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PROJECT DOCUMENT
Uzbekistan

Project Title: Public Administration Reforms and Digital Transformation

Project Number: 00105460

Implementing Partner: National Agency of Project Management under the President of Uzbekistan

Start Date: 01/10/2017

End Date: 31/12/2020

PAC Meeting date: 24/08/2017

Brief Description

The overall goal of the project is to provide support to the Government in implementation of its national development agenda on PAR and Digital Transformation with the aim to deliver public services with greater accountability, transparency and responsiveness to citizen's needs.

The project builds on the success of previous initiatives by significantly expanding the scope of support within the implementation of key activities of the Action Strategy on Five Priority Areas of Development of the Republic of Uzbekistan, e-Government master-plan for 2013-2020, and Decree of the President of the Republic of Uzbekistan dated 13 December 2018 No. PD-5598 "On additional measures for the introduction of the digital economy, e-government, as well as information systems in public administration of the Republic of Uzbekistan".

The goal of the project will be achieved through the following activities:

1. Assistance to support further reforms of public administration;
2. Support in improving access to public services and data;
3. Strengthening national capacities in the areas of ICT, STEAM and e-Government.

UNDAF (United Nations Development Assistance Framework for the Republic of Uzbekistan) Outcome 7: By 2020, the quality of public administration is improved for equitable access to quality public services for all CPD (Country Programme Document) Output 1: Strengthened institutional capacities for integrated strategic planning Output 5: Enhanced governance/efficient, convenient, more responsive citizen-oriented public services delivery through advancement of e-government. GEN2	Total resources required	USD 984 497	
	Total resources allocated	UNDP TRAC:	USD 428,804
		Donor:	USD 555,693
		Government:	-
	In-Kind:	Office premises, communications, Internet	

Agreed by:

UNDP

Ms. Matilda Dimovska,
UNDP Resident Representative
in Uzbekistan

09 SEP 2019

Implementing Partner

Mr. Dmitry Lee,
Director, National Agency of Project
Management under the President of the
Republic of Uzbekistan

23 SEP 2019

Date:

Date:

I. DEVELOPMENT CHALLENGE

Following the presidential elections in December 2016, the new Government has initiated large-scale reforms in public administration and state building, judicial and legal field, economy and public finance, social support, security and stability, and other areas. The reforms are also moving further to promote and accelerate revitalization of public service. The Strategy for Actions on the development of Uzbekistan in 2017-2021 adopted by the Government on February 7 2017¹, outlines five priority areas, including good governance, respect for the rule of law, liberalization of economy, strengthening civil society, and the implementation of balanced and constructive foreign relations. The reforms also introduced an improved dialogue mechanism between citizens and state agencies to ensure better accountability and transparency. Furthermore, the purpose of these reforms is to raise living standards of the population.

Institutional transformations, which are being implemented within the Concept of Administrative reforms, have also resulted in significant restructuring of state institutions and reconsideration of the administrative processes that involve fundamental changes in the "rules of the game" for a large number of civil servants, businesses, and citizens. Over the course of 2017-2018, substantive reorganizational changes applied in a number of major government ministries, several new state institutions were established with the aim of strengthening policymaking, service delivery, and oversight and accountability. In his speeches, the President of Uzbekistan highlights the detachment of some public agencies from the real situation and real needs of the people², and underscores the importance of increasing personal responsibility of the heads and senior officials for end results, their compliance with strict discipline and strengthening the effectiveness of the management system in accordance with increased modern requirements³.

In this context, the Government of Uzbekistan regards development of e-Government as one of the main efficient tools for effective Public Administration Reform. A major step toward e-Government strategy development in Uzbekistan was the adoption of Comprehensive Programme on Development of National Information and Communication system of the Republic of Uzbekistan for 2013-2020 (also known as e-Government master plan). The Programme aims at improving citizens' communication with state agencies in electronic form based on "single window" principles through the launch of the single portal of interactive state services (my.gov.uz), creation of integrated information systems and databases of e-Government, development of information systems in the spheres of taxation, healthcare, education, pension, public procurement, and several others.

