fund. In other words, the Fund should not be involved into provision of basic programs, supports and services that should be typically provided by government institutions but rather support innovative models and approaches that can be replicated and scaled up across the region. As the local and regional public administrations will be involved into the Fund operation, it is advisable to incorporate some capacity building activities in such areas as decision making, procurement, coordination, monitoring, etc. for them.

2. Strengthen internal capacities of Karakalpakstan Government in priorities setting, planning, and aid coordination.

The Programme implemented a number of pilot/demonstrative practices, but the decisions on which practices should be scaled up and replicated across the region should be made by the national and regional Governments. The Government of Karakalpakstan's capacities should be strengthened to identify good practices, successful approaches, or transferable examples and mainstream them into the Government policies and programmes. It needs support for creating strong institutions and mechanisms to respond to the long-run and complex issues faced by Karakalpakstan. It should be more strategic and selective, able to prioritize and effectively coordinate donors' interventions in the region. Greater prioritization and sequencing of activities will improve efficiency, reduce managerial complexity, and ensure that the most effective activities supporting livelihoods in the region are implemented first. These capacity limitations must be addressed in order to solve the underlying development constraints.

At the moment the Government of Karakalpakstan is welcoming all donors to meet region's pressing demands, but the focus should shift from quick solutions to more systemic and sustainable results that may take a long time to mature. The Government of Karakalpakstan could conduct a needs assessment and identify its internal capacity building needs. UN partners could be approached for support in such areas as:

- Diagnostic assessment of the Government capacity building needs. It may briefly examine government and ministerial structures, organization and operations, decision-making processes, and management and reporting systems. Its core findings can be discussed with the Government of Karakalpakstan to identify priority capacity building areas.

- A region needs assessment that will use a range of human security and devex indicators (e.g., poverty and environmental impact mapping) to facilitate better geographic targeting of support and development interventions.
- Training on policy research, developing policy options, estimating costs of new policy/program initiatives, evaluating policy outcomes and impacts, with particular focus on diverse social groups (could be part of activities under Objective 3 of the Programme).
- Setting up a donor coordination unit within the Government of Karakalpakstan that will work directly with the donors and communicate the region's needs to them, oversee and coordinate donors' work, conduct information sharing sessions, etc.

The process of capacity development of the Government of Karakalpakstan is time-consuming, multidimensional and not amenable to shortcuts. Some capacity building needs can be addressed through the Trust Fund mechanism.

6 LESSONS LEARNED

The evaluation team identifies the following successful practices in Programme implementation:

- The Programme demonstrated the benefits of operationalization of a human security approach for conditions of Karakalpakstan. The fundamental issue for the people of Karakalpakstan is maintaining and improving their livelihoods. It is for this reason that the Programme focuses upon the sectors of agriculture, business development, health and environment. Furthermore, a governance objective facilitates long-term sustainability and allows the development and implementation of community focused development plans and small scale infrastructure that realizes basic living standards, particularly in regards to access to water and electricity. The Programme demonstrated that complex human security challenges faced by the population of rural communities in Karakalpakstan that are exposed to the impact of the Aral Sea environmental disaster require comprehensive solutions provided by diverse partners that are designed utilizing a human security approach.
- The Programme demonstrated that success of programmes addressing human security needs of Karakalpakstan is impossible without effective coordination among all partners, including national, regional and local Governments, communities, and donors. The impacts have been maximized through effective coordination mechanisms, clarification of the roles and responsibilities of key partners that broke down a silo-based thinking. The consultations and engagement of diverse partners into the open exchange of ideas and information-sharing supported consensus building and prioritization of activities addressing human security needs of Karakalpakstan's residents.
- A targeting approach adopted by the Programme in selecting priority districts for Component 1 interventions demonstrated the importance of adopting evidence-based approaches for human security to maximize Programme's impact on the most disadvantaged communities. Through a careful evidence based analysis, the Programme targeted the most needy by conducting a thorough economic and social comparison of districts of the region.

- In terms of management, the implementation of a region-focused Programme has shown the importance of having competent, committed, results-oriented Area manager and staff who can effectively collaborate with regional partners.
- The active involvement of communities in planning and management of their own development activities reduces infrastructure costs and helps them to take more responsibility in operating and maintaining the infrastructure they constructed. The practices and mechanisms for community decision making developed by the Programme helped the communities to create consensus, explore ideas, identify priorities, find cost-efficient solutions and increase transparency in decision-making.

The evaluation team identifies the following lessons learned in Programme implementation:

- The benefits of implementing “UN as One” model for the Programme are significant and include in particular synergies, complimentary expertise and increased impact to final beneficiaries, but a lot of efforts have to be made to establish a well functioning “UN as One” model. It is too naïve to expect that a single “UN as One” project is much easier to supervise and control, greater operational synergies can be achieved and fragmentation can be avoided, because in reality the UN agencies have different mandates, priorities, operational and evaluation practices. UN partners have to invest time and resources into development and refining of the “UN as One” management framework that will work for all and prevent unnecessary delays and misunderstanding in the implementation phase. The roles and responsibilities of each of the partners involved, accountabilities, information sharing processes, reporting and M&E arrangements should be well clarified and adjusted as the Programme proceeds. The management model should be built on experiences and existing structures and include multiple opportunities for better coordination at the senior management and staff levels to discuss the process and make modifications to the Programme, if required.
- More extensive involvement of the national, regional and local institutions in Programme implementation enhances Programme relevance and improves its long term sustainability. The national and regional ownership should be maintained and promoted throughout the Programme design, inception, and implementation that will enhance the potential for sustainability as well as the probability that the Programme practices, activities and processes will be replicated in other districts of Karakalpakstan. National and especially regional institutions have a better understanding of the socio-cultural context of the development problems and are much more aware of the local collective experience of what works and what does not work in addressing those challenges.
- The sustainability of Programme results and scaling up of good practices benefits from integration of its activities with the long-term plans and strategies of other stakeholders, including national and regional Governments and acceptance by communities of successful practices and approaches developed by the Programme. The extent and successfulness of this integration depends on a number of factors. First, the capacities of all partners have to be continuously strengthened. Community leaders have to be trained and supported to sustain and expand community-based projects and communicate local needs to local and regional

authorities. The regional authorities should be supported with capacity building initiatives to be able to identify and replicate successful Programme’s practices across Karakalpakstan as well as increase responsiveness, extend choice, expand access, increase economic efficiency of supports and services provided and ensure that human security needs of the residents of Karakalpakstan are addressed in an integrated and comprehensive manner. Second, the opportunities for collaboration at the regional level should be expanded to strengthen leadership and ownership of the regional authorities. More coordination meetings, including the meetings of the Project Board with the involvement of the regional Government can be organized in Nukus or via videoconferencing. Such meetings and coordination mechanisms tend to produce better institutional capacity building results and positively contribute to Programme sustainability. The ideal solution to solidify all the partners’ efforts in Karakalpakstan would be to develop a strategic plan for Karakalpakstan with clearly identified regional government-wide priorities. Lack of strategic priorities makes it more problematic for line ministries to develop policies that would support the Government agenda.

- Effective results-based M&E system that places emphasis on outcomes and impact and provides quality monitoring of Programme progress is critical to Programme success. It can inform development and refinement of Programme interventions. Programme LogFrame should be regularly updated to reflect the changing Programme circumstances. The main intended outputs, activities, results and objectively verifiable indicators should be adequately defined, appropriate and stated in measurable terms.

7 ANNEXES

7.1 Evaluation TOR



UNITED NATIONS DEVELOPMENT PROGRAMME TERMS OF REFERENCE / INDIVIDUAL CONTRACT

I. Position Information

| | |
|---------------------------|---|
| Position Title: | International Consultant/Evaluator (mid term evaluation) |
| Type: | Individual Contract (International) |
| Project Title/Department: | UN Joint Programme “Sustaining Livelihood affected by Aral Sea Disaster” / Economic Governance Unit |
| Duration of the service: | 25 working days in the period of December 2013-February 2014 |
| Duty station: | Home-based with one mission to Uzbekistan (Tashkent and Nukus, Republic of Karakalpakstan) |
| Reports to: | Head of Economic Governance Unit, UNDP Uzbekistan |

II. Background

Human security is a dynamic and practical policy framework for addressing widespread and cross-cutting threats facing the governments and people. Human security calls for an assessment of human insecurities that is people-centred, comprehensive, context-specific and preventive. The application of human security derives much of its strength from dual policy framework based on mutually reinforcing pillars of protection and empowerment. Application of this framework offers comprehensive approach that combines top-down norms, processes and institutions with bottom-up focus in which participatory processes support the important role of people as actors in defining and implementation their essential freedom.

The United Nations Trust Fund for Human Security (UNTFHS), launched by the Government of Japan and the United Nations Secretariat in March 1999, finances Joint Programs carried out by organizations in the UN system, and when appropriate, in partnership with non-UN entities, to advance the operational impact of the human security concept. The UNTFHS places priority on promoting multi-sectoral and inter-agency integration based on the comparative advantage of the applying organizations and through their collaboration.

