



Terms of Reference for the Final External Evaluation

Empowering Civil Society for Inclusive Community Development in Uzbekistan

Co-funded by the European Union and Konrad-Adenauer-Stiftung e.V.

Grant contract: NDICI HR INTPA/2024/462-233

Commissioning organisation: Konrad-Adenauer-Stiftung e.V.

Implementing partner: “Yuksalish” Movement

Project period: 1 February 2025 – 31 January 2027

Geographic focus: Republic of Karakalpakstan, Kashkadarya and Fergana regions

1. Background and purpose

Konrad-Adenauer-Stiftung e.V. and Yuksalish are implementing this project to strengthen civil society organisations (CSOs) and improve the protection of the rights of local communities in Uzbekistan. The project focuses on youth inclusion, gender equality, environmental sustainability and media literacy.

The external evaluation will assess the quality of implementation and the results achieved, explain what contributed to or limited change, and provide practical recommendations for follow-up and future programming. Its principal users are Konrad-Adenauer-Stiftung e.V., Yuksalish and the European Union. The assessment will support accountability and learning through independent, evidence-based judgements.

The project’s results framework covers three outcomes: stronger institutional and programming capacities of local CSOs; better civil society networks and engagement with public structures; and more informed communities participating in decisions that affect their rights.

2. Scope and evaluation questions

The evaluation will cover the work of both implementing organisations across the three target regions and the project period. It will review the inception work (A0.1–A0.3), CSO capacity building and resources (A1–A3), coordination events, legal clinics and Financial Support to Third Parties (FSTP) (A4–A6), and dialogue forums, Asset-Based Community Development (ABCD), youth content hubs and the awareness campaign (A7–A10).

The evaluator will use the approved application, the latest agreed logical framework and any amendments as the reference. Activities still under way at the evidence cut-off must be identified

separately from completed work. The inception report will refine the questions and specify the evidence required for each judgement.

Relevance

How well did the project respond to the priorities of CSOs, women, young people and less represented communities in the target regions? How did the needs assessment and feedback influence the design and its adaptation during implementation?

Coherence

How effectively did Konrad-Adenauer-Stiftung e.V. and Yuksalish coordinate with each other and with universities, public authorities and other civil society initiatives? Did the different activity clusters reinforce each other and complement other relevant programmes?

Effectiveness

What progress against the agreed outputs, outcomes and indicators can be substantiated? Did training, resources, networks, legal clinics and supported initiatives change participants' practices or access to opportunities, and which groups benefited or were left out?

Efficiency

Were time, staffing, financial resources and partnership arrangements appropriate for the results achieved? How did delivery choices, delays and support to subgrantees affect value for money and implementation quality?

Impact

What credible evidence shows that the project contributed to changes in civic participation, rights awareness, institutional practice or community decision-making? What unintended positive or negative effects occurred, and what other factors may explain the changes?

Sustainability

Which capacities, services, partnerships and community initiatives are likely to continue after funding ends? What ownership, resources and institutional commitments support continuity, and what follow-up is needed?

Gender equality, youth inclusion, accessibility, environmental sustainability and a human rights-based approach should inform each criterion. The evaluator will distinguish early signs of change from demonstrated long-term impact.

3. Methodology and evidence

Use qualitative and quantitative methods proportionate to the scope and resources. Explain sampling, analysis, triangulation and limitations. Direct engagement with beneficiaries and stakeholders is required alongside the document review. Financial analysis will address efficiency and value for money; expenditure verification is commissioned separately.

Document review and results assessment

Review the grant documents, needs assessment, logical framework, implementation and financial reports, monitoring data, training feedback and communication evidence. Reconstruct the theory of change and test its assumptions. Prepare an indicator matrix showing baselines, targets, verified current values, sources, disaggregation and evidence gaps.

