

“Modernizing Uzbekistan National Innovation System (MUNIS)” Project

Terms of Reference

IMP Project title: Building Institutional Capacity for Sustainable Futures: A Pathway to Competitiveness in Central Asia and Beyond

Title of Assignment: Establish a Performance Monitoring and Evaluation System

BACKGROUND

In 2024, the Institute for Advanced International Studies at the University of World Economy and Diplomacy was awarded a Public Research Institutes Modernization Program (PRIM) grant by the Project Implementation Unit of the “Modernizing Uzbekistan National Innovation System (MUNIS)” project under the Agency for Innovative Development. The awarded grant amount is \$195,600 and its implementation period from December 2024 to December 2025. Within the given grant, the title of the IAIS institutional modernization plan is “Building Institutional Capacity for Sustainable Futures: A Pathway to Competitiveness in Central Asia and Beyond”.

MUNIS PRIM grant program is envisaged under the Subcomponent 1.3 - Public Research Institutes Modernization of the MUNIS Project. The MUNIS Project Development Objective (PDO) aims to enable the development of a market-oriented national innovation system in Uzbekistan. Long-term priorities of national science and innovation sector transformation are defined in the Concept of Uzbekistan Science Development until 2030 (Presidential Decree PF-6097, 29.10.2020).

This strategic concept defined goals and targets for transformation of public management of science, improving science funding mechanisms, diversification of sources for financing, modernization of research infrastructure, and developing data and information systems. In particular, the Concept indicates a comprehensive approach to the transformation of PRIs and envisages scientific infrastructure update, as well as cooperation of institutions with enterprises in the real sector of economy, creation of innovative enterprises, cooperation between various actors of the national innovation infrastructure (institutes, foundations, laboratories, scientific and technical parks, etc.), improving management, planning and forecasting of PRIs, better community outreach of PRIs to increase awareness of society on societal and economic benefits of scientific programs.

Through this grant, IAIS seeks to strengthen its institutional capacity to tackle the interconnected challenges of sustainable development, water and climate diplomacy, energy diplomacy, international trade, and related areas. This project is aligned with IAIS’s strategic vision to establish itself as a regional leader in research, policy dialogue, and practical solutions, enhancing its competitiveness while shaping global policy frameworks.

Central Asia faces pressing challenges at the nexus of environmental sustainability, international trade, and energy security. With Uzbekistan’s ongoing efforts to join the World Trade Organization (WTO) and the region’s struggles with climate change, water scarcity, and energy transition, there is a critical need for rigorous research and informed policy guidance. IAIS, leveraging its expanding centers and interdisciplinary expertise, is well-positioned to provide such leadership but requires further capacity building to achieve its full potential. This project aims to enhance IAIS’s ability to deliver high-impact research and policy solutions that support sustainable development and regional growth.

The project has three core objectives:

- 1. Upgrading Research Infrastructure and Data Exchange:** Modernize IAIS's digital platforms to support diverse research topics by developing an internal data management system and securing access to external databases.
- 2. Promoting Strategic Collaboration:** Strengthen partnerships with industries, international organizations, and research institutions to foster joint research and knowledge exchange.
- 3. Building Institutional Capacity:** Enhance IAIS's capabilities through staff training in research methods, resource mobilization, leadership development, and governance, ensuring long-term policy influence and research excellence.

ASSIGNMENT OBJECTIVE & BUDGET

The purpose of this TOR is to engage an individual consultant to develop a Performance Monitoring and Evaluation System for the staff of IAIS. The consultant will also facilitate a two-day training workshop on the implementation of this system, as part of Pillar 3: Strategic Planning and Governance, specifically under Subcomponent 3.1 of the IMP project. All activities outlined below will be conducted by the consultant on the premises of the Institute.

SCOPE AND CONTENT OF SERVICES

The Institute seeks to enhance staff performance and organizational effectiveness through the development and implementation of a robust Performance Monitoring and Evaluation (M&E) System. To achieve this, the Institute requires the services of an experienced consultant to design, implement, and operationalize a comprehensive performance management framework.

The main objective of consultant's involvement is to develop and institutionalize a performance evaluation framework, tools, and digital system, and to build staff capacity for effective performance management and continuous improvement.

