

TERMS OF REFERENCE

FOR CPAP OUTCOME 1 EVALUATION, UNDP TAJIKISTAN

INTRODUCTION

The UNDP country programme for the period of 2010-2015 aims to achieve the objectives set out in the National Development Strategy of the Republic of Tajikistan for the period up to 2015 (NDS), in accordance with the [UN Millennium Development Goals](#). Promotion of the national development policies and programmes are undertaken through a combination of policy support for the MDGs and capacity development support for service delivery, strategic planning, and resource mobilization. Building on its comparative advantages, programme strengths and lessons learned from previous interventions, UNDP focuses its interventions on the areas (components) of (1) Poverty Reduction and Achievement of MDGs, (2) Reducing burden of HIV/AIDS, Malaria and Tuberculosis, (3) Good Governance, (4) Crisis Prevention and Recovery, and (5) Environment and Sustainable Development. Particular attention is given to the scaling up of proven successful initiatives, utilizing best practices and lessons learned to inform policy reform, and promoting gender equality as a cross-cutting issue.

Programme Component 1: Poverty Reduction and Achievement of MDGs. The overall desired outcome was to enhance poverty reduction and economic development programmes, with a particular focus on the rural poor, women and marginalized people (e.g. returning labour migrants). To reach this outcome, UNDP supported the Government in formulating and implementing sectoral strategies and policies in selected economic and social sectors to support achievement of MDGs and the implementation of the government's NDS; facilitated development a more transparent business registration, regulatory and taxation framework that promotes businesses and public-private partnerships; provided low-income households, women and small and medium enterprises (SMEs) with access to a broad range of financial, microcredit/financing, legal, income generation and business support services; and, lastly, strengthened national capacities to negotiate and efficiently coordinate development finance with international donors and to encourage trade and foreign direct investments.

As such during 2010-2014 years UNDP has supported the Government of RT in formulation of two midterm development strategies Poverty Reduction Strategy 2010-2012 and Living Standards Improvement Strategy of RT for 2013-2015 years to support the implementation of NDS. UNDP has introduced the development planning and implementation process at the local level as a localized instrument for implementation of priorities given in national level strategic documents.

Country background and context¹

Despite of the worsening global and regional economic situation, in 2014 Tajikistan's economy was growing stably (6,7% in 2014). The poverty rate reduced to 32% in 2014. Inflation has subsided but remains susceptible to higher global food and commodity prices, standing at 7,4% in 2014. According to MEDT, macroeconomic stabilization and reducing poverty happened due to increasing volume of labor migrants' remittances (around \$US 3.5 billion, 42% of GDP in 2014). The economic sanctions imposed on Russia affected the inflow of remittances and inflation in consumption market of Tajikistan.

The year 2014 for Tajikistan was significant in terms of strengthening the regional economic and political cooperation. The Shanghai Cooperation Organization Summit in Dushanbe concluded to enhance the economic cooperation between the member states and create more favourable conditions for improving the transportation infrastructure. The International Economic and Investments Forum gathered the representatives from more than 30 countries and created opportunities to present Tajikistan as a favourable country for investment. In terms of

¹ Data is given as of end 2014

investment, China declared to invest about 6 billion USD to Tajikistan during upcoming 5 years to implement the project in the areas of gas transportation, mining and roads.

UNDP has continues supporting to the Government of Tajikistan to implement the country strategic priorities and strengthening the M&E capacities of the national and local authorities for better implementation of strategies and programmes to reduce the poverty and improve the livelihoods of population. UNDP provided support to evaluate the outcomes of National Development Strategy implementation and formulation of vision for the new long term strategy 2016-2030, which will be formulated in 2015. UNDP facilitated the process of formulation of district development programmes to support the national level priorities implementation at local level. UNDP supported the initiative of Ministry of Economic Development and Trade of RT on joining the efforts of public, private organizations and donor communities to *harmonize the legislation according to WTO requirements* and create more favourable conditions for business development and integration of Tajikistan into the world economy.