Interviews and consultations

The evaluator must interview Doniyor Kuchkarov, Project Manager at the Delegation of the EU to the Republic of Uzbekistan; Yuksalish management and project staff; and the Konrad-Adenauer-Stiftung e.V. project office in Uzbekistan, including the project director, André Algermißen. Interviews must also include the Konrad-Adenauer-Stiftung e.V. offices in Berlin and Brussels, including Anzhelika Weingart (Berlin), Igor Bryzhatyi (Brussels) and Kateryna Nuzhnenko (Finance Manager EU-Projects). Konrad-Adenauer-Stiftung e.V. will facilitate access to these respondents.

Consult CSOs, subgrantees, ABCD groups, legal clinics, university hubs, youth and women participants, and relevant public stakeholders. Combine interviews with participatory methods and allow confidential feedback without project staff present.

Sampling and regional coverage

In-person field visits to all three target regions — the Republic of Karakalpakstan, Kashkadarya and Fergana — are required. In each region, the evaluator must visit FSTP-supported projects, youth content hubs and legal clinics. Propose a justified sample covering the main activity types, including ABCD and less successful cases. Specify sites, respondents, selection criteria, language arrangements, evaluator days and a costed travel plan. Agree the itinerary at inception; report access constraints promptly and agree any changes with Konrad-Adenauer-Stiftung e.V. Remote interviews may complement fieldwork but must not replace the required regional visits.

Analysis and credibility

Triangulate results using records, participant feedback and direct observation where feasible. Distinguish attendance from unique beneficiaries, communications reach from engagement, and participation from changes in knowledge or practice. Assess the project's contribution and alternative explanations; do not attribute changes in national indices to this project. State uncertainty where evidence is incomplete.

4. Ethics and data protection

Participation must be voluntary and based on informed consent. Minimise personal data and obtain specific consent before recording or attributing statements. Agree safeguarding arrangements with Konrad-Adenauer-Stiftung e.V. before consulting minors or people at particular risk. Use culturally appropriate methods, anonymised reporting and secure storage. The inception report must specify access, transfer and retention arrangements. Public annexes must exclude sensitive interview notes and personal contact details. Report material access, safety or integrity issues promptly to Konrad-Adenauer-Stiftung e.V.

5. Deliverables and reporting

All substantive deliverables will be written in English and submitted in editable formats; draft and final reports will also be supplied as PDFs. The financial offer must include any interpretation or translation needed for consultations in Uzbek, Russian or other relevant local languages.

Inception report

Set out the understanding of the assignment, refined questions, evaluation matrix, theory of change, evidence sources, sampling and tools, regional fieldwork plan, ethics arrangements, limitations and dated workplan. Konrad-Adenauer-Stiftung e.V. will review the inception report before fieldwork begins.

Debriefing on preliminary findings

Present emerging findings and evidence gaps to Konrad-Adenauer-Stiftung e.V. and Yuksalish after data collection. The discussion should test factual accuracy and interpretation and identify any additional evidence required.

Draft evaluation report

Provide a complete draft answering the agreed evaluation questions, with traceable evidence, findings, conclusions, lessons and prioritised recommendations. Include a results matrix, methodological limitations and the evidence cut-off date. Submit and present the draft in December 2026 during the visit to Tashkent of Anzhelika Weingart, Kateryna Nuzhnenko and Igor Bryzhatyi, allowing time to receive their feedback before finalisation.

Final evaluation report and response matrix

Revise the draft after consolidated comments and submit the final report by the end of December 2026, together with a response matrix showing how each substantive comment was addressed or why it was not adopted. Recommendations must identify a proposed responsible actor, priority and feasible timeframe.

Presentation and evidence handover

Present the final findings and recommendations to the project team and agreed stakeholders. Hand over presentation slides, the evaluation matrix, anonymised analytical material and a source index. Transfer any restricted material separately under the agreed data arrangements.

Expected report structure

The report should contain an executive summary; project context and intervention logic; purpose, scope and methods; findings by criterion and relevant activity cluster; conclusions; lessons; and actionable recommendations. Annexes should contain the ToR, evaluation and indicator matrices, workplan, consultation profile, tools, source list and response matrix. The consultation profile should normally identify stakeholder categories and regions rather than personal contact details.

