

# TERMS OF REFERENCE

## UNSDCF EVALUATION

### UZBEKISTAN 2024

#### 1. Introduction

General Assembly resolution A/RES/72/279 designated the United Nations (UN) Development Assistance Framework (UNDAF) as *“the most important instrument for the planning and implementation of United Nations development activities in each country, in support of the implementation of the 2030 Agenda for Sustainable Development”*. Renamed the United Nations Sustainable Development Cooperation Framework (CF), it forms the centerpiece of UN reform and represents the collective response of the UN to help countries address national priorities and challenges in achieving the 2030 Agenda.

In September 2020, the UN Country Team in Uzbekistan and the Government of Uzbekistan signed the United Nations Sustainable Development Cooperation Framework (UNSDCF or Cooperation Framework) for Uzbekistan for 2021-2025. Under the UNSDCF, the Government of Uzbekistan (GoU) and the UN have committed to working together to achieve the country’s national vision for sustainable development.

Pursuant to the UNSDCF Monitoring and Evaluation plan, the UNCT has agreed to carry out an independent evaluation in the penultimate year of the Cooperation Framework to serve as the foundation for subsequent UN Cooperation Framework planning and to contribute to system-wide oversight, transparency, accountability, and collective learning.

The Uzbekistan UNSDCF evaluation therefore will seek to ensure accountability, support learning and inform the design of the next UNSDCF 2026-2030 cycle. Using the Common Country Analysis (CCA) as a benchmark, it will assess the contribution of the current UNSDCF by focusing on achieved development results, as well as internal and external gaps and overlaps in the implementation of the Sustainable Development Goals (SDGs). It will also factor scorecard indicators of the UN Gender SWAP, Youth2030 Strategy and the United Nation Disability Inclusion Strategy.

The CF evaluation will adhere to the United Nations Evaluation Group (UNEG) Norms and Standards, and be grounded on independence, impartiality and a rigorous methodology in adherence to the Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework (September 2021), developed by the UNEG and the Development Coordination Office (DCO). The UN Development Coordination Office (DCO) will provide oversight

and technical support to the Uzbekistan UNSDCF Evaluation to guarantee the independence, credibility and utility of evaluations.

The evaluation will be conducted in an inclusive manner and promote national ownership through meaningful engagement of national partners (including the Government, civil society, youth) and other development partners (including IFIs). Based on the findings and recommendations, an evaluation management response and action plan will be prepared by the UN Country Team. The final evaluation will be publicly disclosed and inform the visioning exercise, theories of change, and the strategic prioritization of subsequent Cooperation Framework. Evaluation-based evidence and recommendations will be also used for resource leveraging and partnerships.

The primary users of the Evaluation will be the decision-makers within the UNCT and the Government of Uzbekistan. Other users can include government counterparts, civil society, private sector and respective executive boards. In addition, bilateral and multilateral donors in programme countries, and the broader development partners are also seen as important audience of the evaluation.

## 2. Country Context and UNSDCF highlights

Uzbekistan is a resource-rich, double landlocked country, strategically located in the heart of Central Asia. It is Central Asia's most populous country and its population of about 35,65 million, (approximately half of which lives in urban areas) comprise nearly half the region's total. Uzbekistan is at a critical demographic juncture, with approximately 60 per cent of the population being youth under 30 years of age. With the current population growth at a rate of 1.48 percent per year, it is expected to increase over the next few decades until it peaks at 44.4 million people in 2070. The country is currently at a stage of early demographic dividend and the window of demographic opportunity is expected to last for another 30 years.

With a per capita income at USD 2,255.2 (2022) Uzbekistan is a lower-middle income country, which since 2017 has been making attempts to transform into a full market economy. The country aims to half national poverty by 2026 and to become an **upper-middle income country by 2030**. To achieve this ambition, Uzbekistan has confirmed its commitment to the Sustainable Development Goals (SDGs) and adopted 16 national SDGs, 125 targets, and around 200 SDG indicators, which are closely aligned to the global SDGs and gradually being integrated into national policies, strategies and programmes.