With the support of the UNTFHS, the Government of Uzbekistan and five UN Agencies - UNESCO, UNFPA, WHO, UNV and UNDP, where UNDP plays a leading role in implementation of the programme, have been implementing the joint UN Programme on “Sustaining Livelihoods Affected by the Aral Sea Disaster” since June 2012 up to March 2015 with total budget of \$4,161,449.82

The programme’s goal is in line with the government’s policy that highlights addressing the impact of the Aral Sea environmental disaster as a priority issue. It serves as a mean for broader advocacy around the issue of human security through capacity-building of local authorities and raising awareness on the issues of sustainable development. The programme targets poor rural communities in Karakalpakstan that are faced with unfavourable living conditions.

This joint initiative is aimed at improving economic, food, health and environmental security for the population of Karakalpakstan affected by the Aral Sea environmental disaster. The programme has three

objectives and incorporates both “Top-Down Protection’ and “Bottom-Up Empowerment’ components. The specific objectives are as follows:

- Increase of income generation opportunities and economic security for vulnerable groups;
- Enhancement of capacity of primary health care workers to address the health consequences of the environmental disaster and economic insecurity with a specific focus on addressing the needs of women and young people;
- Enhancement of capacity of regional and district authorities to develop and implement economic, environmental security and social policies aimed at welfare improvement of vulnerable groups

The national partners and stakeholders of the programme are the following: of the Ministry of Economy of the Republic of Uzbekistan, the Council of Ministers of Karakalpakstan, the Ministry of Health, the Ministry of Agriculture and Water Resources, the Aral Gene Pool Fund, “Uzbektourism” Agency, the Chamber of Commerce and Industry, the Council of Farmers and Business Women Association, civil society organizations, research institutions and local governance offices.

III. Functions / Key Outputs Expected

I. Objective of the Mid-Term Evaluation

This Mid-Term Evaluation (MTE) is initiated by the UNDP Uzbekistan as a leading agency of UN Joint Programme and aims to provide UN Country team and national partners with a strategy and policy options for more effective and efficient achievement and replication of the program results. It also provides the basis for learning and accountability for UN JP management and stakeholders.

This evaluation to be done in line with the evaluation policy of UNDP (<http://www.undp.org/eo/documents/Evaluation-Policy.pdf>) and the UNDP Handbook on Monitoring and Evaluating for Results (<http://web.undp.org/evaluation/handbook/>).

The MTE is intended to identify potential program design problems, assess progress towards the achievement of results with a particular emphasis on assessment of the program activities and their consistency with programme’s objectives and future plans, identify and document lessons to improve design and implementation of programme activities and make recommendations for improvement.

Moreover, MTE will play a critical role in the future implementation of the Joint Programme through guidance on: (i) how to strengthen the adaptive management and monitoring function of the Joint Programme; (ii) how to ensure accountability for the achievements of the participating UN agencies programme objectives; (iii) how to enhance organizational and development learning; and (iv) how to enable informed decision-making.

The Report of the Mid-Term Evaluation will be stand-alone document that substantiates its recommendations and conclusions.

Specifically the MTE is aimed to:

- Assess overall performance against the Programme objective and outcomes as set out in Programme Document and other related documents.
- Assess the effectiveness and efficiency of the Programme.
- Analyze critically the implementation and management arrangements of the Joint Programme including the inter agency cooperation within in the Joint programme settings
- Assess the sustainability of the Joint Programme’s interventions.

- List and document lessons concerning Joint Programme design, implementation and management.
- Assess Joint Programme relevance to national priorities.
- Assess changes in the baseline situation and provide guidance for the future activities in the area of capacity building for sustainable livelihood in Uzbekistan. Study feasibility and risks of the Joint Programme for further expansion of activities.

In particular, this evaluation will assess the progress towards baseline, and identifying any difficulties in Joint Programme implementation and their causes, and recommend corrective course of action. Joint Programme’s performance will be measured based on Joint Programme’s Results and Resources Logical Framework Matrix, which provides clear performance and impact indicators for Joint Program implementation along with their corresponding means of verification. Success and failure will be determined in part by monitoring changes in baseline conditions.

The evaluation team is expected to work with key Joint Program stakeholders, including UN Country Office in Uzbekistan, participating UN agencies, Ministry of Economy of the Republic of Uzbekistan, Council of Ministers of the Republic of Karakalpakstan, Ministry of Agriculture and Water Resources, Ministry of Health of the Republic of Karakalpakstan, NGOs and farmers and beneficiaries of the Joint Program.

II. Scope of the Evaluation

The MTE will cover three levels of the Programme implementation: design level, process level and results level. Each level is grouped with a number of assessment criteria to be assessed based on the following scale: *Highly Satisfactory, Satisfactory, Marginally Satisfactory or Unsatisfactory*. Each criteria is followed by the groups of questions to support inputs to the identified criteria and questions posed.

DESIGN LEVEL:

Relevance: The extent to which the objectives of a development intervention are consistent with the needs and interests of the people and the need of the country.

- a) How much and in what ways did the Joint Programme contribute to solving the (socio-economical) needs and problems identified in the design phase?
- b) To what extent this Joint Programme was designed, implemented, monitored and evaluated jointly?
- c) To what extent the Joint Programme was the best option to respond to development challenges stated in the Project Document?
- d) Did the Joint Programme stakeholders and target groups find the Joint Programme activities useful?
- e) To what extent the implementing partners participating in the Joint Programme had an added value to solve the development challenges stated in in the Project Document?
- f) Is there synergy or complementarity between the Joint Programme interventions and that of other development partners?
- g) To what extent did the joint programme have a useful and reliable M&E strategy that contributed to measuring development results?
- h) To what extent have the participating UN agencies contributed to raising the quality of the design of the Joint Programme? (To what extent participating UN agencies have acted within the framework of joint

programming?)

i) Were the Joint Programme plans and activities been revised? What were the implications for revision?

d. Do the outcomes, developed during the Joint Programme proposal development phase, still represent the best Joint Programme strategy for achieving the objectives ?

e. Does the Joint Programme is in line with national development priorities and its Programmes and Strategies? What are they?

Stakeholder involvement:

a) Did the Joint Programme involve the relevant stakeholders through information-sharing, consultation and by seeking their participation in the Joint Programme’s design?

b) Did the Joint Programme consult and make use of the skills, experience and knowledge of the appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions in the design of Joint Programme activities?

Underlying factors/assumptions:

a) Assess the underlying factors beyond the Joint Programme’s immediate control that influence outcomes and results.

b) Consider the appropriateness and effectiveness of the Joint Programme’s management strategies for these factors.

Management arrangements:

a) Were the Joint Program roles properly assigned during the Joint Programme design?

b) Are the Joint Programme roles in line with UNDP programming guidelines?

c) Can the management arrangement model suggested by the Joint Programme be considered as an optimum model? If no, please come up with suggestions and recommendations.

Joint Program budget and duration:

Assess if the Joint Programme budget and duration were planned in a cost-effective way?

Design of Joint Program M&E system:

a) Examine whether or not the Joint Programme has a sound M&E plan to monitor results and track progress towards achieving Joint Programme objectives.

b) Examine whether or not the M&E plan includes a baseline (including data, methodology, etc.), relevant indicators and data analysis systems, and evaluation studies at specific times to assess results and adequate funding for M&E activities.

c) Examine whether or not the time frame for various M&E activities and standards for outputs are specified.

d) Assess the monitoring tools currently being used:

- Do they provide the necessary information?
- Do they involve key partners?

- Are they efficient?
- Are additional tools required?

e) Assess the use of the logical framework as a management tool during implementation and any changes made to it.

f) Assess whether or not M&E system facilitates timely tracking of progress towards Joint Programme’s objectives by collecting information on chosen indicators continually; annual Joint Programme reports are complete, accurate and with well justified ratings;

Sustainability:

a) Assess if Joint Programme sustainability strategy was developed during the Joint Programme design?

b) Assess the relevance of Joint Programme sustainability strategy

PROCESS LEVEL:

Efficiency: Extent to which resources/inputs (funds, time, human resources, etc) have been turned into results

a) To what extent was the Joint Programme’s management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision making in management) efficient in comparison to the outputs delivered?

b) To what extent was the implementation of a Joint Programme intervention (group of agencies) more efficient (or less efficient) in comparison to what could have been achieved through a single agency’s intervention?

c) To what extent the governance of the Joint Programme at the national and local levels contributed to efficiency and effectiveness of the Joint Programme? To what extent these governance structures were useful for development purposes, ownership, for working together as ONE? Did they enable management and delivery of outputs and results?

d) What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency in delivering as one?

e) What type of (administrative, financial and managerial) obstacles did the Joint Programme face and to what extent have this affected its efficiency?