Although Tajikistan's HDI remains lowest in the region, the country continues demonstrating sustainable HDI growth rate (133rd out of 187 countries). Tajikistan's HDI is gradually increasing (0.607 in 2013 vs. 0,507 in 2012), mostly due to increasing income per capita.

Institutional set up and UNDP response

Communities Programme

Globally, UNDP advocates for nationally-owned solutions to reduce poverty and promote human development. UNDP sponsors innovative pilot projects, connect countries to global good practices and resources, promote the role of women in development, and bring governments, civil society and outside funders together to coordinate their efforts.

In Tajikistan, UNDP contributes to poverty reduction both by working on the central policy level and by supporting local level development. On the policy level, UNDP and its sister UN agencies have been active in supporting the government of Tajikistan to align its development planning with the Millennium Development Goals (MDG). At the local level UNDP supports implementation of national development priorities which is mainly carried out by the Communities Programme

UNDP's Communities Programme (CP) is aimed at the sustainable development of the most marginalized communities throughout the country. CP is a multi-year initiative launched in 2003 and built on the previous achievements of UNDP since 1996. UNDP CP supports localization and operationalization of the MDGs and the implementation of the NDS for the period 2007-2015, Living Standards Improvement Strategy of Tajikistan for 2013-2015. The mission of UNDP CP is to support improving the living standards of the Government of Tajikistan through improving local governance and creating conditions for sustainable local economic development. CP's operations on ground are implemented through five Area Offices (AO) located in Sughd and Khatlon regions, as well as in the Rasht and Zerafshan valleys. To date, UNDP CPs operations have covered 2/3 of the country's territory and 4 out of 10 people living in the country.

The programme is currently in its third phase which will continue until end of 2015. The timeframe was aligned with the strategic frameworks of UNDP and the Government of Tajikistan. This includes UNDP's Country Programme Action Plan (2010 – 2015) and the NDS. The CP directly contributes to the following outcomes of the Country Programme Document:

1. Poverty reduction - Poverty reduction and economic development programmes are enhanced, with particular focus on the rural poor, women and marginalized people.
2. Good governance - National and local levels of government have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner.

Owing to its strong network of local, national, and international partners, CP goes beyond its focus areas – reduced poverty and improved local governance – and substantially contributes to other areas addressing development challenges related to health, crises prevention and recovery, as well as energy and environment.

Indirectly, through ‘Delivering as One UNDP’ approach, the CP also supports other vertical programmes of UNDP to deliver their activities at local level such as Energy and Environment, Crises prevention and recovery, Health components programmes.

The expected outputs of the Communities Programme are:

1. Sub-national governments capacities to plan, budget and implement development and to provide public services are strengthened (especially benefiting poor and women);
2. Capacities of private sector and civil society to develop, participate in decision-making, partner with government, exercise influence and hold governments accountable are enhanced;
3. Policies, reforms, framework regulations in the areas of poverty reduction, local governance, aid coordination and CP focus areas (rural economic development, environment and energy, crises prevention/mitigation and health) are improved.

UNDP CP applies an integrated approach to local development. This is achieved by enhancing both supply and demand sides of governance. On supply side, has consistently engaged with the local, sub-nation and national governments in order to improve governance accountability, accessibility and representation, and to bring about positive changes in poverty alleviation across the country. On the demand side, UNDP CP builds the capacity of the civil society and private sector representatives and thereby ensures their active engagement in local planning and decision making processes. At the same time, CP provides tools such as *methodology on district development planning* and creates platforms such as participatory *District Planning Process* that brings together the supply and demands sides around their needs. To date, with the support of UNDP CP, 41 out of 67 districts and towns of the country have been covered with the planning process.

