

Final Evaluation Report

“E-Government Promotion for Improved Public Service Delivery” project

(Technical Annex is attached as a separate document)

Evaluation:	Joint project between the Ministry for Development of IT and Communications of the Republic of Uzbekistan (MITC) and UNDP ‘E-Government Promotion for Improved Public Service Delivery’
Project number:	00088586
Project approved budget:	1,000,000 USD including: <ul style="list-style-type: none">• 500,000 USD – UNDP (regular)• 500,000 USD – Government of the Republic of Uzbekistan (State Committee for Communication, Informatization, and Telecommunication Technologies; Ministry of IT & Communications)
Project start date:	10 July 2014
Project end date:	31 July 2017
Project implementing partner:	Ministry for Development of Information Technologies and Communications of the Republic of Uzbekistan
Organization commissioning the evaluation:	UNDP Country Office in Uzbekistan, Good Governance Unit
Report date:	18 May 2017
Report version:	Final
Location:	Minsk, Belarus; Tashkent, Uzbekistan
Evaluation period:	2014-2017
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List of acronyms

ADB	Asian Development Bank
APR	Annual Progress Report
AWP	Annual Work Plan
CDR	Combined Delivery Report
CO	Country Office
BFU	Business Forum Uzbekistan
BPR	Business Process Reengineering
CIO	Chief Information Officer
EGDC	e-Government Development Centre
GIZ	German Agency for International Cooperation
ICT	Information and Communication Technology
LGSP	Local Governance Support Programme
MITC	Ministry for Development of Information Technologies and Communications
M&E	Monitoring and Evaluation
NPC	National Project Coordinator
PCO	Public Council on Openness
OECD	Organization for Economic Cooperation and Development
PD	Project Document
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goals
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDESA	United Nations Department of Economic and Social Affairs
WB	World Bank

Acknowledgments

First of all, the evaluator would like to thank the project team for the professional organization of the evaluation process in general and the mission to Tashkent in particular. There was full access to all the necessary information and documents concerning the project, and all the questions asked during the evaluation were responded exhaustively. Special thanks go to the Good Governance Unit for guidance and overall support. Last but not least, sincere gratitude is extended to all government officials and other partners who openly and objectively shared their views on the project results and cooperation with UNDP.

PART 1. Evaluation scope and method

1.1 Object of evaluation

This report presents the evaluation of the joint project between the Ministry for Development of IT and Communications of the Republic of Uzbekistan and UNDP *E-Government Promotion for Improved Public Service Delivery* implemented during 2014-2017. The evaluation has focused on assessing the progress made in accomplishing the project targets against respective baselines and indicators as stated in the PD, AWP, APR, CDR, project minutes, and other materials produced in the course of the project implementation during the review period.

Based on these assessments, a conclusion is made whether the project activities have produced the planned results and contributed to the accomplishment of the envisaged target outputs.

1.2 Evaluation objective and methodology

The main purpose of the evaluation was to collect fact-based and other evidence about the project progress as described in the TOR, namely: “to assess the relevance, performance, management arrangements and success of the project and provide recommendations for possible follow-up”.

The assessment was undertaken by measuring the progress made by the project toward the following three activity results by examining the accomplishment of their respective annual targets:

- Activity Result 1: Online public services delivery enhanced (front-office)
- Activity Result 2: e-Government interoperability improved and effective business process reengineering (BPR) mechanisms applied (back-office)
- Activity Result 3: e-Government institutional development enhanced through capacity building of “e-Government development center”.

Each annual output target was assessed in terms of its status according to the following metrics:

- Achieved
- Partially achieved
- Not achieved

The process of evidence collection was split into three evaluation phases. The first (home-based) remote phase concerned with studying the project-related documents (AWPs, CDRs, Project meeting minutes, project annual reports, presentations and other materials produced by the project) that were made available by the project team in an online mode. The second phase included a mission to Tashkent to interview and discuss the project progress and the initial findings identified during the remote phase with the project team, UNDP CO, national implementing partners, other government agencies involved, as well as the main stakeholders, end-users and software/application developers. The final remote phase was dedicated to the analysis and synthesis of the collected evidence from the visit to the project site and to the drafting of the evaluation report in line with the assignment TOR.

The meetings with the project implementing partner and other stakeholders were used to both gather additional evidence and to verify the already collected information during the remote phase and through discussions with the project team when on mission in Tashkent. The questions that were asked during the interviews and meetings aimed at understanding to which extent the project partners and stakeholders

believed that the project had achieved the planned annual outputs targets and produced the planned main results (see Annex 3, Annex 4, Annex 5).

The evaluator did not intend to review and assess, every single activity undertaken by the project. The project reporting documents provide full description of what has been done by the project (see Annex 12). The main attention was given to verifying and confirming that these activities had taken place to meet the annually set output targets as listed in the AWP and evaluate their impacts (Annex 1).

For assessing the project's progress, the following progress measurement metrics was used:

1. Excellent progress – the project has fully achieved its objectives by producing the planned activity results and meeting all annual targets and has exceeded expectations in doing so; the project was on schedule.
2. Good progress – the project has satisfactorily achieved its objectives by producing the planned activity results and meeting all the annual targets with relatively minor deviations; the project was by and large on schedule.
3. Acceptable progress – the project has satisfactorily achieved most of its objectives by producing the planned activity results and meeting most of the annual targets with minor deviations; the project was on schedule with minor deviations.
4. Unsatisfactory progress – the project has failed to achieve its key objectives, has not produced the planned activity results and has not met most of the annual targets; the project has not been on schedule.

The report's structure and contents follow the instructions given in the United Nations Evaluation Group (UNEG) 2010 checklist for evaluation reports. It consists of three main parts: Part 1 – Evaluation scope and method; Part 2 – Executive Summary (presents the evaluation main findings that include, *inter alia*, key conclusions, lessons learned and recommendations for the next phase of the project; Part 3 – Project Management; Part 4 – Technical Annex (contains 10 annexes enclosed as a separate document).

PART 2. Executive Summary

2.1 Project's description and background

The project 'E-Government Promotion for Improved Public Service Delivery' ('e-Gov project' hereafter) is a project with a total budget of 1,000,000 USD of which 500,000 USD came from the UNDP regular TRAC resources and another 500,000 USD were provided by the Government of the Republic of Uzbekistan (by the State Committee for Communication, Informatization, and Telecommunication Technologies which later was reorganized into the Ministry for Development of Information Technologies and Communications) on a cost-sharing basis.

The project goals are firmly embedded in the national long-term e-government policy. The formulated project's main objective was to enhance governance and achieve efficient, convenient, more responsive citizen-oriented service delivery to provide better access to online public services. This goal responds to the second part of the government's Comprehensive Programme on Development of National Information and Communication system of the Republic of Uzbekistan for 2013-2020 (approved by decree of the President of Uzbekistan; or in short e-Government Master Plan) that sets out activities aimed at the creation of the integrated information systems and e-Government databases. The project directly supported the Programme's three specific activities, namely: (1) enhance online service delivery; (2) improve e-

government interoperability through business process reengineering of public services; (3) build the e-government institutional capacities by enhancing capabilities of the e-Government Development Centre (EGDC).