In July 2023, Uzbekistan presented its 2<sup>nd</sup> Voluntary National Review (VNR) on the country's progress on SDGs.<sup>1</sup> Key achievements included economic growth despite global crises, increased educational coverage, healthcare improvements, and efforts in gender equality and social inclusion. The country also focused on environmental sustainability, committing to substantial emissions' reductions and transitioning to a green economy, and highlighted remaining challenges in addressing demographic growth and continuing structural reforms across economic, administrative, social, and environmental dimensions<sup>2</sup>. According to the UNDP global

---

<sup>1</sup> <https://hlpf.un.org/countries/uzbekistan/voluntary-national-reviews-2023>

<sup>2</sup> <https://hlpf.un.org/sites/default/files/vnrs/2023/VNR%202023%20Uzbekistan%20Report.pdf>

“Integrated Insights” report, Uzbekistan is on track to achieve 50 (30%) of the national SDG targets<sup>3</sup>.

In September 2023, the Government launched the ambitious "Uzbekistan-2030" Strategy. This plan outlines 100 specific goals across five key areas aligned with the SDGs, setting a course for significant socio-economic transformation aiming to halve poverty, boost education access, and pivot towards a green economy by increasing renewable energy use and improving environmental standards.

Uzbekistan has committed to achieving the Paris Climate Agreement and building a carbon neutral economy by 2050. At the COP26 in Glasgow, the Government declared its commitments to further reducing greenhouse gas emissions per unit of GDP by 35% by 2030 (representing a significant increase from its original commitment of 10% of GDP in 2017). Despite these commendable commitments to the environment, Uzbekistan remains one of the countries with the highest share of GDP spending on fossil-fuel subsidies (FFS).

Incremental steps have been taken to improve the situation in the areas of human rights and gender equality. Uzbekistan has eradicated a systematic use of child labor and forced labor in its cotton industry, significantly reduced statelessness, modernized legal system and adopted legislation and decrees toward achieving gender equality, attending to the issues of sexual and reproductive health, combating gender-based violence, tackling child marriage and trafficking in persons. While progress has been significant, challenges remain. The rights to freedom of expression, association, peaceful assembly, religion or belief remained tightly restricted; and the legal regulation of these fundamental freedoms is not compliant with international norms. Violence against women remains widespread with flawed statistics on this issue.

To support the Government in reinforcing the positive reforms and addressing gaps to achieving the 2030 Agenda, based on the Common Country Analysis (CCA), the UN Country Team has identified three strategic priorities and five outcomes to constitute the UN Sustainable Development Cooperation Framework (UNSDCF)

1. Effective governance and justice for all.
2. Inclusive human capital development leading to health, well-being, and resilient prosperity.
3. Sustainable, climate responsible and resilient development.

Led by the UN Resident Coordinator, 25 UN agencies, funds, and programs<sup>4</sup> (16 with a physical presence in Uzbekistan) work together with the Government of Uzbekistan, civil society, academia, private sector, and international development partners, including IFIs (World Bank, ADB, IsDB, and others), to achieve the joint results outlined in the Cooperation Framework.

The Cooperation Framework 2021-2025 is implemented through the country program instruments of the UN development system entities, which are derived from the Cooperation

---

<sup>3</sup> [Uzbekistan - UZB \(undp.org\)](https://undp.org)

<sup>4</sup> *Resident UN agencies:* FAO, IFAD, ILO, IOM, ITC, UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, UNICRI, UNODC, UNOPS, UN Women, WHO, OHCHR; *Non-resident UN agencies:* ITU, UNCTAD, UNDRR, UNECE, UNEP, UN ESCAP, UN-HABITAT, UNHCR, UNIDO

Framework. They come together in Joint Work Plans (JPW) which reflect the Cooperation Framework outputs. The JWPs are developed on a multi-year basis reflecting the planned programmatic interventions and resource contributions of each UN entity.