Ownership in the process: Effective exercise of leadership by the country’s national/local partners in development interventions

a) To what extent did the targeted population, citizens, participants, local and national authorities make the Joint Programme their own, taking an active role in it? What models of participation have driven the process?

b) To what extent and in what ways has ownership or the lack of it, impacted the efficiency and effectiveness of the Joint Programme?

RESULT LEVEL:

Effectiveness: The extent which the objectives of the development intervention have been achieved

- a) To what extent did the Joint Programme contribute to the attainment of outputs and outcomes initially expected in the Project Document?
- b) To what extent were the Joint Programme’s outputs and outcomes synergetic and coherent to produce development results? What kinds of results were reached?
- c) To what extent did the Joint Program have an impact on the targeted population? d) What was intervention coverage - were the planned geographic area and target groups successfully reached?
- e) What were the constraining and facilitating factors and the influence of the context on the achievement of results?
- f) In what way has the Joint Programme come up with innovative measures for problem-solving?
- g) What good practices or successful experiences or transferable examples have been identified? Please describe and document them.
- h) To what extent has the Joint Programme contributed to the achievement of national ownership processes and outcomes (the design and implementation of National Development Strategy, Public Policies, UNDAF, etc)?
- i) To what extent did the Joint Programme help to increase stakeholder/citizen dialogue and/or engagement on development issues and policies?

Sustainability: Probability of the benefits of the intervention continuing in the long term

- a) Was the Joint Programme supported by national and/or local institutions?
- b) Are these institutions showing technical capacity and leadership commitment to keep working with the Joint Programme and to repeat it?
- c) Have operating capacities been created and/or reinforced in national partners?
- d) Did the partners have sufficient financial capacity to keep up the benefits produced by the Joint Programme?
- e) To what extent the Joint Programme decision making bodies and implementing partners have undertaken the necessary decisions and course of actions to ensure the sustainability ?
- f) Are stakeholders ready to continue supporting or carrying out specific Joint Programme activities; replicate the activities in other regions or sectors of the country; adapt the Joint Programme results in other contexts?
- g) To what extent will the Joint Programme be replicated or scaled up at national or local levels?
- h) Did Joint Programme design take into account strategies to ensure sustainability? Were strategies used in from the beginning of Joint Programme implementation? Was there an adequate strategy for capacity building?

The evaluation team may look at factors such as mainstreaming the Joint Programme objectives into the broader development policies and sectoral plans and economies.

The sustainability assessment should give special attention to analysis of the risks that are likely to affect the persistence of the Joint Programme outcomes and also explain how other important contextual factors that are not outcomes of the Joint Programme will affect sustainability. The following four dimensions or aspects of sustainability to be addressed:

- Financial resources
- Socio-political
- Institutional framework and governance
- Environmental

Each sustainability dimension will be rated as follows:

- Likely (L): There are no or negligible risks that affect this dimension of sustainability.
- Moderately Likely (ML): There are moderate risks that affect this dimension of sustainability.
- Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability.
- Unlikely (U): There are severe risks that affect this dimension of sustainability.

III. EVALUATION OF DELIVERABLES

The consultant is expected to deliver the following deliverables in English to UNDP:

- **Inception Report** (to be submitted prior to the evaluation mission to Uzbekistan). The report should be based on the documentation review and analysis, as well as necessary discussion in relation to the evaluation with relevant staff of UNDP. The inception report will describe the conceptual framework the consultant will use in undertaking the evaluation, and set out in details the evaluation methodology. The methodology and techniques to be used in the evaluation should be agreed upon with UNDP, who will share the draft inception report with the government and UN agencies. The report should also contain a work plan and a proposed table of content of the final report.
- **Draft Evaluation Report** upon the in-country mission for subsequent circulation to the key Joint Programme stakeholders for comments. The draft final report will contain the same sections as the final report with an executive summary of no more than 5 pages, that includes a brief description of the Joint Programme, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations. The draft report will be shared with the UN agencies and national partners to seek their comments and suggestions.
- **Final Evaluation Report** The final report will be 40-50 pages in length and will take into account the outcomes of the discussions from the workshop and comments made by UNDP, participating UN agencies and national partners. The final report will be sent to the UN agencies and national partners.

The report is proposed to adhere to the following basic structure:

1. Executive summary
 - Brief description of Joint Programme
 - Context and purpose of the evaluation
 - Main conclusions, recommendations and lessons learned
2. Introduction
 - Joint Programme background
 - Purpose of the evaluation
 - Key issues to be addressed
 - The outputs of the evaluation and how will they be used
 - Methodology of the evaluation
 - Structure of the evaluation
3. The Joint Programme and its development context
 - Joint Programme start and its duration
 - Implementation status

- Problems that the Joint Programme seeks to address
- Immediate and development objectives of the Joint Programme
- Main stakeholders
- Results expected
- Analysis of the situation with regard to outcomes, outputs and partnership strategy

4. Findings and Conclusions

4.1 Joint Programme formulation

- Joint Programme relevance
- Implementation approach
- Country ownership/
- Stakeholder participation
- Replication approach
- Cost-effectiveness
- Sustainability
- Linkages between Joint Programme and other interventions within the sector
- Management arrangements

4.2 Joint Programme implementation

- Financial management
- Monitoring and evaluation
- Management and coordination
- Identification and management of risks (adaptive management)

4.3 Results

- Attainment of outputs, outcomes and objectives

- Prospects of sustainability

5. Conclusions and recommendations

- Findings
- Corrective actions for the design, duration, implementation, monitoring and evaluation of the Joint Programme
- Actions to strengthen or reinforce benefits from the Joint Programme
- Proposals for future directions underlining main objectives
- Suggestions for strengthening ownership, management of potential risks

6. Lessons learned

Good practices and lessons learned in addressing issues relating to effectiveness, efficiency and relevance

7. Annexes

- Evaluation TOR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Questionnaire used (if any) and summary of results
- Comments by stakeholders

IV. KEY ROLES AND RESPONSIBILITIES

There will be following main actors involved in the implementation of the evaluation:

1) UNDP as a leading UN agency of the Joint Programme and commissioner of the final evaluation will have the following functions:

- Lead the evaluation process throughout the evaluation (design, implementation and dissemination)
- Convene the evaluation reference group
- Lead the finalization of the evaluation ToR
- Coordinate the selection and recruitment of the evaluation team members and make contractual arrangements to hire the evaluation team
- Ensure the evaluation products meet quality standards
- Provide clear specific advice and support to the evaluation team throughout the whole evaluation process
- Take responsibility for dissemination
- Ensure that adequate funding and human resources are allocated for the evaluation within the Joint Programme budgets

2) The Joint Programme Team will have the following functions:

- Contribute to the finalization of the evaluation TOR
- Provide executive and coordination support to the reference group
- Provide the evaluators with administrative and logistical support, including for the field mission, and required data
- Connect the evaluation team with key evaluation stakeholders, and ensure a full inclusive and transparent approach to the evaluation
- Review the draft evaluation reports

3) The Joint Programme stakeholders and partners will serve as the evaluation reference group. The reference group will have the following functions

- Review the draft evaluation report(s) and ensure final draft meets all agreed objectives and requirements
- Facilitate the evaluation team's access to all information and documentation relevant to the intervention, as well as to key actors and informants who should participate in interviews, focus groups or other information-gathering methods
- Oversee progress and conduct of the evaluation the quality of the process and the product
- Contribute to disseminate the results of the evaluation

4) The evaluation team including one international expert evaluator and one national expert will conduct the evaluation study by fulfilling the contractual arrangements in line with the TOR. This includes reviewing the relevant documents, preparing an inception report, interviewing the stakeholders, drafting reports and briefing the stakeholders on the progress, key findings and recommendations. They will receive the support of UNDP Country Office in Uzbekistan and Joint Programme Team.

The team of consultants is expected to work intermittently within two months period which include 2 weeks

mission to Uzbekistan (Tashkent and Nukus) and desk work prior and after the field visit.

The international expert evaluator will lead the work of the consultants' team and will be the main author of the evaluation report. The *International Consultant - Team Leader* will be responsible to deliver the expected outputs of the mission. Specifically, he/she will perform the following tasks:

- Lead and manage the evaluation mission;
- Design the detailed evaluation methodology and plan;
- Conduct desk-reviews, interviews and site-visits in order to obtain objective and verifiable data to substantive evaluation ratings and assessments on adequacy of the level and proposed modes of enforcement of the regulatory and programmatic documents developed within the Joint Programme for creation of an enabling environment for promoting human security in the region
- Draft the evaluation report and share with the key stakeholders for comments;
- Finalize the evaluation report based on the inputs from key stakeholders.

The national expert will assist in collecting the relevant documents, with support of the Joint Programme team, translate the documents as necessary from Russian to English, and vice-versa, serve as an interpreter as needed when interviewing the national stakeholders, assist the international expert evaluator in finalizing the draft report. It is expected that the Evaluation team will conduct field visits to selected Joint Programme sites. The Joint Programme team will provide full support and ensure necessary arrangements for smooth implementation of the field visits. Remuneration of the consultants will be determined based on qualifications and experience using UN rates for consultancy services.