The project is well-anchored in the country's UNDAFs. The current one (started in 2016) is designed to last until 2020. The e-Gov project is covered by both the current and the previous (for 2010-2015) UNDAFs. There are two applicable to the project indicators in the UNDAF 2016-2020 Joint Work Plan for 2016-2017 – under Outcome 7: By 2020, the quality of public administration is improved for equitable access to quality public services for all and Output 7.1: By 2017, national policy makers are better equipped with strategic policy options on public services delivery reform); these are: Indicator 1: Availability of Roadmap on public services delivery reform in selected areas, and Indicator 2: Availability of strategy on business process re-engineering of client-oriented e-services. The baseline as of 2015 was 'No' for both indicators.

The project document (PD) is well-written and convincing, contains clearly formulated project objectives based on the analysis of the existing at the project start baseline. Overall, the project design is sound and relevant, although it would have been even more relevant if the project scope also included the support for the establishment of the inter-agency CIO Council and the development of a national interoperability framework, as will be argued later. The baseline indicators could have been selected more accurately as well. One of the main baseline indicators was the number of interactive transactional e-services available on the national e-Gov portal – it accounted for 6%. The term 'transactional', as the evaluator discovered, meant a possibility of making payments (e.g. paying taxes or fine tickets) directly through the e-Gov portal infrastructure. The evaluator was not able to find out how this figure was calculated, for at the time of the evaluation there were no services on the portal that would include this feature. It was mentioned during the mission that the new version of the portal (scheduled for release before June 2017) will have such a functionality. Yet while a possibility of making payments directly through the e-Gov portal infrastructure is convenient for end-users, the necessity of such a function is debatable (Estonian e-Gov portal, for example, does not have it using instead the third-party e-banking applications that are accessed via the portal but not being integrated with its infrastructure). The evaluator agrees that such payment option should not be selected as the main criteria for accurately assessing the baseline as far as e-services were concerned, since e-banking can be just as convenient as an add-on feature on the portal. Furthermore, at least 12 services already include an e-banking payment via the Internet but outside the portal. The task is to add this feature to the portal so as to make payments without leaving the portal environment.

The UN e-Gov Survey 2014 placed Uzbekistan on the 100th place according to the e-Government Index. In this view, the Country Programme Document (CPD) for Uzbekistan in 2016-2020 envisaged to achieve the 80th position in 2020 thanks to the planned rise of the interactive transactional e-services (Indicator 5.a: Ranking of Uzbekistan in United Nations e-government development index of Output 5: Enhanced governance/efficient, convenient, more responsive citizen-oriented public services delivery through advancement of e-government) and cooperation with UNDESA. The UNDAF for 2016-2020 also contains this target as a measure of e-government progress to be made – Thematic Area 4: Effective governance to enhance public service delivery and the protection of rights, Indicator 7.3: Ranking of Uzbekistan in UN E-government Development Index.

The project's partnership base is wide-ranging and includes (apart from the government agencies and other UNDP projects) such partners as Tashkent Law and INHA Universities, the IT Association, CIB Group, BePro Centre, Chamber of Commerce and Industry, UZTELECOM, ICT News Magazine.

2.2 Key findings

2.2.1 State of play

According to the UN E-Governance Survey 2016, Uzbekistan reached the 80th position in the global ranking (was the 100th two years earlier) and became a country with the high level of e-government development. That means that the country also reached the CPD target on e-government ranking planned for 2020. The progress was especially significant in the field of e-Participation Index, according to which Uzbekistan in 2016 was ranked number 47, or 24 positions higher than it was in 2014. This is an evidence of the successful implementation of the e-Gov project as far as improving Uzbekistan's position in the global e-Government ranking was concerned, as envisaged in the UNDAF 2016-2020.

Uzbekistan achieved this target much earlier thanks, first of all, to the successful achievement of all the planned targets of the AWP 2014 and 2015, namely: 1.2: International expertise, including through partnership with UNDESA, is provided to the draft normative legal acts on e-government and open data; 2.1: At least 2 research papers on interoperability and BPR are prepared and widely disseminated based on pilot application of BPR methodology in selected government organizations; 2.2: The definition of public services, guidelines for classification and inventory of public services are submitted to Government for streamlining public services in 8 ministries and agencies as well as for legislative review and drafting; 3.1: Communication strategy for e-governance is developed and disseminated; 3.2: Current M&E system on e-government is revised and widely discussed; 3.3: Revised M&E system is applied online to benchmark progress of the ICT implementation in government organizations. This evaluation has found evidence that in 2017 the answer to the UNDAF baseline target was 'Yes' for all indicators (was 'No', as indicted above). The relevant CPD targets included: Indicator 5.b: Availability of draft legislation e-government and open government data (Output 5: Enhanced governance/efficient, convenient, more responsive citizen-oriented public services delivery through advancement of e-government – part of the UNDAF Outcome 7: By 2020, the quality of public administration is improved for equitable access to quality public services for all). The evaluation confirms that these targets have also been reached.

This leap in the UN ranking is also a telling evidence proving the fact that a fast progress in e-government is possible when the financially modest resources are effectively invested to address the underlying causes of public service digitalization; in this case, the problem was lack of specialized knowledge of how to reengineer the traditional business processes and create services of higher online maturity.¹ However maintaining this position in the future will be a challenge requiring not only to strengthen the focus on the growing online maturity of public services but also to strategically re-set the entire e-government architecture by introducing the 'whole-of-government' and 'once-only' principles to make interoperability work in practice across all state information systems, sectors, public service organizations and by applying the agile project management approach to e-government development. To sustain that progress further, the started by the project support to business process reengineering should continue and expand to cover more services so as by 2020 at least 50% of all e-services are transactional services at the Stage 3 (full electronic case handling, see the recommended targets in Annex 7 – it is strongly suggested for internal benchmarking to still use that four-stage model of e-service online maturity).

¹ The concept of service online maturity remains highly important despite the fact that the four-stage model of measuring such maturity was abandoned in the UN e-Gov Survey 2016, and it is still not clear what the new model will be. The usefulness of such a maturity-focused model is proved by the successful experience of the European Union in benchmarking e-services in the member states by using a similar five-stage model.

In addition to the effort of extending the BPR method to other sectors, a far more stronger emphasis should be placed to introduce interoperability across the board as a fundamental principle of the new e-government architecture which is still incomplete. Without addressing these fundamental issues, the further progress in e-services will be hard to maintain in future. Same applies to e-Participation where the progress was especially significant ranking Uzbekistan number 47 which is 24 positions higher than it was in the Survey 2014. For further progress, Uzbekistan needs to institutionalize citizens' participation in decision-making by developing a national e-participation strategy (or policy supported by the pertinent strategy/implementation roadmap) and setting up the portal for public consultation online and electronic petitioning.

While the ranking positions do matter, it is essential to keep in mind the dynamics of the Online Service index. Its value rose 153% from 0.4488 to 0.6884 during 2014-2016 (this is higher, for example, than in Ukraine, Turkey, Latvia, Hungary but lower than in Russia and Kazakhstan). The progress is noticeable especially against the declined index value during 2012-2014 (dropped to 0.4488 in 201; the actual data refer to 2011 and 2013 accordingly).² The year 2013 was the year when e-Government Master Plan adopted and EGDC established, while in 2014 UNDP project was launched. Otherwise speaking, there seems to be no coincidence of the index rise since then. It was also the result of the clearly manifested political will (such as passing the law and other regulations and setting up the e-Gov Centre) by the government that was timely supported by UNDP. At the project start in July 2014, the Single portal of interactive state services my.gov.uz (launched in 2013) offered 200 services and processed 20,136 applications received from citizens (89%) and businesses (11%). In three years, at the end of the project (as of May 2017), the portal hosted 300 online services and processed 1,150,740 requests from citizens (43%) and businesses (57%). This growth can be directly linked with project activities that supported the consistent effort of the EGDC to make the portal work.