### 3. Purpose and Objectives

The CF evaluation has two primary purposes:

- I. **Promote greater learning and operational improvement.** The evaluation will provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next CF programme cycle and for improving UN coordination at the country level. The UNCT, host government and other CF stakeholders can learn from the process of documenting good practices and lessons learned, which can then be shared with DCO and used for the benefit of other countries.
- II. **Support greater accountability of the UNCT to CF stakeholders.** By objectively providing evidence of results achieved within the framework of the CF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the CF process, including national counterparts and donors, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.

The objectives of the evaluation are to:

1. Assess the contribution of the CF to national development results through evidence-based judgements using evaluation criteria (accountability).
2. Identify factors that have affected the CF's contribution; answer the question of why the performance is as it is; and explain the enabling factors and bottlenecks (learning).
3. Reach conclusions concerning the UN's contribution across the scope being examined.
4. Provide actionable recommendations for improving the CF's contribution, especially for incorporation into the new CF programming cycle. These recommendations should be logically linked to the conclusions and findings of the evaluation and should draw upon lessons learned identified through the evaluation.

### 4. Scope

**Time scope:** The Uzbekistan's UNSDCF evaluation will cover the period from 1 January 2021 through July 2024.

**Programmatic scope:** The evaluation will cover the CF 2021-2025 and its implementation instruments, specifically the Joint Work Plans. While the evaluation will cover all UN development system (UNDS) programmes, including resident, non-resident and regional initiatives, run in the country during the CF 2021-2025 cycle until the start of the evaluation, in principle, the CF evaluation will not seek to conduct a full evaluation of individual programmes, project or activities of UNCT members, but rather synthesize and build on the programme and project evaluations conducted by each agency. The Evaluation may also cover activities

implemented before the start of the CF cycle if their effects appear to extend beyond a single CF cycle, for instance, the COVID-19 response support.

The evaluation will also pay special attention to the systemic and intersectional assessment of the mainstreaming key programming principles and cross-cutting issues, with Leave no one behind (LNOB) at the core, human rights, gender equality and women's empowerment and non-discrimination (including disability inclusion), and environmental sustainability as well as other programming principles, such as sustainability and resilience; and accountability. The Evaluation will address them throughout the entire evaluation cycle, including in evaluation design, and relevant questions and methodology to obtain key findings, conclusions and recommendations in these areas.

To maximize complementarities and synergies, the Evaluation will use where relevant and available individual and joint UN agency-level evaluations as data sources or means of verification. Also, the CF evaluation at maximum extent will utilize data from relevant evaluations and/or review processes as part of the evidence base to assess progress against outcomes, including the first Uzbekistan's VNR in 2020 as a baseline and the second VNR presented by the country in July 2023.

**Geographic scope:** The evaluation will primarily be conducted in the capital city (Tashkent) as well as in selected 2 or 3 representative regions to be decided during the inception by the evaluation team in consultation with the UNCT.

**Users of the evaluation:** The primary users of the evaluations will be the Joint Steering Committee, including the UN County Team and the members of the SDG Coordination Council. Further, important target audience of the evaluation will include government counterparts, civil society, private sector, bilateral and multilateral donors, and broader development partners.

## 5. Evaluation Criteria and Questions

The Evaluation will use a set of evaluation criteria that include standard OECD-DAC evaluation criteria adequate to assess contribution of the Uzbekistan UNCT to the UNSDCF outcomes as well as criterion on coordination that is specific to the DCO considering the ONE UN spirit and multi-agency nature of the Cooperation Framework:

- Relevance and adaptability
- Coherence
- Effectiveness
- Efficiency
- Coordination
- Sustainability
- Orientation towards impact

The preliminary set of 14 questions is provided below, based on the CF Evaluation guidelines. The evaluation questions and the evaluation matrix will be detailed out and finalized by the evaluation team in the inception report. The evaluator/s may adapt the evaluation criteria and

questions, upon agreement between the Evaluation Manager and the evaluation team as reflected in the inception report.