The evaluators selected should not have participated in the Joint Programme preparation and/or implementation and should not have conflict of interest with Joint Programme related activities.

V. METHODOLOGY

MTE will be conducted by using methodologies and techniques suitable for the evaluation purpose, objective and evaluation questions as described in this ToR. In all cases, consultants are expected to analyze all relevant information sources, such as annual reports, Joint Programme documents, mission reports, strategic country development documents and any other documents that may provide evidence on which to form judgements. Consultants are also expected to use interviews, surveys or any other relevant quantitative and qualitative tools as means to collect data for the evaluation. The evaluation team will make sure that the voices, opinions, and information of targeted citizens and participants of the Joint Programme are taken into account.

The methodology and techniques to be used in the evaluation should be agreed upon with UNDP and other stakeholders and clearly outlined and described in detail in the Inception report and final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques.

Evaluators should seek guidance for their work in the following materials, which could be found at (www.undp.org):

- UNDP Handbook on Monitoring and Evaluation for Results
- UNDP M&E Resource Kit
- UNDP Evaluation Policy

It is recommended that the evaluation process includes the following:

- Documentation review (desk study), to include UN Joint Programme Project Document, Quarterly Progress Reports, Annual Progress Reports, minutes of the Joint Programme Board meetings,

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| <p>minutes of Joint Programme Groups meetings, ABD/ELS evaluation reports and other materials from the previous interventions in the region, UNDAF, relevant document by the Government of Uzbekistan determining the country priorities.</p> <ul style="list-style-type: none"> • Interviews with Joint Programme team and key Joint Programme stakeholders, UNDP Country Office in Uzbekistan, and participating UN agencies. • In-country field visits <p>The evaluation team must provide evidence-based information that is credible, reliable and useful. It must be easily understood by the Joint Programme partners and applicable to the remaining period of the Joint Programme.</p> <p>VI. EVALUTION ETHICS</p> <p>All evaluations in UNDP will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ (http://www.unevaluation.org/ethicalguidelines). These guidelines apply to consultants undertaking the MTE described in this ToR.</p> |
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| IV. Deliverables and timeframe |
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| <p>The total duration of the assignment will be 25 working days. The evaluation mission to Uzbekistan will take place in December 2013 -January 2014. The following tentative timetable is recommended for the evaluation, however, the final schedule will be agreed upon in the beginning of the consultancy assignment.</p> |

| # | Deliverables | Deadlines | |
|---------------------|--|--|--------|
| 1 | Inception Report-done | December 11, 2013 | |
| 2 | Draft Mid Term Evaluation Report | February 2, 2014 | |
| 3 | Final Report Mid-Term Evaluation Report | 28 February 2014 | |
| Tentative timeframe | | Working days | |
| 1. | Desk review, development of methodology and inception report (home base)-done | First week of December 2013 | 5 days |
| 2. | Mission to Uzbekistan, including briefings/debriefings, meetings with UNDP, UN participating agencies, in-country field visits, interviews: Tashkent – 2 days; Nukus – 4 days-done | 2nd and 3 rd weeks of December 2013 | 6 days |
| 3. | Drafting of the evaluation report | 1st week of February 2014 | 8 days |
| 4. | Finalization of the evaluation report (incorporating comments received on first draft) (home base) | 4 th week of February 2014 | 6 days |

Prior to approval of the final report, a draft version shall be circulated for comments to UNDP CO, UN participating agencies, government counterparts and Joint Programme management. All comments and suggestions (if any) shall be addressed and the report will be considered as the final deliverable as soon it is accepted by UNDP.

The final version of the evaluation report should be submitted in electronic format (MS Word) to UNDP Country Office in Uzbekistan (Mr. Sherzod Akbarov, address: Uzbekistan, 100015, Tashkent, Mirabad str., 41/3, tel. +998 71 1203450, 1206167; fax +998 71 1203485, e-mail: sherzod.akbarov@undp.org) no later than January 20, 2014.

V. Payment Conditions

Payments are based upon output, i.e. upon delivery of the services specified in the TOR and acceptance by Hiring Manager. Payment will be released in 2 installments:

- First installment (40% of total contract amount) to be made upon achievement of Deliverables 1 and 2, as stated in the part IV of the TOR
- Second installment (60% of total contract amount) to be made upon achievement of Deliverable 3 as stated in the part IV of the TOR upon timely submission of respective deliverables and their acceptance by the Supervisor and UNDP CO

VI. Recruitment Qualifications

| | |
|------------------------|--|
| Education: | Advanced university degree in economics, public/business administration, development studies or any other social science related field; |
| Experience: | <ul style="list-style-type: none"> • At least 6 years of experience with evaluation methodologies, results-based monitoring; experience within UN system will be considered an asset; • Practical experience in any of the following areas is desirable: sustainable livelihood, area based development program, rural development and human security approach; • Previous experience in professional consultancy, conducting evaluations of Joint Programmes in the area of socio-economic development is an asset • Familiarity with gender analysis and mainstreaming is an asset • Knowledge of the country context is an advantage |
| Language Requirements: | Excellent English communication and writing skills, knowledge of Russian would be an asset |
| Others: | <ul style="list-style-type: none"> • Excellent writing and analytical skills • Strong communication skills, client-orientation, ability to work in a team; • Initiative, analytical judgment, ability to work under pressure, ethics and honesty; • Advanced ability to use IT equipment and software. |

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

VII. Signatures - Post Description Certification

| | | |
|---------------------------|-----------|------|
| Incumbent (if applicable) | | |
| Name | Signature | Date |
| Name / Title | Signature | Date |

Mid-Term UN Joint Programme “Sustaining Livelihood Affected by Aral Sea Disaster” Evaluation

| | | |
|---|-----------|------|
| UNDP EGU Programme Associate Elvira Izamova | | |
| UNDP Head of EGU Mr. Sherzod Akbarov | | |
| Name / Title | Signature | Date |

7.2 Itinerary

AGENDA FOR INTERNATIONAL CONSULTANT FOR PROGRAMME EVALUATION

“Sustaining Livelihoods affected by the Aral Sea disaster”

Dates: January 12-19, 2014

| Date | Timeframe | Event |
|------------------|---------------|--|
| Monday | | |
| January 13, 2014 | Morning | Arrival to Tashkent International airport |
| | 14:00-15:45 | UNDP internal meetings |
| | 16:00-16:50 | Meeting with International Fund for Aral Sea (TBC) |
| | 17:00-18:00 | Meeting with WHO |
| Tuesday | | |
| January 14, 2014 | 9:00-10:00 | Meeting with UNESCO |
| | 10:15-11:15 | Meeting with the Ministry of Economy (TBC) |
| | 11:15-12:15 | Meeting with the Aral Gene Pool Fund (TBC) |
| | 13:00-14:00 | Lunch |
| | 14:30-15:30 | Meeting with the Ministry of Health (TBC) |
| | 16:00-17:00 | Meeting with UNV |
| Wednesday | | |
| January 15, 2014 | 08:05-09:50 | Departure from Tashkent airport (flight to Nukus) and arrival to Nukus |
| | 10:00-10:30 | Check in to Hotel and breakfast |
| | 10:30-11:30 | Meeting with Mr. Mars Mamutov, Deputy Chairman of the Council of Ministers of the Republic of Karakalpakstan (Regional Coordinator of UN Joint Programme) |
| | 11:30-12:00 | Meeting with Ms. Zukhra Ibragimova, Chairman of the Womments Committee of Karakalpakstan |
| | 12:15-12:45 | Meeting with Mr. Daniyar Khodjaev, Minister of Health of the Republic of Karakalpakstan |
| | 13:00-14:00 | Lunch |
| | 14:00 -16:30 | Meeting with the representatives of the Khorezm Rural Advisory Support Service (KRASS) Consultancy Center and Urgench State University in the UN JP office in Nukus (UNESCO partners) |
| | 16:30 – 19:00 | Meeting with the UN Joint Programme staff |
| | 19:00 – 20:00 | Dinner |
| Thursday | | |
| January 16, 2014 | 9:00-10:30 | Trip to Kanlikul district |
| | 10:30-11:00 | Meeting with Mr. Tolibai Ibragimov, Hokim (Mayor) of the Kanlikul district |
| | 11:00-13:30 | Visit social infrastructure community projects and income generation business projects sites and meeting with programme beneficiaries: a) Water supply project in Nayman community, VCC Beskopir b) Electricity supply projects in Muyten community, VCC Beskopir and Janatilek community VCC Bostan c) Graftmanship development (ganch ornaments) business project, Private Entrepreneur "Khalmuratov Elbrus", Community Committee # |