Moreover, the law "On e-Government" and creation of e-Government Development Center in 2013 have also accelerated efforts for deployment of e-Government, as well as creating the capacity and technical expertise. 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 through its several joint projects implemented in the past and its recent "E-Government Promotion for Improved Public Service Delivery" started in 2014. During the project cycle (2014-2017), UNDP provided well-targeted knowledge services aimed at building local capacities to digitize public services and create an enabling legal and regulatory framework for such digitalization. Within a number of activities of this project, UNDP provided support in

¹ The Decree of the President #UP-4947 (07.02.2017) "On the Strategy of Actions for further development of the Republic of Uzbekistan" [http://lex.uz/pages/getpage.aspx?lact_id=3107042]

² <http://president.uz/ru/lists/view/187>

³ <https://www.gazeta.uz/ru/2016/12/08/people/>

development and promotion of Open Data, including organization of contests (hackathons) on developing digital solutions based on open data (Open Data Hackathon and Open Data Challenge) and contributed to the development of the Open Data Portal (data.gov.uz).

One of the latest key decisions in this sphere was adoption of the decree of the President of the Republic of Uzbekistan on 13 December 2018 #UP-5598 “On additional measures to introduce digital economy, electronic government as well as information systems in the public administration of the Republic of Uzbekistan”, in accordance with which the National Agency of the Project Management under the President of the Republic of Uzbekistan has been determined as an authorized body in the sphere of e-government, as well as introducing information systems in public administration, a responsible body for development and implementation of a unified governmental policy and coordination of public administration bodies in this sphere⁴. This decree has also set a task that the Agency will develop and submit to the Administration of the President of Uzbekistan an E-Government system development concept, envisaging:

- determining the goals of e-government as a single national system on ensuring effective electronic interaction of the state, population and businesses, as well as integration into global digital space;
- precise definition of the constitution and structure of the E-government system, conditions of its establishment and conceptual bases of the architecture, including organizational, functional, technical structure, as well as a list of basic digital inventory;
- definition of basic principles of creating and functional tasks of E-government, specific indicators and indicators of digital transformation using e-government capabilities;
- definition of legal, organizational and technical measures on creating e-government system, including requirements to the methodology of examining digital transformation processes, interoperability of exchange protocols and data formats;
- ensuring information security during data collection, processing, storage, and transfer, taking into account requirements for personal data protection;
- mechanisms and stages of implementing projects on creating and introducing E-Government;
- organization of a holistic process of implementing the e-Government system (a unified system of development, design, coordination and procurement of goods, works, project services, as well as their commissioning), ensuring its efficiency and transparency, including through the organization of a single national distributor on projects;
- development and introduction of a typical element of the digital signature infrastructure based on the Agency as a pilot project.

Another institutional decision was the adoption of the Decree of the President of the Republic of Uzbekistan #UP-5624 on 10 January 2019 “On measures to further improve the activity of the National Agency of Project Management under the President of the Republic of Uzbekistan”, according to which “Electronic Government and Digital Economy projects management center under the National Agency for Project Management under the President of the Republic of Uzbekistan” is established⁵. The Center has the following main goals:

- development of strategic directions, a single approach, mechanisms and stages of further implementation of the program;
- providing comprehensive expertise and coordination of projects, project and technical documentation, as well as draft regulatory and legal acts for the implementation of activities within the framework of programs;

⁴ <http://lex.uz/ru/docs/4103417>

⁵ <http://lex.uz/ru/docs/4157895>

- conducting system monitoring of the state of development and implementation of projects and creating ICT effectiveness rating of government bodies and organizations;
- conducting analysis and developing proposals on improving the regulatory framework for the effective implementation and operation of projects within programs.

Besides, the Decree of the President of the Republic of Uzbekistan on 8 January 2019 #UP-5614 “On additional measures to ensure further development of the economy and to increase the efficiency of economic policy” envisages adoption of a comprehensive plan of action, aimed at improving the system of public administration, including such basic components as streamlining of state functions, civil service reform, civil participation, digitization processes and so on⁶. The national digital economy development strategy (“Uzbekistan-2030”) is also envisaged in this document, which provides for:

- improvements in infrastructure of electronic services and digital transformation in all sectors of the economy;
- review of legislation in the sphere of digital economy with an aim to improve data protection and attract private investments, including adoption of the Law “On telecommunications” in a new edition;
- creating conditions for rapid development of e-commerce, venture finance of start-ups in technology sphere;
- introduction of blockchain, IoT (Internet of Things) and other modern internet technologies in the spheres of the economy and everyday life;
- further improving the “electronic government” system”, increasing the number of public services for the population;
- further improving the conditions for developing software development and outsourcing services.