Criteria	Suggested evaluation questions
<p><b>Relevance and adaptability</b> IS THE CF DOING THE RIGHT THINGS AND ADAPTED WELL TO EMERGING NEEDS?</p>	<ol style="list-style-type: none"> <li>1. To what extent are the CF objectives aligned and been consistent with the needs, priorities, and policies of the government (including alignment to national development goals and targets, national plans, strategies, and frameworks).</li> <li>2. To what extent did the implementation of the CF (joint workplan and agencies programmes) adjust to emerging issues faced by the country during the implementation?</li> </ol>
<p><b>Coherence</b> HOW WELL DOES THE CF FIT?</p>	<ol style="list-style-type: none"> <li>3. To what extent has the CF strengthened the position, credibility, and reliability of the UN system as a partner for the government and other actors?</li> <li>4. To what extent has the CF strengthened the coherence of support by UNCT members and sought partnerships (with civil society/private sector/local government/parliament/national human rights institutions/international development partners) to enhance achievement of results?</li> </ol>
<p><b>Effectiveness</b> HAS THE CF ACHIEVED ITS OBJECTIVES?  IS THE CF DOING IT RIGHT?</p>	<ol style="list-style-type: none"> <li>5. How effective has the CF been in achieving the results outlined in the results framework?</li> <li>6. What have been the benefits for the people and institutions targeted by the interventions, including the most vulnerable, disadvantaged, and marginalized population?</li> <li>7. To what extent has the CF contributed to the promotion of gender equality and women’s empowerment, human rights, disability inclusion and environmental sustainability.</li> </ol>
<p><b>Efficiency</b> HOW WELL HAVE RESOURCES BEEN USED?</p>	<ol style="list-style-type: none"> <li>8. Has the CF reduced transaction costs for partners through greater UN coherence?</li> <li>9. To what extent has the CF collectively prioritized activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities and changing needs if/where necessary?</li> </ol>
<p><b>Coordination</b> HOW WELL HAS IMPLEMENTATION OF THE CF BEEN COORDINATED?</p>	<ol style="list-style-type: none"> <li>10. Post UN reform, to what extent have UN agency programs and work plans been effectively and meaningfully derived from the CF both in design and implementation?</li> <li>11. To what extent did the post reform Resident Coordinator office’s roles and responsibilities enable positive UNCT’s joint convening power and better coherence of the country team?</li> </ol>

<b>Orientation towards impact</b> WHAT DIFFERENCE DO CF INTERVENTIONS MAKE?	12. To what extent have UN system activities articulated in the CF driven progress towards, or supported, the achievement of ToC outcomes?
<b>Sustainability</b> WILL THE BENEFITS LAST?	13. What mechanisms, if any, has the CF established to ensure socio-political, institutional, financial, and environmental sustainability?  14. What is the likelihood that progress towards the SDGs is sustained by national partners and stakeholders over time?

Based on the evaluation questions, the Evaluation Team will draft the evaluation matrix (EM) as part of the Inception Report (see section 4.4). The Evaluation Team will be responsible for developing the EM during the inception phase. It should include a detailed overview of the key evaluation questions aligned to the criteria, sub-questions, data sources and indicators.

## 6. Evaluation Approach and Methodology

The overarching approach to CF evaluation should support course-corrective and adaptive decision-making through evidential data collection, reflection and analysis, as well as independence and impartial judgement. The scope, design and implementation of CF evaluation should generate relevant, analytical, evidence-based, cost-effective and timely information on the results. The evaluation should demonstrate whether or not the UN is making a difference in supporting governments and people to achieve the 2030 Agenda. The evaluation will therefore assess the UN’s contribution to the intended change defined in the CF ToC.

The CF evaluation will use a participatory and consultative approach, whereby key CF stakeholders and national partners are engaged, and their views and feedback are collected and used at different stages of the evaluation process. By engaging all key stakeholders from the outset, the evaluation will seek to bolster national ownership and, consequently, promote the use of evaluation findings.