The project has also contributed to other CPD goals and targets by successfully cooperating with other UNDP-supported projects, especially LGSP-2 and BFU (under the CPD thematic priority areas of 'Effective and inclusive governance' and 'Inclusive economic development' respectively).

2.2.2 Progress in 2014-2015

The project's effective duration was less than three years, as many activities undertaken in the second half of 2014 were of the preparatory nature associated with the project start. In a similar vein, the year 2017 includes activities related to the project formal closure. Therefore, it makes sense to split the project's timeframe into two periods comprising the years 2014-2015 (Period 1) and 2016-2017 (Period 2). Building capacities of the e-Government Development Center (EGDC) was central for both periods. Overall, for a project in such a complex and cross-sectoral field as e-government, it is a very short time to effect substantial changes. Despite its short duration, the *project has produced impactful outcomes* already in Period 1 thanks to clear focus and concentration on key areas, well-designed activities, close cooperation with the government, support from UNDP CO, highly visible communication and awareness activities,

² The evaluator is aware that direct comparison of the index value for 2016 with those for 2014 and 2012 may not be the best way due to the change of assessment methodology used in the 2016 Survey, still comparing the change is possible and useful, for the change of methodology applied to all surveyed countries in the same measure.

professional staff and effective management. The emphasis on the *development and consistent application of the BPR as a vehicle of changing public service organizations was the right strategy* employed by the project and used in a focused manner, especially during Period 2.

The support activities that were key to the successful accomplishment of the Period 1 targets were:

- equipping the EGDC with hardware/software and knowledge through professional training of its core staff (over 20 training events organized during 2015-2017);
- organization of conference on e-government/open data legislation at the National ICT Summit and two workshops on the UN Survey methodology (one on e-government index and the other on e-participation index) targeting government officials and support to as many as eight line ministries and government agencies to design sectoral and cross-sectoral plans to implementation of new e-government and open data initiatives; conducting a hackathon on Open Data;
- launching a wide-ranging awareness raising events and campaign, as well as the production of well-written knowledge products about e-Government reforms, online public services, open data; publishing 15 analytical articles in newspapers and magazines;
- undertaking situation analysis of the existing inter-agency interoperability processes and preparing a policy brief on the interoperability framework; help in defining the term ‘public services’ and creating their unified register; preparing analytical materials on the use of ICTs in public service organizations;
- establishing productive partnerships including with UNDESA and the Estonian e-Governance Academy.

2.2.3 Progress in 2016-2017

In Period 2 (2016-2017), all the planned targets have been reached; these are (see more details in Annex 1 “Detailed evaluation results” and Annex 12 “List of documents consulted”):

2016 Targets: 1.1 “At least 2 transactional online services are available via my.gov.uz and/or other channels”, 1.2 “Draft normative acts on implementing the law on e-governance and a roadmap on developing e-services are submitted to MITC”, 2.1 “Normative legal act (or government’s technical standard) is drafted to institutionalize BPR in modernization of public services delivery”, 2.2 “Policy brief on administrative procedures and BPR prepared and disseminated”, 3.1 “The national review of e-Government development in Uzbekistan is prepared and widely disseminated”, 3.2 “Donor Coordination Council is established and functioning to mobilize stakeholder resources in promoting e-governance in Uzbekistan”.

2017 Targets: 1.1 “Roadmap on streamlining and digitalizing at least 3 public services is submitted to MITC”, 1.2 “Draft normative acts on implementing the law on e-governance are submitted to MITC”, 2.1 “Review of international best practices on BPR is prepared and submitted to MITC”, 2.2 “Business process management System (BPMS) is piloted in e-Government Development Centre”, 3.1 “The capacity of MITC, EGDC and other key government agencies on e-services, interoperability, administrative reform is enhanced”, 3.2 “Donor Coordination Council is functioning to mobilize stakeholder resources in promoting e-governance in Uzbekistan”. The project has not only implemented the planned activities but did it also

supported other activities that emerged during the implementation process, such as development of the Transparency Index methodology for the Public Transparency Council of Uzbekistan established with the aim to facilitate openness in the activities of public administration bodies and to create a monitoring and evaluation framework to assess government transparency www.ochiqlik.uz.

Key activities in Period 2 could be summarized as follows (see more details in Annex 1 “Detailed evaluation results” and Annex 12 “List of documents consulted”):

- continued process of building the EGDC’s capacities by enhancing its competence in the BPR methodology to develop transactional models of e-services; capacity building of the EGDC and other agencies resulted in reaching the key project target 1.1 “At least 2 transactional online services are available via my.gov.uz and/or other channels”. These are (1) filing income tax declarations as a pro-active service (the highest e-service maturity at stage 4) and (2) property registration as a transactional service (maturity stage 2). The back-office infrastructure for the latter will be finalized by 1 July 2017 for integration into the portal, whilst the former will be available on the portal soon after the project ends in 2017; as explained by the representatives of the State Tax Committee during the interview (see Annex 5), the service is fully technically developed and ready for the launch provided that the amendments proposed – with the project’s support – to the National Taxation Code will be approved (expected later this year). Whereas at the time of the evaluation, these services were not yet available on the portal for use, the project has implemented all the support activities for digitizing the services as planned. The meetings with the EGDC and the State Tax Committee convinced the evaluator that these services will be available online in the second half of 2017. Therefore, it is assumed with confidence that the key project target 1.1 has been achieved. Even if the project is a joint one between UNDP and the Government, UNDP cannot be held responsible for the government partners’ obligations to pass the required legislation for a certain date and complete the software development by the planned deadline – a certain degree of flexibility should be applied when such technically and organizationally complex and novel goals (as are the development of e-services of high online maturity are services) are put forward. Nonetheless, this is an important lesson to learn, i.e. to formulate project targets with more care by distinguishing clearer between the role of UNDP and the Government in handling the implementation of technological solutions; at least, that should be part of the risk and contingency planning (Risk Log in the PD).
- developed proposals and drafted normative acts aimed at making these services more transparent, convenient and accessible to the public. In addition, the project prepared a roadmap (submitted to MITC) to optimize and digitalize other five most demanded public services, namely: admission to kindergarten, primary school, university, vehicle registration and payment of fines for traffic violations. The roadmap on streamlining five most demanded public services – applying to kindergarten, primary school, and university, vehicle registration, paying fines for traffic violations – has been submitted to MITC. Two of these services – applying to university and paying traffic violation ticket fines – are included in the 2017 MITC Plan to reengineer their delivery and integrate with my.gov.uz portal.
- contributed to drafting of:
 - Cabinet of Ministers Resolution #188 “On further measures to implement the Law on E-Government of the Republic of Uzbekistan” adopted on June 3, 2016;
 - the Cabinet of Ministers Resolution #353 “On methodology to evaluate the quality of electronic public services delivery” adopted on October 20, 2016;