In accordance with the Decree of the President of the Republic of Uzbekistan on 17 January 2019 #UP-5635 “On State Program for implementing the Strategy of Actions on five priority areas of development of the Republic of Uzbekistan on 2017-2021 in the Year of active investments and social development”, a new sector for working with international ratings and coordinating the works on introducing the “E-government” system” with 5 staff members within the Administration of the President of the Republic of Uzbekistan, the Office of the Advisor to the President of the Republic of Uzbekistan on the issues of legal support of reforms and coordinating legal enforcement bodies was established. The list of international ratings, on which measures to improve Uzbekistan’s ranking will be adopted, was also approved within the decree. It includes the E-government survey, Global Innovation Index, Doing Business index, Global Competitiveness Index and others.

At present, the NAPM started preparing recommendations on further developing the “E-government” system, accelerating the processes of digital economy development, including improving the efficiency of public administration. This work includes definition and prioritization of existing problems, development of main activity areas of the government in the mentioned areas, as well as introduction of contemporary principles, methodologies, standards, mechanisms and criteria for conducting public administration and digital transformation reforms in general.

NAPM requires an expert-analytical support in the development of medium-term and long-term strategies, methodologies and standards of public administration reforms for conducting efficiency assessment of the public bodies and methods of motivation in public service careers, progression, as well as methods for performance assessment of civil servants.

Within the government’s digital transformation, the existing skills of civil servant may be seriously tested as digital technologies require different models of thinking, working and interacting. This

⁶ <http://lex.uz/docs/4147303>

also envisages a comprehensive approach to data given the development of new technologies, social networks, unstructured data, big data and data analytics. The issues of classification and certification of specialists in the sphere of e-governments as well as their professional development and upgrading their digital skills, need to be taken into account within the civil service reform. The civil service is a basis of state institutions and is a key instrument within the whole public administration system. However, there is no single central body in Uzbekistan, responsible for the development of HR policy, implementation and oversight over the reforms in the public administration. There is no coherent government framework for personnel management, including recruitment, selection, promotion, horizontal transfer, disciplinary penalties and performance appraisal of civil servants, as noted in the UN Development Assistance Framework for the Republic of Uzbekistan 2016-2020⁷.

The independent evaluation of the joint project “E-government promotion for improved public service delivery” between the MITC and UNDP by international expert, confirms that, despite its short duration, the project has critically contributed to advancing the national e-government agenda 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, professional staff and effective management. As a result of these measures, Uzbekistan has significantly improved its ranking in the UN e-Government Surveys 2016 and 2018 reaching the 80th and 81st positions respectively from the 100th place in 2014. Uzbekistan’s inclusion into the group of countries with the high level of e-Government development is a proof of the progress made by Uzbekistan over the past few years with dedicated and focused policy supported by UNDP. Thus, already in 2016, Uzbekistan has reached the UNDAF target on e-government indicator planned for 2020. 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’ principles to make interoperability work in practice across all state information systems, sectors, public service organizations.

To sustain the progress in UN ranking, the business process reengineering (BPR) activities should also be continued to further streamline processes and expanded to cover more services, especially those with high or potentially high online maturity. While strengthening the focus on the further development of e-Government, special attention should also be given to gender-targeted interventions, such as promotion of digital literacy as a strategic pathway to women’s digital citizenship to assist them in the realization of their rights and increase their engagement in broader democratic processes. The importance of the increase of women’s access to Government services and promoting women’s digital citizenship, is getting even more important following the adoption of the Decree of the President of the Republic of Uzbekistan on 2 February 2018 #UP-5325 “ On measures to radically improve the activities in the sphere of women’s support and strengthening family institution”, as well as the Resolution of the President of the Republic of Uzbekistan on 7 March 2019 #PP-4235 “On measures to further strengthen labour rights guarantees and supporting entrepreneurial activities of women”.