The Evaluation will be carried out in accordance with the UNEG Evaluation Norms and Standards for Evaluation<sup>5</sup>, the UNEG Ethical Guidelines for Evaluation<sup>6</sup> and UNEG Code of Conduct for Evaluation in the UN System<sup>7</sup> and informed by the UNEG Guidance on *Integrating Human Rights and Gender Equality in Evaluation*<sup>8</sup>. The evaluation methodology must meet the gender-related UNEG Norms and Standards and demonstrate effective use of the UNEG Guidance on integrating human rights and gender equality during all phases of the evaluation using the norms of the

<sup>5</sup> <http://www.unevaluation.org/document/detail/1914>

<sup>6</sup> <http://www.unevaluation.org/document/detail/102>

<sup>7</sup> <http://www.unevaluation.org/document/detail/100>

<sup>8</sup> <http://www.unevaluation.org/document/detail/1616>

United Nations System Wide Action Plan for Gender Equality and Empowerment of Women (UN-SWAP)<sup>9</sup>.

### Evaluation Methodology:

Once the Evaluation Team is selected, a thorough preparatory work will be conducted by the Evaluation Team to develop the evaluation methodology in accordance with the evaluation approach and design tools and methods to collect appropriate data and information as strong, evidence-based answers to answer the overall evaluation questions.

The methodological design will include: an analytical framework; a strategy for data collection and analysis; specially designed tools; an evaluation matrix; and a detailed work plan.

**Sampling approach:** A purposive sampling approach will be used to select programmes (joint workplans; joint programmes; UN agencies strategic plans etc.) that will be covered in the scope of the CF evaluation. The purposive sampling approach will also be used to target groups and stakeholders to be consulted. The selection will be informed by the portfolio analysis and stakeholder mapping undertaken during the inception phase of the evaluation. This analysis will yield information on the relevant initiatives and partners to be part of the evaluation (including those that may not have partnered with the UNCT but play a key role in the outcomes to which CF contributes). The sampling technique should ensure that the selected samples adequately reflect the diversity of stakeholders of the intervention and pay special attention to the inclusion, participation, and non-discrimination of the most vulnerable stakeholders. This process will enhance the credibility and technical adequacy of the information gathered. The evaluation team should clearly outline the sample selection criteria and process and identify any potential bias and limitations, including the steps towards addressing the limitations.

The evaluation will use a combination of qualitative and quantitative methods, including document reviews, analysis of quantitative secondary data, individual interviews with key informants and focus groups or other types of discussion to collect data. The Independent External Evaluators shall be guided by Annex 1 (standard methodology section) of Appendix 2 (Terms of reference) of the [UNSDCF Evaluation Guidelines](#) to develop the evaluation methodology. They shall also develop the necessary tools to collect data and information to answer the overall evaluation questions.

Data collection methods must be linked to the evaluation criteria and evaluation questions that are included within the scope of the evaluation, and they will be selected with due regard to:

- The availability of existing evaluative evidence and administrative data.
- Logistical constraints (including, for example, challenges relating to travel, budget, and time constraints).
- Ethical considerations (particularly when evaluating sensitive topics or in sensitive settings such as post-conflict settings).

---

<sup>9</sup> <http://www.unevaluation.org/document/detail/1452>



Data collection methods and process should consider gender sensitivity and data should be systematically disaggregated by sex and age and, to the extent possible, disaggregated by geographical region, ethnicity, disability, migratory status and other contextually-relevant markers of equity.

Due to the broad scope of UNSDCF's implementation a very large number of documents and reports (published and unpublished) are available for review (a full list of reference documents which will have to be expanded with other relevant sources upon the initial desk review will be provided to the evaluation team). Some may be subject to only a general review while others will require detailed scrutiny. Key sources of information will include joint work plans, results frameworks, annual reports, evaluations and documents related to relevant work of other organizations.

**Quality assurance:** The data collected will be subjected to a rigorous quality assurance for validation purposes. It will include triangulation of information sources and findings, using a variety of tools and methods of data collection and sources of information to ensure robust and credible findings, including through permanent exchange with the CF implementation entities at Country Office level. This will help improve validity, quality and use of evaluation and ensure that the conclusions made are well-founded and carry the necessary depth.