- the Cabinet of Ministers Resolutions on single registry of references and classifiers used in e-governance and on interagency data network, as well as the law on administrative procedures.
- created a monitoring and evaluation framework to assess government transparency www.ochiqlik.uz.
- continued organization of the pro-active awareness raising campaigns to explain e-services, open data, administrative reform, One-Stop Shops, e.g. through organization of 2 workshops, 2 round-tables, 6 news articles, 5 infographics, etc) to increase effective cooperation with media and accelerate e-Government promotion including by helping implement the e-Government Communication Strategy and Action Plan;
- continued provision of value-added knowledge services including undertaking a comparative analysis of best international practices on regulation and administration of transactional e-services, preparing methodology for assessing the efficiency of e-government projects, devising roadmaps for streamlining and digitalizing the most needed public services, providing inputs for a concept of the public administration reform in Uzbekistan, designing the national portal on SDG monitoring;
- continued building partnerships (with UNDESA, WB, ADB, OECD, GIZ and other international partners) by establishing a Donor Coordination Council;
- supporting young talents by funding a scholarship program to promote research on law and e-governance and helping to implement the Technovation program in Uzbekistan (to attract young females to ICT entrepreneurship);
- continued supporting the Ministry for Development of Information Technologies and Communications on electronic government promotion by assisting the Public Transparency Council of Uzbekistan in the development of the openness framework, devising the Transparency Index³ as a measure to rank government agencies of Uzbekistan on how open and transparent their activities, and elaborating the guidelines on transparency for government agencies.

Despite the change of the NPCs over the project course, interviewing the project's main government partners revealed a high level of political will that had been demonstrated throughout the project life to accomplish all planned activity results and related targets on time and with required quality (evidenced, for example, by the Minutes of the Project Board meeting that took place on 9 December 2016 with the participation of the First Deputy Minister of MITC Mr. Sherzod Shermatov). The project success is also due to the support provided by the Project Board that meets once a year (the next and final Project Board meeting is scheduled for July 2017) and the managerial effectiveness of the project team supported by the Good Governance unit of the UNDP CO.

2.2.4 Project's strengths

The project's key strength lies in addressing the underlying causes of e-government and public administration development in a focused and consistent manner, in close partnership with the government. The evaluation confirms that the project has critically contributed to advancing the national e-government agenda. That resulted in the significant leap in the UN ranking on e-service and e-participation indices – a proof of the progress made by Uzbekistan over the past few years thanks to the dedicated and focused policy supported by UNDP. The forthcoming availability of two fully electronic services – income tax and

³ A composite indicator evaluating the extent to which government institutions implement the legal requirements on ensuring openness and transparency. In particular, it measures organizational setup to promote openness (the role of agency heads and PR-services), efficiency of specific channels (website, information stands, data requests, etc.), as well as user satisfaction (via surveys); the index will be updated and published every six months.

property registration – Is a case in point. Especially impactful is expected to become a new revamped e-service for income tax declaration that can be categorized – first in Uzbekistan – as fully automatic and proactive (the highest ‘targetization’ stage of service maturity according to the model used by the European Union) in advising and helping end-users to agree or disagree with the already computed tax amount and thus resolve a major problem of repaying the incorrectly filed tax amounts. It is expected to have an attached payment facility as well.

As mentioned above, another example is a real breakthrough in making government openness a policy priority goal, as encouraged by the SDGs, and manifested in the establishment of a Public Council on Openness (PCO) – chaired by Mr. Ilkhom Abdullaev, Head of the Parliamentary Committee on ICT⁴ – to monitor how open and participatory are government authorities including via digital technologies. The PCO’s web site was launched in mid-April 2017 by ranking 47 government agencies on how open and transparent their activities are from the viewpoint of citizens (required by the Law on Transparency). According to Mr. Abdullaev, the realization of this initiative became possible thanks to UNDP’s support in developing the methodology to calculate the index value. This initiative is also a good example of a fruitful cooperation with another UNDP project (LGSP-2) to involve its pilot regions of Jizzakh and Namangan *khokimiyats*.

Another key strength of the project is its ability to provide highly effective support for capacity building by inviting knowledgeable experts and by focusing on critical for success areas and issues. The e-Gov development centre (EGDC) has played the central role in advancing e-government agenda. As the project’s main partner, the EGDC has benefited from the project methodological and analytical assistance provided in many areas, such as BPR, methodology development, expert advisory services (e.g. inviting the British government experts to advise on Open Data), organizing study tours, supporting the inter-agency group on e-Government Index (by inviting UNDESA experts). As a result, the capacity of the EGDC has been substantially strengthened to start quarterly monitoring of the use of ICTs by public administrations. The visit of the British experts has encouraged the EGDC to start considering the application of the agile approach to implement e-government initiatives when the end-user feedback becomes mandatory at each development phase. The use of the agile approach in the project management practice may be another fundamental change to advance e-government further.

One of the most convincingly demonstrated project’s strength is its direct participation in shaping up and implementing important policy issues through close partnership with the government. The fact that a new five-year National Action Strategy focused on 5 main priorities highlights the role of ICT and e-government very clearly across the board is an indication of the project’s impact on strategic policy making and the influence on the broader development agenda of Uzbekistan. Now, when the government’s overall development agenda is being realigned with this Plan, the next phase of the project should work closer with the Ministry of Economy as it develops a national Action Plan in support of the global SDGs to take full benefit from ICTs in accomplishing SDGs.

The project’s special strength is also in the skillful ability to build broad partnerships outside government structures, such as the formation of the Donor Council on e-gov issues.

⁴ An evidence of the high-level priority given to the issue of transparency and openness.

2.2.5 Project's weaknesses

There have been no major weaknesses detected during the evaluation which would negatively affected the project performance and results. All activities were implemented according to the project design. As mentioned above, while the project overall design is sound and relevant, it could have been even more impactful by including in its scope the support for the establishment of the inter-agency CIO Council and the development of a national interoperability strategy (framework) in conjunction with the common e-government architecture. Also, the baseline indicators could have been selected more relevantly.

The change of the National Project Coordinators (NPC) – there have been as many as four NPCs during the project life; this position is held by the First Deputy Minister of MITC – has posed certain challenges to the project. However, these were successfully overcome by the skillful project management and constant support from the UNDP CO and the MITC at the highest level. The Project Management Board met regularly and strategically guided the project's strategic course. As a result, the change of NPCs has not negatively influenced the project implementation and results.

2.2.6 Key conclusions

The main conclusion is that the project has made an excellent progress by fully achieving its objectives, by meeting all the targets and has exceeded expectations in relation to all three planned Activity Results – (1) Online public services delivery enhanced (front-office) with adequate quality, (2) e-Government interoperability improved and effective business process reengineering (BPR) mechanisms applied (back-office) and (3) e-Government institutional development enhanced through capacity building of “e-Government development center”. Whilst that applies to all three results, the progress made in advancing BPR has made the most important contribution towards the success of the entire project. By advancing the BPR methodology and passing its knowledge on to other sectors (e.g. former Ministry of Labor and Social Protection on e-services for people with disabilities and to the Chamber of Commerce and Industry on business registration service), the project has laid a solid ground for e-government broader sustainability that still needs to be further supported.

Below are some more specific conclusions that can be made following the evidence collected during the evaluation.