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|------------------|-------------|--|
| | | 2 d) Fish Farming Project, Farming Enterprise "Aziz-Jasur-Babur" in VCC Navruz |
| | 13:30-14:30 | Lunch |
| | 14:30-15:00 | Trip to Shumanay district |
| | 15:15-16:30 | Visit income generation business project site and meeting with programme beneficiary: Kurbanov Oralbay, Bee Farming project, LLC "Shomanay Asali", VCC Begjap |
| | 16:30-17:30 | Arrival to Nukus |
| | 21:45 | Departure from Nukus to Tashkent |
| | 23:10 | Arrival to Tashkent |
| Friday | | |
| January 17, 2014 | 10:30-11:30 | Meeting with the management and staff of the International Fund to Save the Aral Sea |
| | 14:00-15:30 | Meeting with UNFPA |
| | 16:00-17:00 | Presentation and discussion of preliminary findings and recommendations to UN senior management and staff |
| Saturday | | |
| January 18, 2014 | All day | Drafting of the Report, work with National Consultant |

AGENDA FOR NATIONAL CONSULTANT FOR PROGRAMME EVALUATION

“Sustaining Livelihoods affected by the Aral Sea disaster”

Dates: January 21-23, 2014

| Date | Timeframe | Event |
|------------------|-------------|--|
| Tuesday | | |
| January 21, 2014 | 07:10–09:55 | Departure from Tashkent airport (flight to Nukus) and arrival to Nukus |
| | 10:00–10:30 | Check in to Hotel and breakfast |
| | 10:30–12:00 | Trip to Kazakh-darya settlement, Muynaq district |
| | 12:00–13:00 | Visit project site on provision of irrigation water in the Kazakh-darya settlement by reconstruction of canal and installment of water pump station |
| | 13:00–14:00 | Lunch |
| | 14:00–15:00 | Meeting with Director of Kazakh-darya Forest Department and visit pasture creation and irrigated nursery farm sites. |
| | 15:30–18:00 | Arrival to Nukus and visit on the way to Village Health Center "Kattaagar" in Nukus district on improvement of integrated respiratory disease system (integration of the PAL Strategy) |
| | 19:00–20:00 | Dinner |
| Wednesday | | |
| January 22, 2014 | 09:00–10:00 | Trip to Lower-Amudarya State Biosphere Reserve, Beruniy district |
| | 10:00–11:00 | Visit VCC 'Hojakol', Amudarya district, project on provision of drinking pipe water |
| | 11:00–12:00 | Visiting Lower-Amudarya State Biosphere Reserve together with representatives of UNESCO |

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|---------------------|-------------|---|
| | 12:00–13:00 | Trip to Turtkul district. |
| | 13:00–14:00 | Lunch |
| | 14:00–15:00 | Visit to Djanbas kala site |
| | 15:00–17:00 | Arrival to Nukus |
| | 19:00–20:00 | Dinner |
| Thursday | | |
| January 23, 2014 | 9:00–12:00 | Trip to Muynaq district |
| | 12:00–13:00 | Meeting with Volunteer Initiative group of Muynaq district. Visiting Village Health Centre |
| | 13:00–14:00 | Lunch |
| | 14:00–15:00 | Meeting with members of the 'Uchsay' and 'Bozatau' community initiative groups |
| | 16:00–18:00 | Arrival to Nukus |
| | 21:45 | Departure from Nukus to Tashkent |

7.3 List of persons interviewed

| # | Name | Title |
|-----|--------------------------|---|
| 1. | Stefan Priesner | UN Resident Coordinator, UNDP Resident Representative in Uzbekistan |
| 2. | Jaco Cilliers | Deputy Resident Representative, UNDP Uzbekistan |
| 3. | Sherzod Akbarov | Program Analyst/Head of Economic Governance Unit, UNDP Uzbekistan |
| 4. | Elvira Izamova | Program Associate, UNDP Uzbekistan |
| 5. | Yulduz Abduganieva | Head of Department, Ministry of Economy of Republic of Uzbekistan |
| 6. | Uktam Abdurahmanov | Executive Director, Charity Social Fund Fund for Aral Gene Pool Protection |
| 7. | Fuad Aliev | Assistant Representative, UNFPA Uzbekistan |
| 8. | Feruza Fazilova | National Programme Officer on Reproductive Health, UNFPA Uzbekistan |
| 9. | Dr. Asmus Hammerich | WHO Representative, Head of WHO Country Office in Uzbekistan |
| 10. | Dr. Nargiza Khodjaeva | GEF Project Manager, WHO Country Office in Uzbekistan |
| 11. | Dr. Jamshid Gadoev | National Professional Officer Tuberculosis Control, WHO Country Office in Uzbekistan |
| 12. | Vokhidjon Akhmadjonov | Deputy Chairman, International Fund for Saving the Aral Sea Executive Committee |
| 13. | Nodirbek Hoshimov | Leading Specialist, International Fund for Saving the Aral Sea Executive Committee |
| 14. | Marat Nadjimov | Leader, Agency of International Fund for Saving the Aral Sea for Implementation of the Aral Sea Basin and GEF Projects (IFAS Agency) |
| 15. | Krista Pikkat | Head of Office, UNESCO Representative in Uzbekistan |
| 16. | Muhayyo Makhmudova | Culture Officer, UNESCO Office in Uzbekistan |
| 17. | Alexander Osipov | Ph.D. Natural Sciences Specialist, UNESCO Office in Uzbekistan |
| 18. | Voitech Hledik | UN Volunteers Programme Officer Uzbekistan |
| 19. | Bakhadur Paluanizayov | Area Manager, UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea” |
| 20. | Sagitjan Aytjanov | Team Leader of 3 rd Component , ‘ Access to services & Governance ’, UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea” |
| 21. | Ayzada Nurumbetova | Specialist on Tourism, Craftmanship and Entrepreneurship, UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea” |
| 22. | 23. Mashhura Saipova | Team Leader of 2 nd Component 2 ‘ Primary Health Care ’, UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea” |
| 24. | Marina Usmanova | Programme Assistant of UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea” |
| 25. | 26. Nabira Djemuratova | UN National Volunteer, Training Coordination Specialist |
| 27. | 28. Ruslan DauletNazarov | UN National Volunteer, Project Coordinator |

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| # | Name | Title |
|-----|------------------------|---|
| 29. | 30. Heli Nykaenen | International UN Volunteer, Project Specialist |
| 31. | Alautdin Seytniyazov | National Consultant on Creation of Income Generation Source, UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea” |
| 32. | Mars Mamutov | Deputy Chairman of Council of Ministers of Republic of Karakalpakstan (Regional Coordinator of the UN Joint Programme) |
| 33. | Zuhra Ibragimova | Deputy Chairman of the Council of Ministers of Republic of Karakalpakstan, Chairman of Women’s Committee of Karakalpakstan |
| 34. | Daniyar Khodjaev | Health Minister of Republic of Karakalpakstan |
| 35. | Liliana Sin | Director of NGO ‘Khorezm Rural Advisory Support Service’(KRASS) |
| 36. | Inna Rudenko | Senior researcher, NGO ‘Khorezm Rural Advisory Support Service’(KRASS) |
| 37. | Azat Rahimov | Senior researcher, Urgench State University |
| 38. | Elena Kan | Junior researcher, Development Specialist, NGO ‘Khorezm Rural Advisory Support Service’(KRASS) |
| 39. | Alisher Ibragimov | First Deputy Khokim of Kanlikul district of Karakalpakstan |
| 40. | Sharap Ospanov | Deputy Khokim on Social and Economic Issues of Kanlikul district of Karakalpakstan |
| 41. | Uzilkhan Ospanova | Deputy Khokim on Women’s Issues, Chairman of Women’s Committee of Kanlikul district of Karakalpakstan |
| 42. | Muyten Ayjanov | Chief of initiative group on the project for provision of electricity in the rural community of Pirjan in Kanlikul district |
| 43. | Rahimbergen Aytjanov | Member of the initiative group and beneficiary of the project on provision of electricity in the rural community of Pirjan in Kanlikul district |
| 44. | Tayir Joldasov | Member of the initiative group and beneficiary of the project on provision of electricity in the rural community of Pirjan in Kanlikul district |
| 45. | Jumamurat Aytjanov | Member of the initiative group and beneficiary of the project on provision of electricity in the rural community of Pirjan in Kanlikul district |
| 46. | Abilla Baltabaev | Member of the initiative group and beneficiary of the project on provision of electricity in the rural community of Pirjan in Kanlikul district |
| 47. | Tolibay Urazbaev | Member of the initiative group and beneficiary of the project on provision of electricity in the rural community of Pirjan in Kanlikul district |
| 48. | Rustem Allaniyazov | Member of the initiative group and beneficiary of the project on provision of electricity in the rural community of Pirjan in Kanlikul district |
| 49. | Ulugbek Jumanov | Member of the initiative group and beneficiary of the project on provision of electricity in the rural community of Pirjan in Kanlikul district |
| 50. | Alisher Jalekeev | Chief of initiative group on the project for provision of drinking water in the rural community of ‘Nayman’, Village Citizen’s Council (VCC) of ‘Beskopir’ in Kanlikul district |
| 51. | Almagul Reyimova | Member of the initiative group and beneficiary of the project on provision of drinking water in the rural community of ‘Nayman’, VCC of ‘Beskopir’ in Kanlikul district |
| 52. | Kalbike Allamberganova | Member of the initiative group and beneficiary of the project on provision of drinking water in the rural community of ‘Nayman’, VCC of ‘Beskopir’ in |