**Evaluation Matrix<sup>[2]</sup>:** The evaluation team will use the template of the evaluation matrix provided by the evaluation manager to systematically structure and consolidate the data collected for each of the evaluation questions. This matrix will allow them, among other things, to identify the missing data and thus fill these gaps before the end of the collection. This matrix will also help to ensure the validity of the data collected.

**Participation and inclusion:** This evaluation should be conducted using a participatory and inclusive approach<sup>[3]</sup>, involving a wide range of partners and stakeholders. The evaluation team will carry out a stakeholder mapping in order to identify the direct and indirect partners of the CF, specifically targeting United Nations organizations and representatives of the national government. Stakeholders mapping may include civil society organizations<sup>[4]</sup>, the private sector, other multilateral and bilateral cooperation organizations and, above all, the beneficiaries of the program.

**Theory of change analysis:** During the inception phase or early in the data collection phase, the evaluation team implement the ToC as guided by section 4.1.1 of the [UNSDCF Evaluation Guidelines](#).

The analysis of the CF's theory of change and the reconstruction of its intervention logic, if necessary, will therefore play a central role in the design of the evaluation, in the analysis of the data collected throughout the evaluation, in communicating results and in developing relevant and practical conclusions and recommendations.

**Finalization of the evaluation questions and assumptions:** The evaluation team will finalize the evaluation questions after consultations with the evaluation steering committee and thematic groups. The final evaluation questions should be a reasonable number, generally not exceeding 15. They should clearly reflect the evaluation criteria as well as the indicative evaluation questions

listed in these Terms of Reference. They should also take advantage of the results of the reconstruction of the intervention logic of the cooperation framework. The evaluation questions will be included in the evaluation matrix (Appendix) and should be supplemented by sets of hypotheses that capture the key aspects of the intervention logic associated with the scope of the question. Data collection for each of the assumptions will be guided by clearly formulated quantitative and qualitative indicators, also indicated in the matrix.

## 7. Management Arrangements

The RC and UNCT in Uzbekistan hold the overall responsibility of commissioning the CF evaluation and any follow-up actions. The Resident Coordinator/ Resident Coordinator's Office (RCO) is responsible to commission the CF evaluation in coordination with the UNCT, support the establishment and work of the Evaluation Steering Committee, contribute to the evaluation consultation process, and lead the preparation of the UNCT management response to the evaluation.

Key actors include:

- The **Evaluation Steering Committee** that will consist of the UN Country Team and the selected members of the JSC from the Government is the main decision-making body for the UNSDCF evaluation that will provide oversight of the evaluation process. The ESC will provide endorsement of the process and validate the final deliverables of the evaluation. The ESC will also endorse the management response to the evaluation.
- The **Evaluation Manager** - the function is performed by the Head of RCO in Uzbekistan, who will oversee the entire process of the evaluation, from its preparation to the dissemination and use of the final evaluation report.
- **Evaluation Technical management team** comprising current M&E and Learning Group representatives (identified by the UNCT members) that will provide routine technical support for the planning and implementation of the evaluation and ensure sound technical review for all the evaluation deliverables.
- **DCO** supports the Evaluation manager, the RC and the UNCT in quality assurance of all key products. DCO is responsible for approving all evaluation products including the TOR, inception report, final report and other associated products. DCO pre-qualifies the evaluation team members before they are hired.

### **Independent Evaluation Team: Composition of the evaluation team:**

Considering the scope of the CF which is organized around 3 strategic priorities and 5 outcomes; considering the need to ensure synergistic and multidisciplinary in the team to avoid siloed working among the evaluation team members, a team of 3 independent evaluation experts, including an international Team Leader and 2 national experts with relevant CF thematic expertise will be sufficient to conduct the UNSDCF Evaluation. The Evaluation Team members will abide by the UNEG Code of Conduct for carrying out the evaluations.