Conclusion 1. UNDP has become the major player in shaping up e-government developments in Uzbekistan by directly contributing to the significant progress made by the country in this field since the project start in 2014. It's been done by providing well-targeted knowledge services aimed at building local capacities to digitize public services and create an enabling legal and regulatory framework for such digitalization. The country's leap in the UN global e-government index during 2014-2016 was due to the rise of the e-participation and online service components.

Conclusion 2. The BPR methodology has been an effective vehicle of raising the online maturity of public services – a cornerstone of the project's main impact. The work should continue to support the development of new e-services at stages 3 and 4 of the online maturity model (see Annex 7). UNDP's emphasis on providing catalytic assistance aimed at producing new knowledge-based products and solutions – e.g. BPR and openness monitoring methodologies, service models – has been at the core of the capacity building effort. Keeping in mind the service maturity model has been an important element of methodology and strategy of public service digitalization. Despite abandoning by the UNDESA of a four-stage service maturity model to measure e-services progress, the project should continue applying it and developing a national model (that could be a

combination of that UN model and the one practiced by the European Union) to measure progress in public service automation. Client survey satisfaction results should be included into the model.

Conclusion 3. The deployment of new e-services of high online maturity won't be possible without radically improving the mechanism of inter-agency cooperation and coordination. Such mechanism will have to include the CIO Council and the full-fledged interoperability strategy/framework (as an official government regulation) to significantly increase the number of transactional and proactive e-services available on the national portal; without that the achieved progress cannot be considered sustainable and irreversible. The proposed engagement of other agencies to reengineer more public services will depend on such a strategy (interoperability should address its technical, legal, semantic and organizational aspects). UNDP should support the EGDC and UNICON in developing such a strategy and institution of inter-agency coordination.

Conclusion 4. UNDP has convincingly demonstrated that it is capable of breaking new ground and building effective partnerships for that to happen. The partnership base should be widened for the proposed implementation of more complex tasks during Phase II (on the government side the new partners should include UNICON, Ministry of Economy, State Statistics Committee).

Conclusion 5. Targeting the EGDC – the main government body on charge of e-government development and coordination – as the project's main beneficiary helped enhanced its capacity to the level sufficient for undertaking BPR on its own and maintaining the Portal in a sustainable manner. Support to EGDC should be continued to address other e-government development issues.

Conclusion 6. In parallel to helping create solutions (e.g. BPR), UNDP has demonstrated the importance of assistance to change legal and regulatory environment to make the proposed solutions sustainable. Support in improving enabling conditions should be continued.

Conclusion 7. UNDP has demonstrated an ability to win trust of other partners and involve them in breaking new ground, as cooperation on Open Data with the UK government experts and technology innovation with Technovation and universities shows. Support to opening up new possibilities for innovation should be continued, especially in disclosing benefits of Open Data statistical re-use. This is also an excellent opportunity for resource mobilization.

Conclusion 8. The project success was entirely due to the support provided by the MITC, the National Implementing Partner, which showed strong political leadership in its commitment to advance e-government by passing regulations and proposing new laws including those aimed at the institutionalization of project outcomes. The political will to support the implementation of the project by the Minister and the National Project Coordinators was in this context indispensable for successful capacity building. Despite the fact that several different officials from the Ministry held the NPC position over the project lifetime, each of them consistently supported the project (as evidenced by the Project Board minutes). The project success would not be possible without the commitment for cooperation demonstrated by other responsible parties – EGDC, UZINFOCOM, IT Association, UNICON, the former Ministry of Labor and Social Protection. The representatives of the MITC clearly expressed the interest for the continued cooperation with UNDP in the hope that it would widen its assistance by implementing larger-scale projects. UNDP should accept this offer and expand its project activities to other areas during the next phase (see recommendations below).

2.2.7 Lessons learned

Lesson 1. The project's implementation reveals the importance of being flexible in responding timely to new emerging challenges – such a flexibility has been a vital factor of its overall success. Such an ability should be preserved in the project's Phase II preferably in the form of a special

budget line of the fast-track advisory support services provided on-demand quickly and timely when the needs arise.

Lesson 2. The success and effectiveness of knowledge products, instruments, solutions need to be timely institutionalized in the form of government decrees and new legal acts to avoid unnecessary delays. The catalytic nature of UNDP knowledge services depends on how timely the proposed solution is institutionalized. For this end, UNDP should be pro-active in providing more effective support to enact the prepared laws and regulation.

Lesson 3. It is not advisable to formulate project targets which achievement significantly depends on the factors that are outside the project control, such as passing legislation and developing complex software products; this is an important lesson to learn for Phase II which is recommended to include more activities related to e-service and information system development. Proper risk management should help avoid deviations and reduce risks influencing the timely accomplishment of project targets. The project's Risk Log is designed to foresee possible risks and as a living document can be used with more vigour during Phase II to managing project's strategic goals. The vast powers of the Project Management Board should be better exploited for closer monitoring weak spots in advance by having the Board meeting in a quarterly basis rather than twice a year.

Lesson 4. The formulation and scheduling project targets that influence the ranking positions in the UN e-Gov Survey (e.g. e-services that determine the online service index or the submission of information for the telecom index) need to be synchronized with the schedule of information and data collection by UNDESA for the next Report 2020; that is, such targets should be accomplished by the summer time of 2019 to be included in the Report 2020 and so forth.

Lesson 5. Project results would have been even stronger and more impactful if the common interoperability strategy and the establishment of the CIO Council would have been included in the project's first phase from the outset. The further progress in developing transactional public e-services of high maturity level will be undermined unless these issues are handled on a first priority basis at Phase II.

2.3 Recommendations

Below are the main recommendations that have been identified following the evaluation (not listed in the order of priority) grouped around three pillars, namely: (i) strategic policy development, (ii) project/programme management, (iii) capacity-building and communication.

Strategic Pillar: Policy development

Recommendation 1: Discuss with the government a need for the development of a new policy vision document Digital Uzbekistan 2025 (in the context of the Programme of further development of the information and communication system of Uzbekistan for 2021-2025 (*«Программы дальнейшего развития национальной информационно-коммуникационной системы Республики Узбекистан на 2021-2025 годы»*) to address in a comprehensive and integrated manner the key future challenges of digital transformation that the country will have to deal with in the next decade. The main thematic domain of Digital Uzbekistan 2025 could include Digital State, Digital Administration/e-Government, Digital Society, Digital Market/Economy (see Annex 6 for details).

Recommendation 2: Discuss with the government a need to develop an Open Data policy (strategy/programme/law) to make better use of the increasing number of data sets being released, set common for all organizations standards of data management, encourage the emergence of data-driven economy and business models. Provide policy advice to develop such a policy. Continue helping the Open Data Portal.

Recommendation 3: Discuss with the government a need to develop an e-Participation policy (strategy/programme/law) to institutionalize citizen engagement and consultation via electronic means, including e-petitions. Provide policy advice to develop necessary legal acts. Implement a project to create a common for all government agencies e-Participation Portal. Consider to engaging, as a first step, urban dwellers to discuss and take decision on the issues related to their residential districts (including via electronic voting, e.g. similar to the Active Citizens of the Moscow Government).