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| # | Name | Title |
|-----|-------------------------|---|
| | | Kanlikul district |
| 53. | Jalgas Daliev | Member of the initiative group and beneficiary of the project on provision of drinking water in the rural community of 'Nayman', VCC of 'Beskopir' in Kanlikul district |
| 54. | Oralbay Paluanov | Member of the initiative group and beneficiary of the project on provision of drinking water in the rural community of 'Nayman', VCC of 'Beskopir' in Kanlikul district |
| 55. | Rejepbay Anarbaev | Member of the initiative group and beneficiary of the project on provision of drinking water in the rural community of 'Nayman', VCC of 'Beskopir' in Kanlikul district |
| 56. | Aralbay Sarsenbaev | Chief of Private Farm “Aziz-Jasur-Babur”, beneficiary of fishery development project in VCC of 'Begjap' in Kanlikul district |
| 57. | Elbrus Halmuratov | Private entrepreneur, beneficiary of project on development of craftsmanship in MPK №2 in Kanlikul district |
| 58. | Ibragim Davletmuratov | Khakim of Shumanay district of Karakalpakstan |
| 59. | Polat Mamutov | Employee of LLC 'Hojinazar Ahun', beneficiary of project on development of beekeeping in VCC 'Sari Altin' in Shumanay district |
| 60. | Bekbergen Kidimiyazov | Chairman of VCC 'Begjap' in Shumanay district |
| 61. | Ongalbay Halmuratov | Chief of Private Farm 'Abdulla', beneficiary of project on development of beekeeping VCC 'Begjap' in Shumanay district |
| 62. | Dauletliyaz Seitniyazov | Employee, beekeeper of Private Farm 'Abdulla', VCC 'Begjap' in Shumanay district |
| 63. | Damegul Satibaldieva | Private entrepreneur 'Karabayli nan', beneficiary of project of development os mini-bakery in VCC 'Begjap' in Shumanay district |
| 64. | Marjan Ishanbaeva | Chief of 'Katta Agar' Rural Health Center, beneficiary of project on introducing PUL strategy in VCC '60 Years' of Nukus district |
| 65. | Gulzabiray Abildaeva | Chied of section of AIDS Centre of Ministry of Health of Karakalpakstan |
| 66. | Sabir Kalenov | Director of 'Kazakhdarya' Forest and Haunting Farm in Muynaq district |
| 67. | Ongarbay Berdimuradov | Chief of Area of 'Kazakhdarya' Forest and Haunting Farm in Muynaq district |
| 68. | Kiyas Jumamuratov | Specialist of 'Kazakhdarya' Forest and Haunting Farm in Muynaq district |
| 69. | Dauletmurat Turimbetov | Employee of 'Kazakhdarya' Forest and Haunting Farm in Muynaq district |
| 70. | Perdebay Beskabulov | Employee of 'Kazakhdarya' Forest and Haunting Farm in Muynaq district |
| 71. | Bahitjan Mambetnazarov | Area Inspector of the Tax Inspection of the Muynaq district |
| 72. | Orakbay Eshmuratov | Chief of Private Farm 'Allan Eshmuratov' in the Muynaq district |
| 73. | Buharbay Idaev | Chief of VCC 'Kazakhdarya', Chief of initiative group for project on provision of irrigation water in the village of 'Kazakhdarya' by reconstructing the canal and installing the water pump station, Muynaq district |
| 74. | Aydarali Sahiev | Director of School №15, beneficiary and member of the initiative group on the project for provision of irrigation water in the village of 'Kazakhdarya', |

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| # | Name | Title |
|-----|-----------------------|--|
| | | Muynaq district |
| 75. | Janabay Utemuratov | Chief of fire service in the VCC ‘Kazakhdarya’ of Muynaq district |
| 76. | Janabay Jubanov | Secretary of the VCC ‘Kazakhdarya’ of Muynaq district |
| 77. | Bahargul Utemuratova | Nurse of the Kindergarten VCC ‘Kazakhdarya’ of Muynaq district |
| 78. | Svetlana Saytova | Adviser of the VCC ‘Kazakhdarya’ of Muynaq district |
| 79. | Adilbay Baydullaev | Assistant of the VCC ‘Kazakhdarya’ of Muynaq district |
| 80. | Janaydar Mendibaev | Inspector of the ‘Uzagrosugurta’ Insurance Company, VCC ‘Kazakhdarya’ of Muynaq district |
| 81. | Kurbanbay Moldagaliev | Chief of management section of the School №15, VCC ‘Kazakhdarya’ of Muynaq district |
| 82. | Paluan Utegenov | Teacher of School №15, VCC ‘Kazakhdarya’ of Muynaq district |
| 83. | Aydinbek Akilbekov | Engineer of water paump station ‘KK УЭНЦЭС’, VCC ‘Kazakhdarya’ of Muynaq district |
| 84. | Ulugbek Tileuniyazov | Chief of Social Sector of the Ministry of Economy of Karakalpakstan, participant of the training on Human Development and Human Security |
| 85. | Najmitdin Kazakhbaev | Chief of Joint section of the Ministry of Economy of Karakalpakstan, participant of the training on Human Development and Human Security |
| 86. | Rajapbay Srashov | Teacher Economics Faculty of Karakalpak State University, participant of the training on Human Development and Human Security |
| 87. | Bibinaz Keunimjaeva | Lawyer of Bsuiess Women’s Association of Karakalpakstan, Certified treainer of the UN Joint Programme |
| 88. | Leonid Kim | Director of LLC ‘Shumanay Buhgalteriya’, Chief of newly created Information Resource Center under UN Joint Programme |
| 89. | Oralbay Allaniyazov | Chief of Private Farm ‘Majid Allaniyazov’, Trained Extension Agent in the Shumanay district |
| 90. | Daulet Kaljanov | Chief of Private Farm ‘Tilep’, Specialist of Farmer’s Council, Trained Extension Agent in the Shumanay district |
| 91. | Bakhtiyar Yusupov | Specialist of ‘Akkum’ Private Farm, Receiver of Laser Levelling equipment, Trained Extension Agent in the Shumanay district |
| 92. | Tamara Ametova | Adviser VCC ‘Diyhanabad’, Shumanay district |
| 93. | Dilbar Koshpanova | Private entrepreneur, beneficiary of project on development of craftsmanship on sewing national dresses, Shumanay district |
| 94. | Kurbangul Otepova | Employee-Student of project on development of craftsmanship on sewing national dresses, Shumanay district |

7.4 List of documents reviewed

1. Guidelines for the United Nations Trust Fund for Human Security, Seventh Revision¹, 9 November 2012;
2. “Sustaining Livelihoods Affected by the Aral Sea Disaster” Joint Programme Proposal, October 2011;
3. Annual Progress report of UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster” to UNHSTF, February 28, 2013;
4. Annual Progress report of UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster” to UNHSTF, January 31, 2014;
5. Quarterly progress reports of UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster” for Quarter III and IV of 2013;
6. Agreement between UN and UNDP Uzbekistan on funding of Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster”, January 2012;
7. Budget Revision and Consolidated Annual Work Plans of UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster”;
8. Letter of President of Republic of Uzbekistan to UN SG and Program of measures on liquidation of consequences of drying Aral sea and preventing catastrophe of ecosystem in Aral sea basin, July 2013;
9. Micro Capital Grant Agreement signed between the UNDP Uzbekistan, Ministry of Economy of Republic of Uzbekistan and Charity Social Fund for Aral Gene Pool Protection, January 2013;
10. Memorandum of Understanding between the UNDP Uzbekistan, Council of Ministers of Republic of Karakalpakstan and Khokimiyat of the Kanlikul district of the Republic of Karakalpakstan, November 2012;
11. Memorandum of Understanding between the UNDP Uzbekistan and Israel’s Agency for International Cooperation (MASHAV), October 2012;
12. Presentation on Human Security by UNTFHS, New York, December 2011;
13. UNTFHS Country Debrief for Uzbekistan by ‘Universalis’, February 2013;
14. Review of UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster” by RSC in Bratislava, November 2013;
15. Minutes of UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster” Project Board meeting, November 28, 2012;
16. Copies of correspondence between the UNDP and Ministry of Economy of Republic of Uzbekistan, October 2013;
17. Minutes of an explanatory meeting between the representatives of Ministry of Economy of Republic of Uzbekistan and UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster”, July 2013;
18. Minutes of a selection committee on selecting of business projects from three target districts for co-financing within the framework of UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster”, UN Women in Uzbekistan and the Women’s Committee of Republic of Uzbekistan, October 2013;
19. UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster” Community Development Plans, Design and Implementation Concept, August 2012;
20. UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster” Rapid Analysis Of Socio-Economic Data, 2012;

21. UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster” Monitoring visit report, August 2013;
22. Community Development Plan of VCC “Kazakhdyara, Muynaq district, Republic of Karakalpakstan”, 2012;
23. Report on Donor Assistance in Karakalpakstan in 2006-2011, UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster”;
24. Brochure of UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster” in Uzbek;
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26. ‘Окпенин Саламатлыгын Беккемлеймиз!’ and ‘Укрепляем легочное здоровье!’ brochures in Karakalpak and Russian about respiratory diseases and TB, UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster”;
27. ‘Руководство по ведению больных с болезнями органов дыхания для специалистов первичного уровня здравоохранения на основе стратегии PAL ВОЗ’ PAL Guidelines in Russian, UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster”;
28. ‘Календарь профилактики респираторных заболеваний’ calendar – brochure in Russian on respiratory diseases, UN Joint Programme “Sustaining Livelihoods Affected by the Aral Sea Disaster”;
29. Training materials on production of cucumbers in the greenhouse, marketing, Improving business skills of farmers, fresh-cut horticultural produce and about Ecofresh - Carmel - Agrexco LTD, MASHAV in Karakalpak, Russian and English languages;
30. ‘Табиий ресурслардан тураклы пайдалануу бойынша семинар тренинг’ materials from training seminar on sustainable management of natural resources on the territory of lower Amudarya State biosphere reserve in Karakalpak language;
31. ‘Яйлов хўжалигини бошқариш механизмлари’ ‘Коракўлчиликда мустахкам озука базасини яратиш ва кўйларни тўла кийматли озиклантиришни ташкил этиш’ training materials on effective pasture management and fodder preparation in Uzbek language;
32. Materials of training on ‘Preparation of local consultants in rural places’, ‘Providing consulting services to farmers and rural people’ and ‘Introduction of laser leveling of irrigated land in Karakalpakstan’ in Uzbek language;
33. ‘Коракалпогистон ҳамда кизилкум чўли ҳудудлари дехкон ва фермер хўжаликларида йирик ва майда шохли моллар орасида учрайдиган асосий юкумли ва инвазион касалликларини олдини олиш ва қарши кураш чоралари’ training materials on elimination and prevention of infectious animal diseases and livestock service provision in Uzbek;
34. ‘Подходы и технологии устойчивого управления лесными и земельными ресурсами’ and ‘Нижне-Амударьинский государственный биосферный резерват – цели, задачи и требования, предъявляемые к его функциональным зонам’ seminar-workshop materials and report on creation of lower Amudarya State biosphere reserve and sustainable forest and land resource management in Karakalpak and Russian languages;
35. Materials of ‘Expansion of economic empowerment of women through the development of social entrepreneurship and socially responsible business: national and international experience’ 5 day seminar in Russian language;
36. Materials of ‘Ёш тенгдошлар таълими бўйича амалий қўлланма’, ‘Влияние экономических аспектов на репродуктивное здоровье и планирование семьи’ and

- ‘Практическое пособие по внедрению услуг дружелюбных к молодежи в учреждениях здравоохранения’ seminars and ToT workshops on youth peer education, reproductive health and family planning and community health volunteers in Uzbek and Russian languages;
37. Training materials on DevInfo, Gender statistics, Human security and Results Based Management and Sustainable development in Russian language;
 38. Presidential Resolution # 1046 on ‘Declaration of 2009 as the Year of Rural Development’, January 2009 in Russian;
 39. Presidential Resolution # 1271 on ‘Declaration of 2010 as a Year of a harmoniously developed generation’, January 2010 in Russian;
 40. Presidential Resolution # 842 on development of livestock production and improved veterinary services in Russian;
 41. Resolution of Cabinet of Ministers of Republic of Uzbekistan # 44 on construction of private houses in rural areas in Russian;
 42. Program of Actions on providing assistance to the countries of the Aral Sea Basin for the period of 2011-2015 (ASBP-3) in Russian, Executive Committee of International Fund for Saving the Aral Sea;
 43. UNDP Management Response to Independent Evaluation of Area Based Development Programme in Kashkadarya and Karakalpakstan Regions of Uzbekistan, UNDP Uzbekistan, February 2012;
 44. Inception Report, Evaluation of “Area-Based Development Programme (ABD) and TB Project, January 2012;
 45. Independent Evaluation of UNDP Uzbekistan “Area Based Development Programme in Kashkadarya and Karakalpakstan Regions of Uzbekistan”, February 2012;
 46. Terminal Evaluation Report, UNDP Uzbekistan/GEF Project “Conservation of Tugai Forest and Strengthening Protected Areas System in the Amu Darya Delta of Karakalpakstan”, January 2012;
 47. Mid Term Evaluation Report of UNDP Uzbekistan “Achieving Ecosystem Stability on Degraded Land in Karakalpakstan and the Kyzylkum Desert” project, October 2010;
 48. Final Evaluation Report of UNDP Uzbekistan “Achieving Ecosystem Stability on Degraded Land in Karakalpakstan and the Kyzylkum Desert” project, November 2012;
 49. Final Outcome Evaluation of UNDP Uzbekistan and UE Joint Programme “Enhancement of Living Standards in Fergana Valley”, December 2011;
 50. Mid Term Review of UNDP Uzbekistan/GEF Project “Mainstreaming biodiversity into Uzbekistan’s oil-and-gas sector policies and operations”, August 2013;
 51. *UNDP Outcome-Level Evaluation, A Companion Guide to the Handbook on Planning, Monitoring and Evaluating for Development Results, May, 2011;*
 52. *The evaluation policy of UNDP, Executive Board of the United Nations Development Programme and of the United Nations Population Fund, November 2010;*
 53. *UNDP Evaluation Office, UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports, 2010;*
 54. *UNDP Evaluation Office, Handbook on Planning, Monitoring and Evaluating for Development Results, 2009;*
 55. *UNDP Evaluation Office, UNEG Ethical Guidelines for Evaluation, March 2008;*
 56. *UNDP Evaluation Office, Standards for Evaluation in the UN System, April 2005;*
 57. *UNDP Evaluation Office, Norms for Evaluation in the UN System, April 2005;*

7.5 A list of questions for semi-structured interviews

Questionnaire UN partners

DESIGN LEVEL

Relevance

- What is the level of Government’s commitment to supporting livelihoods in the areas affected by Aral Sea Disaster and addressed by the Programme? What is the evidence (e.g. Government policies and programs, budget allocations)?
- Did the Government priorities in supporting livelihoods affected by the Aral Sea Disaster change since the Programme was launched? Did the Programme adjust its activities to reflect these changes?
- Are the Programme design and its objectives relevant vis-à-vis national policies and strategies?
- How and why were the Programme areas of interventions selected? Was the Programme based on a needs assessment? What were its findings? Did you UN agency conduct a needs assessment to identify priority areas for the Programme?
- What was the extent of your agency’s involvement into the design, implementation, monitoring and evaluation of the Programme? Are you satisfied with the patterns of collaboration established?
- Was the Joint Programme model the best option to respond to development challenges stated in the Programme Document? Do you believe that the organizational arrangements of the Programme provide the necessary institutional framework and incentives for all partners to collaborate?
- What was the mechanism and process of decision making on Joint Programme priorities and activities? Did it prove to be effective? What is the evidence?
- How did the partnership contribute to the achievement of the Programme outcomes? What was the level of stakeholders’ participation?
- Are the national partners satisfied with the Joint Programme partnership strategies? What is the evidence?
- Do the management arrangement of the Joint Programme work? If no, please come up with suggestions and recommendations on how to improve it.
- What would be the pros and cons of adopting “UN as one delivery model” for the Programme?
- Do the Joint Programme stakeholders and target groups find the Joint Programme activities useful? Do you have some evidence to share to substantiate your views?
- Do you collaborate with other development partners in the course of Programme implementation? Did the Joint Programme consult and make use of the skills, experience and knowledge of the appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions in the design of Joint Programme activities? Please elaborate.
- Were the Joint Programme plans and activities been revised? If yes, why? What were the reasons and implications for revision?
- Do the outcomes, outputs and activities developed during the Joint Programme proposal development phase, still represent the best Joint Programme strategy for achieving the objectives?
- How do the multiple Programme partners and beneficiaries view its relevance?

Design of Joint Program M&E system:

- What is the Joint Programme M&E plan to monitor results and track progress?
- What are the Programme’s baseline, relevant indicators and data analysis systems?
- Does the Programme clearly distinguish between inputs, outputs, outcomes and impacts? What are they?
- Are the time frames for various M&E activities and standards for outputs clearly specified?
- Which monitoring tools do you use?
 - Do they provide the necessary information?
 - Do they involve key partners?
 - Are they efficient?
 - Are additional tools required?
- How do you use the logical framework as a management tool during implementation of the Programme? Have you changed it?