The **Evaluation Team Leader** reports directly to the evaluation manager. He/she leads the entire evaluation process, working closely with all team members. He/she holds the overall responsibility for the methodological design and implementation of the evaluation. She/he will conduct the evaluation process in a timely manner and communicate with the Evaluation Manager on a regular basis and highlight progress made/challenges encountered. The Evaluation Team Leader will be responsible for producing the inception report and the draft and final evaluation reports.

**Team members** report directly to the evaluation team leader. They contribute to the evaluation process substantively through data collection and analysis. They are expected to provide thematic expertise (in the core CF priority area/s) and evaluation expertise. They will share responsibilities for conducting desk review and interviews and conduct field visits identified and collect data. They will provide substantive inputs to the inception report, the presentation of preliminary findings as well as to the draft and final reports.

The Team will be built with due consideration to:

- Cultural and language balance;
- Gender balance;
- Coverage of relevant subject areas of work by UNCT member agencies;
- Coverage of key cross-cutting issues, including gender equality, human rights and environmental sustainability; and
- Collective knowledge of the national context in various areas of UN work.

Each Team member will sign and comply with the UNEG Code of Conduct for Evaluators, which provides ethical guidelines for the conduct of evaluations. Further, all team members must be committed to respecting deadlines within the agreed timeframe. Team members must also be able to work in a multidisciplinary team and multicultural environment and should be knowledgeable of issues pertaining to human rights, gender equality and how to ensure the full inclusion of all team members (e.g. ensuring communications are accessible for colleagues with disabilities).

The selection of the Evaluation team will be based on the following criteria:

- Advanced university level of education in evaluation or field(s) relevant to one or more CF areas of work;
- Proven experience in conducting evaluations of complex programs and themes (minimum 10 years for the Team Leader, 3-5 years for other team members);
- Experience and background in gender equality/gender analysis and gender responsive evaluations;
- Good understanding of the SDGs, other relevant regional or global frameworks and their implications for development cooperation;
- Good understanding of multilateralism and the role of the UN System in development cooperation in the context of the country in question;
- Understanding of UN Reform and its implementation implication at the country level;

- Demonstrated analytical capacity, particularly in the case of the Team Leader, including on political economy and financing for development;
- Sound knowledge of the country context and an in-depth understanding of at least one area of work of UNCT members; collectively, Evaluation Team members should broadly cover all areas of UNCT activity;
- Demonstrated ability to write and communicate clearly in English as a key working language. Knowledge of local languages (Uzbek and Russian) are desirable, especially, for national experts.
- No conflict of interest such as recent or expected employment by UNCT members or implementing partners, private relationships with any UNCT members of staff or government counterparts or implementing partners; participation in the design, implementation or advising CF being evaluated, among others). Any potential conflict of interest should be declared by candidates during the application process.

## 8. Evaluation Process and Timeline

The main stages of the CF evaluation process includes: (i) preparation; (ii) design; (iii) field; (iv) reporting and (v) management response, dissemination, use and follow up.

Milestones	Timelines	Responsible
<i><b>Preparatory Phase</b></i>		
Notify the CF Joint Steering Committee, DCO and the UNCT Result Groups on the launch of the CF evaluation	April 2024	RC and RCO
Draft the operational evaluation workplan and the TOR for UNSDCF Evaluation	April 2024	RCO and Evaluation Manager in consultation with DCO Evaluation Advisor
Submit the Evaluation TOR to the DCO for approval.	April 2024	Evaluation Manager
Approval of the Evaluation TOR	April 2024	DCO
Designate an Evaluation Manager and establish the Evaluation Technical management team	April 2024	RC and UNCT
Establish a national Evaluation Steering Committee	May 2024	RC and UNCT
Develop TOR for evaluation consultants based on the Evaluation TOR and publish a call for independent external evaluators	May 2024	Evaluation Manager and RCO