Operational Pillar: Programme/project management

Recommendation 4: Discuss with the government terms and conditions of implementing more complex sector-specific, large-scale e-gov initiatives aimed at setting up new information systems using government cost-shared funds, for example, in the field of social development (e.g. labour, education). There are 12 state information systems that need to be fully digitized (IS in education is a priority with the cost of 1.8 billion sum). One of the major objectives of developing such IS will be to demonstrate the benefits of using the innovative agile approach towards managing large-scale e-gov projects with the aim to transfer this experience to other government branches in future.

Recommendation 5. Use the Risk Log as a living document that is updated regularly to reflect upon the emerging risks and resolving them at the Project Management Board meeting. Convene the latter four times a year instead of two times for greater efficiency.

Recommendation 6. When deciding to implement technically and managerially complex activities related to the development of end-to-end state information systems/platforms on a government cost-sharing basis, discuss with the government detailed procurement arrangements (both hard- and soft-ware) to avoid delays and include major risks factors into the Risk Log by outlining the boundaries of government and UNDP responsibility for accomplishing the project main outputs. Update the Risk Log regularly over the project life following the Project Management Board meetings. Get familiar with other UNDP CO experience in implementing this type of government cost-shared projects with large procurement portfolio (e.g. in Azerbaijan).

Recommendation 7. Continue support of the working group on the UN e-Government Index. Synchronize whenever possible the schedule of project outputs with the schedule of data and information by the UNDESA e-Gov Survey to ensure that the project achievements are included into the survey.

Recommendation 8. Expand the partnership base among government institutions by including UNICON, Ministry of Labour, Ministry of Economy, State Statistics Committee.

Recommendation 9: Discuss with the government the development (or the provision of methodological and analytical services) to develop some of the core information (sub)systems, such

as: (a) common for all agencies electronic mail (inbox.gov.uz) so as citizens could communicate with the government using the single channel; citizens will have their official email boxes to keep all official correspondence and documents in one place; (b) common for all agencies payment system (pay.gov.uz) so as to consolidate in one place all official financial transaction with the state (taxes, fines, etc) working on the once-only principle to exclude repeated requests for confirmation documents (receipts - *справки*); the system to be linked up with the Single Window Centres and e-Gov Portal; (c) common platform of official notifications (notify.gov.uz) so as to timely inform citizens and businesses on their interaction with the government using multiple communication channels.

Recommendation 10. Discuss with the government a possibility to cooperate with the Ministry of Health and Social Protection on implementing a project aimed at creating an information systems and related services in social protection (under the cost-sharing arrangements, once the proposed by the Ministry new programme has been approved by the government).

Recommendation 11. Discuss with the government a need to develop a project that will demonstrate the use of Open Statistical Data for decision making and e-services. It is advised to take one socially important problem, for example in the area of employment and create, in cooperation with the Statistics Committee and the Ministry of Labour, a common for all government agencies platform (information system) that will provide access to a range of the critically important indicators that describe (in a visualized form) key trends and forecasts in the labour market at both national and local levels (that should also include data on employment, vocational training and re-training, job matches, etc). With time, the number of such indicators will grow to cover other aspects of employment data and trends needed to take informed decisions. The implementation of such a project will help improve the quality of open data and better understand their both public and managerial value.

Recommendation 12: Continue cooperation with the Chamber of Commerce and Industry (and the BFU project) as far as e-services for businesses are concerned (including e.g. procurement automation).

Recommendation 13: Continue cooperation with the LGSP-2 project as far as local e-governance is concerned.

Recommendation 14: Find out what the WB and ADB assistance programmes in eHealth specifically focus on. Consider offering BPR services when and if it comes to developing and designing eHealth services for citizens (engaging citizens in service design and co-creation).

Knowledge Dissemination Pillar: Capacity building and communication

Recommendation 15. Include into the project document of Phase II a fast-track advisory support activity to quickly and timely meet the demand for knowledge-based advice and training when the need arises.

Recommendation 16. Continue documenting and publishing in an attractive form the results of the knowledge products, instruments, solutions, methodologies.

Recommendation 17: Continue building capacities of the EGDC especially in establishing and operationalizing the CIOs Council and developing key common interoperability frameworks (including in information protection, web presence, etc.).

Recommendation 18: Discuss with the government a need to establish an e-Government Demonstration and Public Awareness Facility that would serve as a knowledge management system for government agencies, on the one hand, and a Single Window for the public to demonstrate how e-government works and what are the benefits of e-services in a simple language. The availability of such a Demonstration Facility will help consolidate efforts of information dissemination to end-users to encourage uptake of new e-services.

Recommendation 19: Consider providing support to improve the LEX.uz portal by helping develop the vocabularies needed to explain complex terms in simpler language and provide interactive advice to wider non-specialist audience.

Recommendation 20: Consider providing support to UNICON in helping it become an e-gov think-tank type organization with strong analytical capabilities; it might also become an operator of, for example, the Open Data Portal (not developer which will be done by UZINFOCOM). To change its profile and mission, UNICON might need a Strategic Management Plan (which UNDP could help develop and implement).

Recommendation 21: Consider designing a public-private partnership-based programme of public education on the use digital technology, computer/internet security, including on e-services, at the grass-root level aiming at each region, in partnership with the INHA University. The latter could help develop relevant training materials – handbooks aimed at different age groups, especially children in rural areas, also in the form of games (the expertise is already available). That initiative should be coordinated with the proposed e-Gov Demonstration Facility.

Recommendation 22: Consider engaging the INHA University in making the SDGs easy to understand and measure (also, in the form of gamification, as part or independently of the official portal measuring success in accomplishing SDGs).

Recommendation 23: Consider continuing cooperation with the Tashkent State Law University to maintain the scholarship programme. However, it is advised to focus it more strongly on advancing new emerging aspects of digital transformation at the crossroads of law and technology including, for example, addressing legal aspects of data-driven economy, regulation of e-participation/e-democracy. Investigating the European experience in building the Digital Single Market, Europe 2020, research programme Horizon 2020, making inter-country comparisons would help bring best international knowledge into Uzbekistan.

Recommendation 24: Continue cooperating with the ICT News Magazine. However, it is advised to invite its journalists to interview the project staff and other partners and tell the story as they see it (it is not advised to spend much time on writing articles for the media, it should be done by professionals).

Recommendation 25: Continue providing advisory services to implement the provisions of the e-Government Law and to harmonize respective regulations issued by sectoral ministries/agencies by focusing on legal/regulatory acts in the field of (a) administrative procedures, (b) functioning of core state registries as information systems/assets, (c) state procurement, (d) public-private partnerships, (e) civil service.

Recommendation 26: Continue providing advisory services, including by inviting international experts, to reengineer public services to meet the requirements of a proactive e-service of high online maturity (and thus continue advancing on the e-Gov Index). Combine this work with the support aimed at linking such services closely with people demands and everyday needs.

Recommendation 27: Provide advisory services for developing the unified standard of e-services and the guidelines to transform traditional public services into digital form (using, e.g. the British experience as a world leader in digital transformation).

Recommendation 28: Continue producing analytical papers on the challenges of the introduction of transactional services, optimization of administrative procedures in the context of Civil Service Law, the role of state registers in providing e-services, interoperability in view of the new IS and core databases (including cloud services).

Recommendation 29: Support the organization of the joint meetings of the main e-gov actors (MITC, EGDC, UZINFOCOM) in the regions to discuss the actual problems and suggestions to move the traditional public services into electronic format.