BRIEF DESCRIPTION OF THE OUTCOME (BASELINE OF THE OUTCOME AND CURRENT SITUATION OF THE OUTCOME)

UNDP continued its efforts and expanded upon existing interventions, including the provision of strategic policy advice and coordination, to support the Government of Tajikistan’s work to reduce poverty and reach the MDGs. Poverty reduction and economic development initiatives were closely linked with improving governance and promoting sustainable environmental and resource management. As such, UNDP worked to achieve the following outcome:

Outcome 1: Poverty reduction and economic development programmes are enhanced, with particular focus on the rural poor, women and marginalized people. UNDP scaled up support to the MDGs, targeting macro-level economic policy development and implementation at the national and sub-national levels. UNDP provided advisory support to the national government in formulating and implementing strategies and policies in key economic and social sectors. UNDP strengthened national capacities for efficient aid coordination and increase trade and foreign direct investment. At the local level, UNDP focused on poverty reduction initiatives to support the economic development of farmers and small businesses, particularly the rural poor, women and marginalized people. Support included: increasing access of individuals to microcredits, grants, and various sustainable business support services and enhancing rural economic livelihoods. Taking into account the significance of labour migration to the economy of Tajikistan, UNDP continued to encourage migrants to invest remittances in community-based initiatives as well as through the Trust Fund mechanism as a significant contributor to local economic development. Most of the activities within the output are implemented through Communities Programme.

OUTCOME PROGRESS BY THE END OF 2014 AND UNDP CONTRIBUTION²

During 2010-2015 CPAP implementation period UNDP made significant progress towards achieving the results of Outcome 1. UNDP in cooperation with Governmental authorities, mainly Ministry of Economic Development and Trade of RT supported elaboration of two midterm development strategies, namely Poverty Reduction Strategy for 2010-2012 and Living Standards Improving Strategy of RT for 2013-2015 years to support the implementation of National Development Strategy of the Republic of Tajikistan for the period of 2007-2015. Due to extensive efforts in areas of socio-economic development of Tajikistan the poverty rate has been reduced from 46,7% in 2009 to 32% in 2014 year. Tajikistan three times has been recognized among the top ten reformer countries in World Bank “Doing Business” Report. The latest recognition was received in 2014 for the implementation of reforms in areas of starting a business, dealing with construction permits, getting credits and paying taxes. As of 2015 Tajikistan is ranked in 166 position among the 189 countries³. The average annual growth of the country for the past 5 years was about 6-7%. Tajikistan occupies 133rd out of 187 countries in Human Development Index. Tajikistan accessed to WTO⁴ in 2013 and joined the United Nations Convention on the Recognition and Enforcement of Foreign Arbitral Awards that came into force in 2012. In 2014 Tajikistan has joined the Hague Convention Abolishing the Requirement for Legalization for Foreign Public Documents and joining Tajikistan to these two conventions will improve the business environment, simplify the procedures for investments inflow and protect the rights of foreign investors in Tajikistan. During the period of 2010-2014 elaboration of more than 30 laws supporting socio-economic growth were facilitated.

To support the local development processes the districts and jamoat development planning methodologies were elaborated and adopted by Ministry of Economic Development and Trade of RT with support of UNDP. Using the methodology, 41 out of 67 districts countrywide have developed participatory mid-term socio-economic development programmes; More than 160 000 low income households, including women (approx. 40%) received microcredits to start and improve their businesses as well as established Business Challenge Fund for SMEs; Through the conduction of vocational training courses UNDP supported 1257 (53% women) poor, disabled, and unemployed people to obtain new skills and professions. Strengthened capacities of local authorities and private sector in: (i) planning, implementation, fundraising, project proposal development, monitoring and evaluation of national and local level strategies and programs; (ii) establishing the dialogue between public, private sectors and CSO, and ensured their active participation in promoting and implementing reforms for good governance and local economic development and in order to facilitate this process UNDP assisted in creation of district level Consultative Councils on improving investments climate and economic development in 5 districts of Tajikistan as well as cooperates with National Consultative Council on improving investments climate under the President of RT, and such platforms at the regional level of Sughd, Khatlon and Rasht Valley; UNDP assisted in strengthening cross border collaboration and good neighbour hooding activities through improving opportunities for regional and cross border economic development between bordering districts of Tajikistan, Afghanistan and the Kyrgyz Republic. As well as UNDP significantly contributed in improvement of economic, food, environmental, health and personal security for the vulnerable population of the country regions. UNDP supported improving the country exports abilities by promoting the trade related policies (one Trade Development Plan of Sughd Region was elaborated and another one for Khatlon Region is ongoing), improving the operations of SMEs in agribusiness sector by introducing the quality management standards, advanced skills in trade promotion and etc. During this period a number of publications, such as Annual guides “Development Partners” and “Foreign Aid Report” were prepared and published, based on annual AIMS update, and were further distributed among the Government, Parliament, ministries and departments, local authorities, all development partners. Besides, electronic versions of guides are placed on SCISPM official website;