Identify and recruit the Evaluation Team	June 2024	Evaluation Manager in consultation with DCO/DCO Evaluation Advisor
Final approval of the Evaluation Team	June 2024	DCO
<b><i>Design phase</i></b>		
Map and scope activities to refine the evaluation design and questions to be reflected in the inception report	July-August 2024	Evaluation Team in consultation with DCO/DCO Evaluation Advisor
RC and Evaluation Manager briefing, agreeing/developing theory of change, detailed stakeholder mapping and analysis	July-August 2024	Evaluation Team in consultation with DCO/DCO Evaluation Advisor
Drafting of the inception report and field planning	August 2024	Evaluation Team
Quality review of the inception report	August 2024	DCO/DCO Evaluation Advisor
<b><i>Field Phase</i></b>		
Field visits for data collection and analysis, meetings with key informants, validation of information	September 2024	Evaluation Team RCO
<b><i>Reporting Phase</i></b>		
Synthesis of findings and drafting of the Evaluation Report in line with the with the UNEG quality standard requirements <sup>10</sup>	September 2024	Evaluation Team and Evaluation Manager
Presentation of evaluation findings and recommendations to the UNCT for validation	September 2024	Evaluation Team
<b><i>Quality assurance</i></b>		
Submission of draft report for evaluation quality assessment to DCO	October 2024	RCO
Review and validation (quality assurance)	October	DCO in consultation with the UNCT

<sup>10</sup> [Detail of Norms and Standards for Evaluation \(2016\) \(unevaluation.org\)](https://www.unevaluation.org/evaluation/evaluation-quality/evaluation-quality-checklist)  
[Detail of UNEG Quality Checklist for Evaluation Reports \(unevaluation.org\)](https://www.unevaluation.org/evaluation/evaluation-quality/evaluation-quality-checklist)

<b><i>Management response and Dissemination and use Phase:</i></b>		
Prepare a UNCT management response, with a follow-up action plan	November 2024	RCO in consultation with DCO/DCO Evaluation Advisor
Post-evaluation stakeholder workshop to present the Evaluation outcomes and the UNCT Management response	November 2024	RCO
In-country dissemination and publication of the Evaluation report on the UNSDG website	December 2024	RCO
Post CF Evaluation Reports, management responses and follow-up actions on the UNSDG website	December 2024 – January 2025	DCO
Use the Evaluation recommendations for the development of the 2026-2030 UNSDCF	Throughout 2025	RC and UNCT
Follow-up on the UNCT Management Response	Throughout the new CF cycle	RCO DMO

The evaluation timeframe will be further detailed in the inception report, following consultations with key stakeholders.

## **9. Evaluation Deliverables**

The key deliverables that the CF Evaluation Team is expected to produce are:

<p><b>Inception Report</b>, containing a preliminary analysis of the CF ToC or, in its absence, reconstruction of the CF ToC; an elaboration of the evaluation approach and methods, including the <a href="#">evaluation design matrix</a>; and a detailed evaluation plan and timeline, including a tentative list of interviews to be arranged or plans for field visits.</p> <p><i>The Inception report should be presented in English and meets the quality criteria as outlines in the <a href="#">UNSDCF Evaluation Guidelines</a>.</i></p>	<p>First draft – before 31 July 2024</p> <p>Final draft – before 15 August 2024</p>
<p><b>Preliminary findings report or presentation</b>, in a template to be agreed with the Evaluation Manager.</p>	September 2024
<p>Draft and final CF Evaluation Report, including the annexes.</p>	First draft – by 15 September 2024

<p><i>The Final CF report should be presented in English and meets the quality criteria as outlines in the <a href="#">UNSDCF Evaluation Guidelines</a>.</i></p>	<p>Second draft – by 31 September 2024</p>
<p><i>The Final Report’s length should not be no more than 60 pages (less the executive summary and annexes)</i></p>	<p>Final draft – October 2024</p>

The Evaluation Team Leader and National Team Member should utilize the templates provided by the CF Evaluation Guidelines. The quality of deliverables will be assessed by the Evaluation Manager, in consultations with the UN Resident Coordinator as well as members of the Evaluation Steering Committee.