Recommendation 30: Provide advisory services to establish a multi-channel principle of public service provision for creating the mobile channel and format of public services to benefit from the growing use of smartphones and other mobile devices and platforms. Create a section on the national e-gov portal to collect and disseminate mobile-oriented APIs developed by government agencies (market.gov.uz).

Recommendation 31: As part of the multi-channel strategy, create a single, common for all government agencies Call Centre with a single common telephone number to more effectively advise citizens and businesses.

Recommendation 32: Provide advisory services to develop respective legal acts needed to establish a national system of electronic identification (including mobile) and related trusts services aligned with best international experience (e.g. the European eIDAS (electronic identification and trust services) law, mobile identification practices in Moldova, Azerbaijan, Georgia).

Recommendation 33: Provide advisory services to expand services of the Single Window Centers (One stop shops) to address special needs of the vulnerable population and improve the procedures of providing services in the area of electronic payments, including the introduction of CRM systems.

Recommendation 34: Provide advisory services for the creation of a unified information system (registry) containing the information about all government/state bodies and civil servants (Единый реестр государственных организаций и госслужащих) in the context of the Civil Service Law.

Recommendation 35: Provide advisory services for the consolidation of all government information resources and web-sites into one platform (as it is done in the UK's gov.uk) by using common unification rules.

Recommendation 36: Provide advisory services for piloting the Business Process Management System (BPMS) in other agencies based on the experience of the EGDC.

Recommendation 37: Provide advisory services in collecting and analyzing the end-user statistics for the core e-gov portals (my.gov.uz, pm.gov.uz, regulation.gov.uz, data.gov.uz, e-kommunal.uz, etc.) to eliminate duplication and unify their operations.

Recommendation 38: Provide advisory services for the creation of a stand-alone e-Information platform (or within the e-Participation platform) for sending information requests and the publication of the Frequently Asked Questions.

Recommendation 39: Provide advisory services for conducting surveys and polls among public services users to find out the level of their satisfaction with the services they receive on both electronic and traditional form and to compile the most widely used services and better understand the standard needs of users of e-government services.

Recommendation 40: Provide advisory services for compiling a consolidated review of the existing four legal acts regulating access to public sector information so as to develop a single law (e.g. the type of the Freedom of Information Act).

Recommendation 41: Provide advisory (analytical and methodological) services to develop a set of specific recommendations for advancing Uzbekistan in the UN e-Gov Index by focusing on (a) e-service index and (b) e-participation index. Provide support to improve reporting on the Telecom Infrastructure and Human Capital components of the overall e-Gov Development Index (EGDI).

Recommendation 42: Provide advisory services for the development of IT professional standards to specify and define particular occupations such as service manager, project managers, data and business analysts, BPR managers. Support study tours to the countries possessing advanced experience and knowledge to share (e.g. Kazakhstan, Georgia, Moldova, Estonia, UK, Singapore, Turkey, USA, Japan, Canada) by utilizing UNDP regional programme resources and donor funds.

Recommendation 43: Provide advisory services for the development of module-based and tailor-made training curricula on various aspects of e-government and e-participation development to address sector-specific (healthcare, education, finance, Open Data, etc) and institution-specific needs (central government agencies and their regional branches, regional administrations), as well as to train such key staff categories as senior executives, mid-level managers, specialists). Develop a short-term training e-gov course for higher education establishments and the Academy of Public Administration to be taught with the help of international trainers.

Recommendation 44: Continue supporting training seminars for government officials in BPR, project management, data analytics, e-services, social media, e-participation, creative thinking.

Recommendation 45: Provide advisory services for streamlining and consolidating the use of electronic registers/lists (including Electronic Document Management Systems /EDMS - электронные учеты и делопроизводство) in order to (a) to compile an inventory of the existing among government agencies powers/functions to create and run such registers/lists, (b) identify relevant information systems and resources, (c) define legal status and certainty/validity of the data,

including in electronic form, contained in respective registers/lists, (d) enact a legal act regulating the procedure of running state electronic registers/lists so as these would also include GIS, (e) set a mandatory principle to run such state registers/lists in electronic form only and legally protect the relevant data, (f) define minimal requirements of creating and running state electronic registers/lists, (g) integrate them with the e-gov infrastructure and ensure electronic interoperability of state registers/lists, (h) identify the most widely used registers/lists for their subsequent digitalization (a roadmap for 2017-2021).

Recommendation 46: Continue providing advisory services for strengthening capacity in Open Data management by (a) conducting monthly monitoring of the OD portal (data.gov.uz), (b) assessing the quality of the published data sets (disaggregated by geographical location, gender, age).

Recommendation 47: Provide advisory services to the State Statistics Committee for the creation and maintenance of the data-driven monitoring and decision-support system (portal) in the field of labor and employment, including the development of APIs and meta-data editors for other state agencies to release datasets, present them in machine-readable formats, and visualize them.

Recommendation 48: Support the development of the national Open Data ecosystem by (a) mobilizing the software community to create data-driven (mobile) applications, (b) creating the crowdsourcing platform to improve the quality control over OD (correcting errors, translation into other languages, identifying new datasets for publishing), (c) developing the national concept of open contracting (in public procurement), open budgeting, open public service cocreation, (d) organizing more hackathons and contests for developing mobile and web applications.

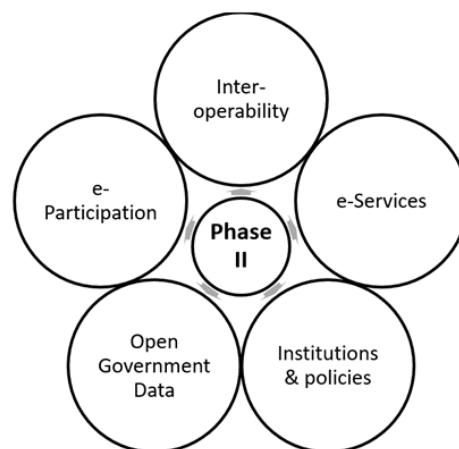
Recommendation 49: Continue closely working with donors to generate their interest to the e-gov agenda by supporting the Donor Council and encouraging them to co-finance some of the project's second phase activities (especially Open Data and e-Participation activities).

2.4 Proposed structure of Phase II

The evaluation results (see Annex 1 for more details) show that the original output of the project's first phase (i.e. Enhanced governance and efficient, convenient, more responsive citizen-oriented public services delivery through advancement of e-Government in Uzbekistan) remains valid and is recommended to be kept during Phase II to strengthen the project's impact further over the next four years. The rationale for a such approach is, on the one hand, the first phase was too short to ensure the longer-term sustainability; therefore, the components that deal with interoperability, online services and institutional capacities be maintained with certain modification reflecting upon the demands and changed conditions pertinent to the new phase. Specifically, it is recommended that the number of institutions which capacity will be enhanced include is increased to include also UNICON, State Statistics Committee, Ministry of Labour and the Parliament, in addition to EGDC. Capacities of other participating government and state agencies will also be increased.