² The progress by Communities Programme Output target indicators for 2010-2015 will be given in separate document as well as in Communities Programme Progress Reports.

³ Due to changes in methodology and introduction of new indicator “Getting electricity” Tajikistan technically several times changed its position. For example in 2011 Tajikistan position was 139 among 183 countries

⁴ UNDP supports MEDT in coordination of the implementation past WTO accession plan

Main outputs and initiatives expected to contribute the outcome

The UNDP CPAP for 2010-2015 outlines the following key UNDP outputs and relevant targets which would contribute to achievement of the outcome 1.

Outcome 1. Poverty reduction and economic development conditions are improved, with particular focus on the rural poor, women and marginalized people.

Indicator:

- 1) % decrease in poverty level
- 2) the rate of economic growth in country based on MDG and NDS targets
- 3) the rate on Human Development Index (HDI)

Baseline:

- 1) 53% of population is under the poverty line
- 2) 7% economic growth in 2008 and 1.8% in 2009
- 3) 124th out of 179 on HDI

Target:

- 1) The rate of poverty decreased to 45%
- 2) To reach an average 5% growth for next 6 years
- 3) 120th out of 179 on HDI

Expected Outputs, targets and Indicators

1.1. Sectoral strategies and policies in selected economic and social sectors are formulated and implemented to support achievement of MDGs and implementation of National Development Strategy (NDS).

Indicator #1: Number of sectoral strategies /policies developed and implemented in support of MDGs & NDS

Baseline: Several sector specific strategies have been attempted with limited success, due to inadequate planning/coordination

Overall Target: Strategies/ policies in 3 sectors (agriculture, business development and microfinance) are developed and successfully implemented

2011 – 2013 Target: One strategy / year developed and implemented

Means of Verification: Press releases, Project progress reports; *Frequency:* Annually

1.2. A business registration, regulatory and taxation framework is developed that is more transparent and favorable for the promotion of businesses and public-private partnerships, leading to improved economic development.

Indicator #1: The implementation of a new framework to support business development, as a means to improve Tajikistan's ranking on "Ease of doing business"

Baseline: Tajikistan is 151st on "ease of doing business" among 180 countries in the world

Target: A new registration, regulatory and taxation framework is established and implemented to better support business development, that results in a 7-position improvement in Tajikistan's ranking on "ease of doing business" to 144th.

Means of Verification: 'Doing Business Report'; *Frequency:* Annually

1.3. Low-income households, women and small and medium enterprises (SMEs) are provided with access to a broad range of financial, microcredit/ financing, legal, income generation and business support services.

Indicator #1: Number of low-income households provided with access to micro-credit, grants and business support services; percentage of women provided access (disaggregated by sex and age)

Baseline: Lack of financial services and business support services resources for low-income and female headed households in rural communities.

Target: At least 1,000 new low-income households (at least 35% female-headed) benefit from access to microcredit/deposit, grants and business advisory support, leading to improved economic livelihoods

2010 – 2015 Annual Target: At least 100 new low-income households benefit from access to micro-credit; 50 households from BAIC services; and 50 from grant access

Means of Verification: Press releases, project progress reports, mass-media new, Report from MFIs

Frequency: Semi-annually

Indicator #2: Number of SMEs established and registered; % female-led SMEs.