The proposed main report length is approximately 25–30 pages, excluding annexes, with an executive summary of up to three pages. Concise, substantiated analysis is more important than reaching a page target.

Review and acceptance

Konrad-Adenauer-Stiftung e.V. will review and formally accept the deliverables, with input from Yuksalish, and consolidate feedback on the report. Review will address factual accuracy, evidence, clarity and coverage of the agreed scope. The evaluator remains responsible for the independent analysis and conclusions. Acceptance is based on the agreed deliverables and quality requirements; it does not require favourable findings.

6. Indicative timeframe and management

The evaluation will begin in November 2026, with an online inception call at the beginning of November. In December, during the visit to Tashkent of Anzhelika Weingart, Kateryna Nuzhnenko and Igor Bryzhatyi, the evaluator will present the draft report and receive feedback. The final report must be submitted by the end of December 2026. The detailed workplan will be agreed at inception and coordinated with the visit; the schedule does not prescribe paid working days.

Stage	Timing	Milestone
Briefing and inception	Beginning of November 2026	Online inception call; agreed evaluation matrix, tools and workplan
Data collection and fieldwork	November 2026, following inception	Visits to all three regions; FSTPs, hubs and clinics; required stakeholder interviews
Draft report and presentation	December 2026, during the visit of Konrad-Adenauer-Stiftung e.V. to Tashkent	Complete draft presented to Anzhelika Weingart, Kateryna Nuzhnenko and Igor Bryzhatyi; discussion and feedback
Consolidated feedback	December 2026, following the draft presentation	Konrad-Adenauer-Stiftung e.V. and Yuksalish provide consolidated comments in time for revision
Final report and handover	By the end of December 2026	Final report, response matrix, presentation and agreed evidence handover

Konrad-Adenauer-Stiftung e.V. and the evaluator will agree the evidence cut-off at inception, together with arrangements for checking FSTP completion and capturing results available by that point. The project continues until 31 January 2027; activities and outcomes after the cut-off must be identified as pending or outside the available evidence. The December report must distinguish completed work from planned January activities and state the resulting limitations.

Roles and access

Konrad-Adenauer-Stiftung e.V. will manage the assignment, arrange the online inception call, provide project records, consolidate feedback and formally accept the deliverables. Yuksalish will facilitate access to its records, regional activities and stakeholders. Its focal point is Davron Lutfiddinov, Project Manager. The evaluator will manage data collection, analysis and reporting, communicate limitations promptly and retain control of respondent selection and interpretation.

7. Independence and conflicts of interest

Applicants must disclose any actual or potential conflict of interest, including involvement in the design, implementation or support of this project, receipt of project funding, or relevant relationships with Konrad-Adenauer-Stiftung e.V., Yuksalish or beneficiaries. The evaluator must be able to assess the project independently. Any proposed mitigation will be reviewed by Konrad-Adenauer-Stiftung e.V. before appointment, and new conflicts must be disclosed during the assignment.

The evaluator must not use confidential project information or publish the evaluation outputs without prior written agreement from Konrad-Adenauer-Stiftung e.V. Ownership and permitted use of

deliverables, together with data retention and payment arrangements, will be specified in the service contract.

8. Evaluator qualifications

Applications may be submitted by an individual consultant or a team with the combined skills required for the assignment. The lead evaluator should demonstrate:

- A relevant postgraduate qualification in social sciences, development studies, human rights, public policy or a related field, or equivalent substantial professional experience.
- Experience leading independent evaluations of civil society, governance, human rights or community development programmes, supported by relevant assignments and work samples.
- Knowledge of the Uzbek context and the ability to engage CSOs, communities, universities and public stakeholders. Relevant experience in EU-funded projects is an advantage.
- Ability to apply qualitative and quantitative methods, assess results frameworks and formulate practical recommendations grounded in evidence.
- Experience with participatory, gender-sensitive and inclusive approaches, including the ethical handling of sensitive information.
- Strong analytical and report-writing skills in English, and sufficient Uzbek and Russian language capacity within the team or through costed interpretation arrangements.