PROCESS LEVEL

Efficiency

- What is the Joint Programme’s management model (i.e. economic, human and technical resources; organizational structure; information flows; decision making in management)?
- Is the Joint Programme’s management model efficient in comparison to the outputs delivered? What is the evidence?
- To what extent was the implementation of a Joint Programme intervention (group of agencies) more efficient (or less efficient) in comparison to what could have been achieved through a single agency’s intervention? Can you provide a few examples?
- To what extent the governance of the Joint Programme at the national and local levels contributed to efficiency and effectiveness of the Joint Programme? To what extent these governance structures were useful for development purposes, ownership, for working together as ONE? Did they enable management and delivery of outputs and results?
- What type of work methodologies, financial instruments, and business practices have you used to increase efficiency in delivering as one?
- What type of (administrative, financial and managerial) obstacles did the Joint Programme face and to what extent have this affected its efficiency?
- Have been the timelines of activities always met? If not, why? What has been done to address any delays?
- Did the Programme management ensure quality and cost-effectiveness of the process of transforming inputs into outputs and outcomes? What is the evidence? Did the Programme apply cost-saving strategies? What are they? Did they work?
- Can the costs of Programme deliverables be lowered while still achieving Programme objectives?
- Are there alternative delivery methods that can achieve the Programme objectives more efficiently? What evidence is there to support such methods?

Ownership in the process:

- To what extent did the targeted population, citizens, participants, local and national authorities make the Joint Programme their own, taking an active role in it? What models of participation have driven the process? Did these models work? How can they be improved?

- To what extent and in what ways has ownership or the lack of it, impacted the efficiency and effectiveness of the Joint Programme?

RESULT LEVEL

Effectiveness

- To what extent have the planned results been achieved to date (quantitative and qualitative) according to the Programme results framework? Were the planned geographic area and target groups successfully reached?
- How do the Programme components interact and complement each other? Were the Joint Programme’s outputs and outcomes synergetic and coherent?
- Are there some Programme objectives that were not achieved? What are the reasons?
- What are the factors beyond the Joint Programme’s immediate control that influence progress towards achieving expected outcomes and results?
- Has the Joint Programme come up with innovative measures for problem-solving? What are they?
- What good practices or successful experiences or transferable examples have been identified? Please describe them.
- To what extent has the Joint Programme contributed to the achievement of national ownership processes and outcomes (the design and implementation of National Development Strategy, Public Policies, UNDAF, etc)?
- Did the Programme activities manage to achieve systemic changes? What are and can be the Programme’s impacts? What are they and what is the evidence?
- To what extent did the Joint Programme help to increase stakeholder/citizen dialogue and/or engagement on development issues and policies?

Sustainability

- Does the Programme have a clear exit strategy?
- Did the Programme design include appropriate sustainability strategies such as promoting national/local ownership and using of local capacity, etc.? Did these strategies work? How did you work with the national and Karakalpakstan’s Governments to promote successful practices developed through the Programme into policies and government programs?
- Did you use these sustainability strategies from the beginning of Joint Programme implementation?
- Did you manage to enhance the level of Programme ownership by stakeholders? Did you develop and implement some effective strategies strengthening/building national and local ownership of the Programme? What is the evidence to support your statements about the level of ownership?
- Will the targeted institutions and partners be able to continue pursuing key objectives of the Programme once it is completed? Which components of the Programme are sustainable? Please provide specific indicators of sustainability.
- Have operating capacities been created and/or reinforced in national partners? Do the partners have sufficient financial capacity/budget commitments to continue pursuing the Programme objectives when it is completed? Will stakeholders continue supporting or carrying out specific Joint Programme activities; replicate the activities in other regions or sectors of the country; scale them up and adapt the Joint Programme results in other contexts? What is the evidence?

- To what extent the Joint Programme objectives, strategies and interventions are mainstreamed into the broader national and regional development policies and sectoral plans? What are the prospects for further development of related interventions after the end of UN support?
- Are there some components where sustainability remains an issue? What can be done to improve sustainability of these components? What actions have been taken to improve Programme sustainability? Did they work?

Questionnaire Government partners

DESIGN LEVEL

Relevance

- What is the level of Government’s commitment to supporting livelihoods in the areas affected by Aral Sea Disaster? What is the evidence?
- To what extent are the Programme’s design and its objectives relevant vis-à-vis national policies and strategies?
- Are the activities implemented by the Programme and its objectives relevant to your Ministry’s strategic plans? Please elaborate.
- How do you collaborate with the Programme?
- Were you involved into the Joint Programme design, implementation, monitoring and evaluation? If yes, how (e.g., sharing knowledge and expertise)?
- Do you find the Joint Programme activities useful and relevant?
- Did the Government priorities in supporting livelihoods affected by the Aral Sea Disaster change since the Programme was launched? Did the Programme adjust its activities and objectives to reflect these changes?
- How do other partners and beneficiaries view the Programme relevance? What can be done to improve its relevance?
- Are you satisfied with the Joint Programme’s partnership strategies and your ministry involvement?

PROCESS LEVEL

Efficiency

- In your expert opinion, does the current model of implementation of a Joint Programme intervention by a group of agencies is more efficient (or less efficient) in comparison to what could have been achieved through a single agency’s intervention?
- Have been the timelines of activities always met? If not, why?
- Did the Programme management ensure quality and cost-effectiveness of the process of transforming inputs into outputs and outcomes?
- Can the costs of Programme deliverables be lowered while still achieving Programme objectives?
- Are there alternative delivery methods that can achieve the Programme objectives more efficiently?

RESULT LEVEL

Effectiveness

- To what extent have the planned results been achieved to date (quantitative and qualitative)?
- To what extent did the Joint Program have an impact on the targeted population?
- What was the Programme’s coverage - were the planned geographic area and target groups successfully reached?
- What were the constraining and facilitating factors that influenced the achievement of results? What are the factors (positive and negative) that affected output completion? Are there some Programme objectives that were not achieved? What are the reasons?
- How do the Programme components interact and complement each other?
- What good practices or successful experiences or transferable examples have been identified?
- Did the Programme activities manage to achieve systemic changes? What are and can be the Programme’s impacts? What are they and what is the evidence?
- To what extent did the Joint Programme help to increase stakeholder/citizen dialogue and/or engagement on development issues and policies?

Sustainability

- What is the degree of your ministry commitment to continue supporting or carrying out specific Joint Programme activities; replicate its activities in other regions or sectors of the country; scale them up and adapt the Joint Programme results to other contexts?
- Do you find the Joint Programme’s sustainability strategy relevant?
- Have been the capacities of your ministry strengthened by the Programme? Are you satisfied with the level of capacity building supports provided? Do you have any suggestions for improvement of capacity building interventions?
- Which components of the Programme are sustainable? Please provide specific indicators of sustainability.
- Do you have sufficient financial capacity/budget commitments to continue pursuing the Programme objectives when it is completed? To what extent the Joint Programme objectives, strategies and interventions are mainstreamed into the broader national and regional development policies and sectoral plans? What are the prospects for further development of related interventions after the end of UN support?
- Are there some components where sustainability remains an issue? What can be done to improve sustainability of these components?

Questions for Programme beneficiaries

Relevance

- How did you find out about the JP?
- In what JP activities you have been involved / familiar with?
- Did you/your community benefit from JP activities?
- What kind of benefit /assistance you/ your community obtained from JP?
- How relevant/appropriate/timely and useful were JP assistance/intervention?
- How and what could have been done differently?

Efficiency/Effectiveness

Mid-Term UN Joint Programme “Sustaining Livelihood Affected by Aral Sea Disaster” Evaluation

- What difficulty/problems you faced or experienced before JP intervention?
- How did you identify your priorities, planning and delivery of actions?
- What other parties/stakeholders have participated/engaged?
- What were the JP assistance/intervention that have or have not contributed to resolving them?
- What did you do, upon your own initiative, following JP delivery of assistance?
- How and what has changed as a result of JP intervention?
- How JP activity affected the outcome and in what ways it has not been effective?
- In your opinion, is there anything that could have been done better?
- Whom and how the outcome benefited (women, men, youth, single, disabled, older, location)?

Sustainability

- Would you participate in/support similar initiatives in the future?
- Would you like to maintain/replicate/scale up joint achievements over time?
- Once the JP is over how you are going to sustain the activity?

Conclusion/Recommendation

- In your opinion what are the three major factors/obstacles that helped/limited your ability to succeed?
- What kind of additional assistance you would require from JP for sustainability of your activity?
- What would you suggest for further improvement of JP activities?

Some guiding questions:

- *If so, how? Please, provide specific examples/evidence?*
- *Ask to tell a story with laying out concrete facts*