Baseline: 7000 SMEs registered

Target: At least 300 additional SMEs registered; 30% by women

Yearly Targets (2010 – 2015): Establish and register 50 SMEs per year. At least 30% of SMEs led by women

Means of Verification: Statistical report, mass-media news, project progress reports;

Frequency: Annually

Indicator #3: Number of public-private partnerships established to improve public service delivery

Baseline: Poor public-private cooperation in public service-delivery

Overall Target: At least 3 public-private initiatives on better public service delivery piloted

2012 – 2014 Annual Target: 1 public-private initiative piloted per year

Means of Verification: Project progress reports, mass-media news;

Frequency: Annually

1.4. National capacities are strengthened to negotiate and efficiently coordinate development finance with international donors, such that trade and foreign direct investments increase.

Indicator #1: % increase in foreign direct investment and exports

Baseline: Insufficient state support to attract foreign investment and promote exports

Target: Effective promotion of investments, such that international direct investment increases and exports increase by 20% from 2008

Means of Verification: Report from governmental agencies, publications; *Frequency:* Annually

Indicator #2: Number of information tools and reports developed to coordinate and manage foreign aid

Baseline: While there is a Foreign Aid Report and Development Partners Profile Report produced by the Government annually and an aid coordination unit, there are limited information tools for aid coordination

Target: Creation of foreign aid and development partners reports, as well as new information tools such as website and database implemented to support effective aid coordination

Means of Verification: Report from governmental agencies, publications;

Frequency: Annually

OBJECTIVES OF THE EVALUATION

UNDP Tajikistan CPAP **Outcome 1. Poverty reduction and economic development conditions re improved, with particular focus on the rural poor, women and marginalized people,** represent one of the largest portion of resources spent by UNDP in the country.

The outcome evaluation will not only assess progress towards or achievement of the outcome but will also make recommendations on the realignment of programme design and response arrangements to be adopted both for the

immediate, short term and long term. The findings and recommendations of the outcome evaluation will be used to identify UNDP involvement in the Sustainable and inclusive economic development area in Tajikistan within the corporate planning frameworks and documents for the new programming period 2016-2020 such as new United Nations Development Assistance Framework (UNDAF) and Country Programme Document (CPD) which will ensure achievement of the expected development outcome (s).

Scope of the evaluation

The scope of the evaluation is expected to include lessons learned, findings and recommendations in the following areas:

- Identify whether the **outcome results** as stated in the CPAP are achieved or what is the progress made towards its achievement. The outcome should be assessed within the context of the overall national policies and strategies response as well as in the context of UNDP mandate in the field of poverty reduction and economic development.
- Identify contribution of key UNDP outputs to achievement of the outcome results.
- Review the contribution of the UNDP outputs towards attainment of targets set in the Millennium Development Goals, UNDAF and CPD/CPAP and national strategic goals according to NDS/PRS/LSIS and sectoral national programmes and action plans on poverty reduction and economic development.
- Analyze the underlying factors within and beyond UNDP's control that affect the outcome (including analysis of the UNDP strength, weaknesses, opportunities and threats affecting the achievement of the outcome).
- Identify whether UNDP's inputs and other interventions can be credibly linked to the achievement of the outcome, including the key outputs from programmes, projects and soft (i.e policy advice and dialogue, advocacy and brokerage/coordination services) and hard assistance that contributed to the outcome.
- Review whether UNDP's partnership strategy was appropriate and effective including the range and quality of partnerships and collaboration developed with government, civil society, donors, the private sector and how it has contributed to improved programme delivery. Analyze the degree of stakeholder and partner involvement in the various processes related to the outcome.
- Analyse the overall status and effectiveness of UNDP's collaboration with other organisations of the United Nations system within the framework of the UNDAF Thematic Group on Poverty Reduction and Governance.
- Review the extent of mainstreaming and addressing of gender, environmental and human rights issues in UNDP programming and how it has contributed to the achievement of the outcome.