Following the Decree of the President (as of 28 December 2016) “On measures on radical improvement of system of work with complaints of physical and legal entities”, a Virtual reception of the President of Uzbekistan (pm.gov.uz) was established alongside the opening of People’s receptions throughout the republic. Over the course of the first 10 months, the Virtual reception has received over one million citizen appeals, which allowed to address the most pressing problems of the population, improve the quality of public services, and support restoration of violated rights of the citizens. This unique approach to effective utilization of ICTs for the dialogue with the population can be considered as an exemplary model in terms of providing, improving and responding to public services and needs, even among other countries. Following the wide

⁷ UN Development Assistance Framework for the Republic of Uzbekistan 2016-2020, [http://www.uz.undp.org/content/uzbekistan/en/home/library/un_in_Uzbekistan/the-united-nations-development-assistance-framework-for-the-repu.html]

success of the Virtual reception, neighbouring countries of Uzbekistan have also undertaken plans to initiate similar virtual receptions. Uzbekistan continues to upgrade the system, which is demonstrated in the recent Decree of the President on 17 January 2019 #UP-5633 “On measures to further improve the work with problems of the population”.

In accordance with the Decree of the President of Uzbekistan on 13 December 2018 #UP-55988, as well as in line with the results of the research, conducted by UNDP⁹, several problems and barriers, hindering improvements in the public administration system and digital transformation processes, are still present in Uzbekistan, including:

1. Lack of a single conceptual vision of the goals, tasks, priority and expected results of the digital development of public administration in Uzbekistan. As a result, the effectiveness of decisions, taken in this sphere, has been significantly decreasing, including of those measures, implemented within the administrative reforms. It also resulted in the decrease of the level of coordination and management of the transition process to e-government.
2. Insufficient development of a basic infrastructure of e-government (as digital transforms), which causes duplication of efforts by public bodies to create shared systems (systems of authentication, payments, notifications and so on), lack of flexibility in introducing new and modernisation of existing digital services, decreasing the quality of digital solutions, initiated by the public bodies.
3. Low development level of telecommunications infrastructure, in particular, in the regions of Uzbekistan, which results in “digital divide”, low IT literacy of most of the population and the lack of conditions for electronic interactions of the population with the state¹⁰.
4. Lack of modern standards, principles and rules of creating digital services, state information systems and implementation of the other projects in digital development. Agency-based systems are created without a close integration between each other and common platforms of e-government, which leads to their fragmentation and closeness.
5. Low level of digital skills and competencies of civil servants in Uzbekistan, which is a serious challenge in ensuring effectiveness of the initiatives in the sphere of digital transformation of the government and the economy.

Along with ongoing e-Government development activities in Uzbekistan, readiness of the corresponding capacity of the local software developers who can develop, implement and constantly modernize e-Government systems and ICT solutions/services deserves a special attention. The recent Presidential Decree “On measures to radically improve the conditions for the development of information technologies in the republic”¹¹ aims to create favorable conditions for active development of high-tech industries, further integration of science, education and industry, as well as increasing exports in the ICT sector. With this Decree, the Government sets up the first in the history of Uzbekistan Mirzo Ulugbek Innovation Center (MUIC), residents of which are given a number of preferences and privileges such as exemption from all taxes, obligatory deductions to state funds and unified social tax until January 1, 2028, in addition to tax benefits for employees of these companies. The Decree also introduced the principle of extraterritoriality for resident companies of MUIC allowing them to be located in any region of the country. The decree further created a Coordination Council consisting of high-level government

⁸ “On additional measures to introduce digital economy, electronic government, as well as information systems into public administration in the Republic of Uzbekistan”

⁹ Analytical brief “Electronic government in Uzbekistan: further efforts to ensure sustainable development”, PARDT project, 2018.

¹⁰ According to data from International Telecommunication Union (a specialised agency of the UN in the ICT sphere), the telecommunications infrastructure index of Uzbekistan constitutes 0.33, which is significantly lower the world average (0.41), average for the Asian countries and (0.44) and regional indicators (0.35).