The component dealing with interoperability will also be expanded to focus on developing respective policies and the establishment of the CIO Council. It is also recommended to include such important for interoperable e-government solutions as electronic identification of end-users and trust services to raise the level of security of e-services. UNDP is also advised to continue its work on applying BPR in the interoperability context and support the emergence of new e-services of high maturity level. For that, the existing e-Services component should be expanded to cover more services that contribute to the SDG agenda and establish a benchmarking system to measure progress in increasing the number of transactional and connected services in line with the UN e-Gov Survey methodology (see Annex 6.4 for details)

On other hand, the project's scope was already expanded during Phase I to address new emerging topics (e.g. Open Data and e-Participation) which fit well the project's original output, especially that part aims at enhanced governance. It is therefore proposed to build on the achievement of Phase I and make these new topics the stand-alone components at Phase II (see illustration below). The Open Data component is suggested to focus on statistical data sets that should published in the linked form and published according to the common guidelines and re-used repeatedly. To demonstrate this approach, UNDP should implement a project initiative, for example, in the area of employment and labor resources to create a data-driven decision-support system (platform) jointly with the Ministry of Labour and Statistics Committee (a similar platform was created at the German Federal Labour Ministry which can be a source of best practice and knowledge transfer; approach GIZ for organizing a study tour). The fifth component aims at the creation of a national e-Participation concept and the portal (the conceptual design of the e-Petition web site has already been done at Phase I).



Each component translates into Activity Results (see Annex 7 for corresponding baseline and output indicators). Below is the summary description of some key aspects of each component.

Activity Result 1 (extended from Phase I): Interoperable online public services delivery enhanced (front-office) – UNDP, government funded.

- setting up an e-service maturity benchmarking system;
- expanding transactional and connected services;
- mobile services;
- extensive training & study tours.

Activity Result 2 (extended from Phase I): e-Government interoperability improved and effective business process reengineering (BPR) mechanisms applied (back-office) – UNDP, government funded.

- establishment and operationalization of the inter-agency CIO Council;
- formulation of the whole-of-government interoperability framework based on the once-only principle including the development of the back-office digitalization strategy for each government agency;
- formation of the cloud-based common e-government architecture;
- improve the methodology of BPR and expand its application to other sectors (e.g. SDG-related);
- mobile identification;
- extensive training & study tours.

Activity Result 3 (modified from Phase I): e-Government institutional and policy ecosystem enhanced through capacity and competence building of e-Government development center, UNICON, Parliament and other government and state institutions at central and regional level – UNDP, donor and government funded.

- continue capacity building of the EGDC to become an effective organization and manage the CIO Council;
- start building capacities of UNICON as an e-government think-tank institution;
- setting up an e-Government Demonstration and Best Practice Exchange Facility for more effective communication and dissemination activities (in cooperation with INHA and Tashkent State Law universities);
- formulation of the longer-term national Digital Uzbekistan 2025 Programme (Vision) including Digital Society and Digital Economy Plans;
- formulation and implementation of the e-Parliament initiative;
- formulation of a national Digital Competency framework;
- setting up a public-private partnership Digital Literacy partnership to educate 10% of rural and small-town population, especially in the most vulnerable regions;
- extensive training & study tours.

Activity Result 4 (new for Phase II): Benefits of open-data driven decision-support system identified and exploited in the field of employment and social protection (linked to SDG agenda) – UNDP, donor and government funded.

- expansion and better re-use of Open Data including linked and geo-spatial data;
- creation of a data-driven system (platform) for decision-making in an SDG area (e.g. labour and employment);
- extensive training & study tours.

Activity Result 5 (new for Phase II): The empowering potential of citizen engagement online demonstrated and strengthened through the creation of a e-participation platform for public consultation and e-petitioning for more democratic decision and policy making – UNDP, donor, government funded.

- formulation of national e-participation policies;
- creation of public consultation and e-petitioning portals;
- extensive training & study tours.

Given that the new phase of the project will have a substantially increased volume of training and knowledge transfer activities cutting across all activity results, it is recommended to have a project staff responsible for knowledge management. Other staff functions will include specialists in Open Data, e-Participation, interoperability/e-service benchmarking.

It is advised to undertake two independent evaluation of Phase II in 2019.

PART 3. Project Management

3.1 Use of resources

The project resources have been used for accomplishing the objectives and targets as stated in the Project Document. All allotted resources have been utilized in full. No major deviations detected. The minor deviations were related primarily with delays in disbursing the government cost-sharing funds used for hardware procurement (by rolling forward unused budgets); such deviations were managed by undertaking five budget revisions. The latest revision “E” by source of fund and year is presented below.

Source of fund	2014	2015	2016	2017	Total
UNDP	38,394.73	181,414.51	149,469.96	126,000.00	456,884.47
Government	0.00	168,025.99	164,569.50	152,841.42	485,436.91
GSM	0.00	5,040.77	4,937.08	4,585.24	14,563.20
Total	38,394.73	354,481.54	318,976.54	283,426.66	965,884.58

3.2 Quality of project management

The project management has been effective and professional. There has been only positive feedback received during the interviews. For future, it is recommended to update the Risk Log following the Project Board Management meetings that discussed issues mentioned in the Log. The quality of project document is good (despite that the project design has certain shortcomings relating to the project scope that did not include such key elements as the CIO Council and interoperability strategy). Project reporting is of good quality. The project manager prepared informative and detailed presentations on the project progress for the Project Board covering 2014, 2015, 2016 including future activities for 2016 and 2017. There is an excellent Project Progress Report for 2016, however progress reports for 2014 and 2015 were lacking. It is recommended to produce a combined Project Progress report for 2014-2015 based on the available presentations.

3.3 Dissemination & communication

The project has been especially effective and successful in its outreach and communication activities to raise awareness about e-government of both within the government and the general public. Each year there have been annual targets for publishing articles in media and journals. In addition, the project has produced many attractively designed flyers, leaflets and publications including infographics to tell about

e-government in plain but still professional language. See in Annex 11 for screenshots of some publications.

3.4 Involvement of stakeholders

The project is a good example of effective and participatory involvement of stakeholders not only within the government structures but also in civil society (Technovation initiative), developers communities (open data hackathons), academia (Tashkent State Law University and INHA University), regional authorities (Tashkent *khokimiyat*), other UNDP projects (BFU and LGSP), donors (Donor Council), Chamber of Commerce and Industry (e-services), IT Association (Openness Portal), ICT News Magazine (e-government promotion).

3.5 Gender and Human Rights

The project should be praised by addressing the issues of gender inclusiveness by supporting Technovation project aimed at nurturing IT skills among young females. The human rights issues have not been part of the project content.

PART 4. Technical Annex (enclosed as a separate document)

Annex 1. Detailed evaluation results and supporting evidence

1.1 Period 1: Progress made towards implementing AWP 2014/2015

1.2 Period 2: Progress made towards implementing AWP 2016/2017

Annex 2. Schedule of meetings

Annex 3. List of institutions visited and persons met/interviewed

Annex 4. List of questions asked

Annex 5. Summary record of the interviews

Annex 6. Proposed design of a strategic policy document Digital Uzbekistan 2025

Annex 7. Proposed targets for Phase II

Annex 8. Recommended content of a national interoperability strategy

Annex 9. Recommended configuration of a e-government institutional ecosystem

Annex 10. Recommended structure of a e-service maturity benchmarking system (platform)

Annex 11. Selected screenshots of selected project publications

Annex 12. List of documents consulted

Annex 13. Evaluation Terms of Reference

Annex 14. Evaluator's biodata