The evaluation should be based on the following criteria:

Relevance: concerns the consistency of activities and targets with national and local development programmes and national development challenges, and the needs of intended beneficiaries. It also relates to the relevance to UNDP's corporate and human development priorities, as well as the UNDAF and UNDP country programme.

Effectiveness: refers to the manner in which the intended outcome targets were achieved. Measuring effectiveness will involve - to the extent possible - an assessment of cause and effect, and judging the extent to which observable changes be attributed to project activities.

Efficiency: refers to how economically resources (funds, expertise and time) were used to achieve results.

Sustainability: refers to the extent to which the benefits of the results will continue beyond the support provided. Assessing sustainability involves evaluating to what extent capacity can be maintained.

Impact: from UNDP's perspective, this measures, to the extent possible, the changes in human development that are caused by the projects activities. However, impact evaluation usually faces a number of challenges, mainly because is very difficult to attribute impacts to certain activities, especially when a limited period of time has passed since implementation.

Review the effectiveness of programme implementation through the projects implemented by the Communities Programme, Aid Coordination and Investments Promotion project and other relevant projects and cross-cutting initiatives as well assessing the level of capacity development achieved. An assessment should also be made of the validity of the assumption of UNDP's comparative advantage in the area of capacity development of the government, civil society, private sector:

- The quality and timeliness of inputs, the management capacity, the reporting and monitoring systems, the project/programme administration provisions and the methodologies applied in implementation of activities and the extent to which these may have been effective.
- Outline and include in the report at least 4 brief case studies covering introduction of effective governance instruments at the national and local level, support to local economic development, private sector development and investments promotion and integration the poverty and environment issues into the context of national agenda and local development.

Products expected from the evaluation

- 1) Inception report with finalised and agreed terms of reference, evaluation matrix, questionnaires and agreed methodology of evaluation (one week after beginning of assignment/contract)
- 2) A comprehensive evaluation report with findings, recommendations, lessons learned, rating on performance of both the outcome and outputs.

It is expected that draft report will be submitted to UNDP CO in two working weeks after in-country mission, and the final report with all comments and recommendations incorporated submitted to UNDP CO for final endorsement not later that in two working weeks after receipt of UNDP formal feedback with comments to a draft.

The findings are expected to feed into further strategic planning processes and implementation of UNDP economic and social development programmes and the integration of gender, environment, poor's and excluded people, human rights dimensions into other UNDP supported programmes within the framework of the new and current corporate strategies and UNDAF. The report should include:

- An assessment of the progress towards outcomes and progress towards outputs;
- A rating on the relevance of the outcome.
- Lessons learned concerning best and worst practices in producing outputs, linking them to outcomes and using partnerships strategically;
- Recommendations for formulating future assistance in the framework of the new economic development outcome within the framework of the Country Programme Document for 2016-2020, determination of appropriate poverty and inequality reduction and economic development related strategies of UNDP Tajikistan.
- Strategies for continuing UNDP assistance towards improved economic development of the country and reduced poverty and inequality of people within the framework of an accelerated national response and with consideration of sustainability of assisted interventions;
- A monitorable action plan for follow-up.

While the evaluator is a free to choose their own method of reporting, the final Evaluation Report should be no more than 40 pages Font Arial, Size 12, and contain at least the following:

- Title Page
- List of acronyms and abbreviations
- Table of contents, including list of annexes
- Executive Summary
- Introduction: background and context
- Description of the program – its logic theory, results framework and external factors likely to affect success
- Purpose of the evaluation
- Key questions and scope of the evaluation with information on limitations and de-limitations
- Approach and methodology
- Findings
- Summary and explanation of findings and interpretations
- Conclusions
- Recommendations (including additional recommendations for future project interventions)
- Lessons learned, case studies