¹¹ The Decree of the President #UP-5099 (30.06.17) “On measures on radically improving conditions for development of information technologies in the republic” [http://lex.uz/pages/getpage.aspx?lact_id=3249654]

officials, heads of key ministries and agencies, with Prime Minister acting as the chairperson, in order to coordinate the activities of government bodies, scientific and educational institutions, as well as other entities to assist the development of MUIC.

In its decision to create MUIC, the Government of Uzbekistan also partly relied on the studies of worldwide trends and tendencies in the field of IT-services. According to Gartner Inc., worldwide IT spending is forecasted to reach \$3.8 trillion in 2019, driven by growth in software and IT services revenue¹², such as cloud solutions. As per IDC's forecast, while IT services such as applications development and deployment and project-oriented services were the largest category of spending in 2017, software purchases will experience strong growth (7.9% CAGR) making it the largest category by 2020¹³. India continues to dominate global IT outsourcing industry with yearly \$150 billion revenue, which, according to McKinsey and Co, is expected to double hit \$350 billion by 2025. Taking into account these global developments and figures, whereby software occupies a dominant position, for Uzbekistan, which, along with Liechtenstein, is one of the two doubly landlocked countries in the world, the creation of MUIC additionally offers a great opportunity for IT outsourcing - software development bears no manufacturing cost, it can easily be distributed and used on billions of devices, updating and enhancing software can be achieved without a great effort.

At the same time, the establishment of MUIC goes beyond financial incentives. Provision of wide-ranging privileges and preferences for IT companies is a result of high level and major transformations in the country's priorities towards the development of ICT capacity of Uzbekistan. These transformations also offer an anticipated window of opportunity for international organizations, such as UNDP, to support strategic initiatives and efforts for building national ICT capacity in Uzbekistan.

At present, the key challenges for MUIC include the development of strategy of actions and roadmap for further development of ICT market and increasing revenue from IT outsourcing.

In this context, it is important to note that the promotion and usage of technologies can unleash the power and creative spirit of people, especially young men and young women. Technology is often a powerful enabler and vessel for innovation. Working in nearly 170 countries and territories, UNDP has been driving innovation in the development field for several years. Since development challenges are continuously emerging and changing, there is an urgent need to move away from 'business as usual' and respond with agile and flexible solutions. As correctly acknowledged in the recent G20 Leaders' Communique of G20 Summit (China, 2016), "in the long run, innovation is a key driver of growth for both individual countries and the global economy as a whole". As a key element of efforts to identify new growth engines for individual countries and the world economy, innovation can also contribute to creating new and better jobs, building a cleaner environment, increasing productivity, addressing global challenges, improving people's lives and building dynamic, cooperative and inclusive innovation ecosystems.

In general, to achieve effective long-term impact of the above-mentioned reforms, a high-level commitment, in-depth knowledge, an extensive support and assistance to the Government is required. Given the complexity and depth of this challenge, there is a high need for expanded, rapid, and broader support of international development organizations with systematic and integrated approach to achieve lasting results. Within technical assistance of major international organizations (e.g. UN, EU, World Bank, OSCE, OECD, ADB, KOICA, and other), aid support can help the Government of Uzbekistan in identifying, studying and adapting international experience in PAR and Digital Transformation, including through their large knowledge networks, lessons learned from various projects/programs, and access to a database of best practices. In

¹² "Gartner Says Global IT Spending to Reach \$3.5 Trillion in 2017", Gartner Inc. Newsroom, October 19, 2016
[\[http://www.gartner.com/newsroom/id/3482917\]](http://www.gartner.com/newsroom/id/3482917)

¹³ "Worldwide IT Spending Forecast to Sustain Growth of More Than 3% Through 2020", Newsroom, IDC, February 08, 2017
[\[http://www.idc.com/getdoc.jsp?containerId=prUS42298417\]](http://www.idc.com/getdoc.jsp?containerId=prUS42298417)

this regard, UNDP can play a leading role for consolidation of efforts, donor aid coordination, and resource mobilization for effective support of PAR and Digital Transformation in the country, and ultimately to accelerate the progress of Uzbekistan on SDG targets.