As part of the provision of the services, the consultant will be responsible for the following key deliverables and actions:

Deliverables	Actions
A. Performance Evaluation Framework	<ul style="list-style-type: none">• Develop a comprehensive staff performance evaluation framework.• Define clear Key Performance Indicators (KPIs) and evaluation criteria for all staff roles.• Establish reporting timelines and approval processes for performance reviews.• Present the framework for management approval and finalize based on feedback.
B. Evaluation Tools and Templates	<ul style="list-style-type: none">• Design and develop minimum 3 standardized performance evaluation tools, including:<ul style="list-style-type: none">○ Self-assessment forms○ Manager evaluation templates○ Peer feedback forms

	<ul style="list-style-type: none"> • Ensure tools are user-friendly, aligned with the framework, and adaptable to different staff categories.
C. Staff Training on M&E System	<ul style="list-style-type: none"> • Develop training materials and user guides for the performance M&E system. • Deliver 2 comprehensive training sessions to ensure 100% staff participation. • Cover topics such as goal setting, progress tracking, and feedback provision.

EXPECTED RESULTS

The expected results from implementing the outlined actions include the establishment of a robust and comprehensive staff performance evaluation framework, with clearly defined Key Performance Indicators (KPIs) and evaluation criteria for all staff roles. Standardized and user-friendly evaluation tools—such as self-assessment forms, manager evaluation templates, and peer feedback forms—will be developed and aligned with the framework, ensuring adaptability across different staff categories. Additionally, all staff will be fully trained on the Monitoring & Evaluation (M&E) system through comprehensive training sessions and user guides, leading to consistent participation and improved understanding of goal setting, progress tracking, and feedback processes.

CONSULTANT QUALIFICATIONS

Consultant needs to be able to demonstrate experience and skills as follows:

Advanced Academic Credentials

- Possession of a doctoral degree (PhD or equivalent) in Law, Public Policy, Organizational Studies, Political Science, or a closely related discipline.
- Demonstrated academic background in governance systems, legal reform, migration regimes, or institutional performance in diverse socio-political contexts.

Extensive Experience in Institutional and Performance Frameworks

- Proven record in designing and leading large-scale research or reform projects related to legal systems, governance structures, public sector performance, or anti-corruption efforts.
- Experience in establishing or evaluating performance frameworks, accountability mechanisms, and key performance indicators (KPIs) in transitional or hybrid governance settings.

Capacity Building and Training Delivery

- Substantial experience in designing and conducting training programs, workshops, and policy dialogues for diverse stakeholders including public officials, prosecutors, and academic professionals.
- Ability to translate complex legal or institutional knowledge into practical tools, curricula, and training materials for capacity development.

Strong Analytical and Evaluation Skills

- Demonstrated ability to assess institutional effectiveness and interpret qualitative and quantitative data related to governance, legal compliance, or organizational behavior.
- Proven skills in evaluation research and policy analysis, including the production of strategic assessments and evidence-based recommendations.

Effective Communication and Reporting

- Exceptional written and verbal communication skills in English, with a track record of preparing high-quality reports, training content, research publications, and policy briefs.
- Ability to convey complex technical issues to both specialist and non-specialist audiences across multicultural environments.

Regional and Thematic Expertise

- Knowledge of governance, legal pluralism, or legal systems in Central Asia, Eastern Europe, or comparable regions is highly desirable.
- Familiarity with operating in non-Western institutional settings and managing international academic or development cooperation initiatives.

Professional Engagement and Advisory Roles

- Experience providing expert advice to international organizations, development agencies, or national governments on topics such as rule of law, public sector reform, anti-corruption, or local governance.

REPORTING ARRANGEMENTS

The Consultant shall report to and coordinate activities with the IAIS Project Manager or a designated staff member appointed by the Project Manager. Upon completion of services, the Consultant will submit a comprehensive report and a duly executed Act of Work Performed to the Client.

DURATION OF THE ASSIGNMENT

The contract period is **two months, tentatively scheduled from June 20, 2025, to August 20, 2025**. Extension of the contract may be considered based on project outcomes and evolving business requirements. Training is anticipated to be delivered as a two-day, in-person workshop. The training schedule will be designed to include interactive sessions, regular breaks, and practical exercises to ensure maximum engagement and effective learning.

PAYMENT SCHEDULE

№	Deliverable	Payment/% of the total contract amount
1	Methodology, Action Plan and Performance Evaluation Framework	20%
2	Evaluation tools and instruments	40%
3	Training conducted	40%

Payments will be done based on approval of submitted reports (deliverables), signed Act of Execution (both sides) and Invoice.

APPLICATION PROCESS

Interested candidates should submit:

- CV
- Relevant work samples or references
- Proposed methodology and workplan
- Financial proposal

Applications should be submitted via email for the attention of Mr Shakhboz Akhmedov via the following address: info@iais.uz by 23:59 (Tashkent time) June 10, 2025.