Applicants should explain the role, availability and number of proposed working days for each expert, including any local research or language support. The evaluator's independence and suitability will be assessed against the proposed work, rather than assumed from the organisation's name.

9. Financial proposal and budget

Submit a financial proposal in EUR stating the total price inclusive of all applicable taxes and all costs of the assignment. Provide an itemised breakdown of professional fees, days and rates, taxes, travel, accommodation, local transport, subsistence, interpretation and translation, data collection and other organisational expenses. Taxes must be shown within the total price, not added on top. The evaluator is responsible for arranging and paying these costs within the agreed total contract price.

The accepted financial offer and its itemised cost breakdown shall form an annex to the service contract. All fees, applicable taxes and organisational expenses for the agreed scope and deliverables must be included in the total contract price; no separate reimbursement of these costs will be made. The scope, total price and payment milestones will be specified in the service contract.

10. Selection approach

Konrad-Adenauer-Stiftung e.V. will obtain at least three offers for this procurement. Bunyod Shakirov will prepare the evaluation grid and consolidate the applications for joint assessment by the Konrad-Adenauer-Stiftung e.V. offices in Tashkent, Berlin and Brussels. Criteria will cover understanding of the assignment, methodological quality, feasible regional coverage and workplan, relevant experience and contextual knowledge, independence, quality of previous analytical work, and the reasonableness of the financial offer. The assessment will consider quality and value for money together.

1. Technical capacity:

- a. Proven technical expertise and experience in conducting external project evaluations funded by international donors in the fields of rule of law, human rights monitoring, and civil society development.
 - i. Experience in working on youth inclusion and gender equality topics will be considered an advantage.
- b. At least 5 years of experience in evaluating international donor-funded projects, including EU-funded grant projects;
- c. Knowledge of Uzbek and English languages is a must; knowledge of the Russian language is an advantage;

- 2. **Experience of the consultant/team:** Relevant academic qualifications and/or professional experience.
- 3. **Methodological approach:** Clarity, comprehensiveness, relevance and feasibility of the proposed methodology.
- 4. **Cost-effectiveness:** Reasonability of the proposed budget in relation to the scope of work.
- 5. **Past work:** Quality and relevance of submitted sample evaluation reports.

11. Application and submission

Applications should be submitted in English and include the following:

- A short cover letter describing the applicant's suitability, availability and understanding of the assignment.
- A technical proposal setting out the methodology, sampling and regional coverage, workplan, team roles, language arrangements, proposed working days and any limitations or assumptions.
- An itemised financial proposal in EUR covering the complete assignment, including all applicable taxes and organisational expenses within the total offered price.
- CVs of the evaluator or proposed team members, identifying the lead evaluator.
- A relevant evaluation report or analytical sample that the applicant is authorised to share, suitably anonymised where necessary, and contact details for two relevant professional references.
- A signed declaration disclosing any actual or potential conflict of interest, or confirming that none has been identified.

All applications and clarification requests must be sent by email to the contact below. Bunyod Shakirov will circulate all offers received to the Konrad-Adenauer-Stiftung e.V. offices in Tashkent, Berlin and Brussels for joint assessment.

Bunyod Shakirov

Project Coordinator, Konrad-Adenauer-Stiftung e.V., Uzbekistan

Email: bunyod.shakirov@kas.de

Tel.: +998 90 910 55 14

Application period: 16 October – 27 October 2026.

Email subject: "External Evaluation – Empowering Civil Society in Uzbekistan".

12. Documents for the evaluator

Konrad-Adenauer-Stiftung e.V. and Yuksalish will provide the available approved application and amendments, latest agreed logical framework, budget and implementation reports, needs assessment, monitoring tools and data, activity and training records, FSTP and ABCD documentation, legal clinic and youth hub materials, relevant communication evidence and stakeholder lists. The evaluator will record missing or inaccessible evidence and its effect on the assessment.

The methodological reference is the OECD DAC framework, applied to the project's context and the intended use of the evaluation. See OECD, Applying Evaluation Criteria Thoughtfully (2021): <https://doi.org/10.1787/543e84ed-en>.