In addition, the final report should contain the following annexes:

- Terms of Reference for the evaluation
- List of meetings conducted
- List of persons interviewed
- List of documents reviewed
- Any other relevant material

Methodology or evaluation approach

The key elements of the methodology to be used by the evaluation team will consist of the following:

- Documentation review (desk study);
- Interviews with key partners and stakeholders;
- Focus groups
- Field visits;
- Questionnaires;
- Participatory techniques, SWOT analysis and other approaches for gathering and analysis of data;

Documents to be reviewed

Some of the background documents to be reviewed as part of the outcome evaluation are as follows⁵:

- Country Programme Document (CPD) 2010-2015
- Country Programme Action Plan (CPAP) 2010-2015
- United Nations Development Assistance Framework (2010-2015)
- Communities Programme Project Document, 2010-2012, 2013-2015
- Millennium Development Goals, Tajikistan Progress Report 2010
- Communities Programme Mid-term Review Report, December 2012
- Communities Programme Annual Progress Reports for 2010, 2011, 2012, 2013, 2014 years
- SENACAM and Aid Coordination and Investments Promotion Projects progress reports

⁵ Final list of references and sources for desk review will be agreed and stipulated in inception report.

- Progress reports to donors and partners
- National Development Strategy Review, 2014

Evaluation team

The evaluation team will comprise of **one evaluation expert (international)**, a development consultant who was at no point directly associated with the design and implementation of any of the activities associated with the outcome. The evaluation expert should have knowledge and experience in poverty reduction and economic development, governance and public administration, local and sustainable development, gender and human rights. One additional independent **national consultant** with the same skills/experience will be recruited to support the mission of the international expert. The programme evaluation expert will have the responsibility for the overall co-ordination of the evaluation activity and for ensuring final coherence of the report, both in terms of content and presentation.

Skills and Qualifications for Evaluation team members

Each of the consultants should have not less than 10 years of professional development experience and be competent and experienced in some of the following areas:

- University degree in social sciences, management and other related areas,
- More than 10 years (5 years for national consultant) of technical background in poverty reduction, economic development, good governance, public administration, local development issues, pro-poor economic development, private sector in development;
- Experience and expertise in project design, management, implementation and monitoring and evaluation
- Proven experience in evaluating and programmes/projects;
- Experience with development management /organizational capacity building programming
- Expertise in policy analysis
- Experience in development aid and technical cooperation would be an added advantage.
- Knowledge of UNDP procedures and programme implementation strategies will be additional asset.
- Good report writing skills and advanced computer literacy
- Ability to make recommendations focused on results and impact, with a strong understanding of value for money concepts
- Knowledge of CIS context, preferably Central Asia region (desirable)
- Excellent knowledge of English with proven writing skills; knowledge of Russian language would be an asset - for international evaluation expert
- Excellent knowledge of Russian, Tajik and good knowledge of English - for national evaluation expert.

The international evaluation expert will be allocated 30 working days (15 working days for desk work and 15 working days of in-country mission, final workload distribution will be outlined in the inception report) and the national consultant 20 working days for the evaluation assignment including both field and desk work.

Implementation arrangements and logistics support

The UNDP Tajikistan Country Office through its Programme Unit and Programme Analysts in Poverty Reduction and MDG and Good Governance and Communities Programme will be responsible for coordinating, organising and managing the evaluation in collaboration with the Ministries of Economic Development and Trade, the and key government, UN and development partners. UNDP CO staff will be responsible for liaising with partners, backstopping and providing relevant documentation and technical feedback to the evaluation team.

Outcome Evaluation Timeframe

The evaluation is expected to be implemented in the period from May to July 2015. It is preliminary planned that international consultant will have to spend at least 15 working days for desk review of provided documentation, and preparation of inception report, draft and final report. 15-day in-country mission is planned in June 2015 to meet stakeholders and arrange interviews and field visits. The first draft version of report should be provided to UNDP CO by in mid-July 2015.