II. STRATEGY

Uzbekistan's transition into effective governance to ensure better accountability and transparency has been accompanied by large-scale reforms of the government administration. The Government began implementation of the Strategy for Actions on the development of Uzbekistan in 2017-2021 under five priority areas, i.e. good governance, respect for the rule of law, the liberalization of the economy, strengthening civil society, and the implementation of balanced and constructive foreign relations.

Joint project of NAPM and UNDP will contribute its support to achieving a number of goals of the Strategy for Actions 2017-2021, specifically, the Priority Area 1.2 "Reforming the governance system" on reforming of public administration and public service, introduction of modern mechanisms of state-private partnership, ensuring transparency of government bodies, and improving the "e-government" system, increasing efficiency, quality of and access to public services for ordinary people and business entities, and the Priority Area 1.3 "Improving public management system" through introduction of effective mechanisms for dialogue with ordinary people.

An efficient, responsive, transparent and accountable public administration is a central part of the UN good governance agenda, and Public Administration Reform (PAR) has historically been a core area for UNDP support. The development of a professional and modern public administration and civil service system is necessary for ensuring the ability of the Government of Uzbekistan to ensure growth and deliver vital and high-quality services to its citizens. To achieve these goals, UNDP is going to support the National Agency of Project Management under the President of the Republic of Uzbekistan (NAPM) on its new function to develop "E-government" system and to develop effective public administration. The UNDP project is going to provide support in developing strategies and providing analytical support in the implementation of modern principles, methodologies, standards, mechanisms and criteria for conducting Public Administration Reform and Digital Transformation. Moreover, the project will assist NAPM in developing medium-term and long-term strategies as well as policy recommendations on PAR and digital transformation, including clear Roadmap and Plan of Actions for the period of 2019-2021 also covering Civil Service Reform that generally includes reforms in areas such as remuneration, human resources, downsizing and operational efficiencies.

Within the assistance to the Government in implementing the Concept on administrative reforms, the project will also be aimed at including actions to support improvements in efficiency of public institutions by optimizing their functions and enhancing the mechanisms for interaction with public and private institutions. The project will support NAPM in development of methodologies and standards on PAR to conduct an assessment of the effectiveness of the state institutions (e.g. ministries, agencies, khokimiyats, etc.) and techniques on career incentives and progressive shifts in staffing, as well as evaluation methods to assess the effectiveness of civil servants. Within the draft Law "On Civil Service", developed in 2018 by support from the project, the project will continue to support its adoption and formation of a professional civil service. In particular, apart from common issues, a specific attention will be paid into resolving issues of classification and certification of e-Government specialists along with strengthening their digital skills. Thus, UNDP is going to support the Government on reforms of public administration through strengthening Government policy capacity to formulate evidence-based strategies and roadmaps for fast and steady increases in the effectiveness of public administration at all levels. Whilst implementing PAR strategy it is also important to promote a functional review of public administration bodies

and re-engineering of business processes in order to optimize these processes' functions and further strengthen the efficiency of state agencies' performance.

UNDP will continue previous successful cooperation with the Government on shaping up e-government developments through provision of well-targeted knowledge services aimed at building local capacities to digitize public services and create an enabling legal and regulatory framework for such digitalization. UNDP will render policy advice and technical support to further enhance access to quality public services through scaled introduction and expansion of ICT approaches. During the development of these e-government projects, UNDP project will also take into consideration human rights-based approach and will develop systems within the context of human rights and human dignity, particularly targeting groups of people that are most left behind in development processes in the country.

The project will focus on development of truly citizen-centric online public services while ensuring transparency and accountability and greater e-participation of users towards overall national efforts. The big data analysis tool can also help in making timely responses to appeals and human-rights based decision making. The provision of advisory services in collecting and analyzing the end-user statistics for the core e-Government portals (e.g. my.gov.uz, pm.gov.uz, regulation.gov.uz, data.gov.uz, e-kommunal.uz, etc.) to eliminate duplication and unify their operations was specifically indicated by international expert on e-Government during the evaluation of UNDP and MITC joint project "E-Government Promotion for Improved Public Service Delivery" and highly recommended to include it in designing the next phase of joint activities.

Within e-Government services promotion, a special focus will also be given to the promotion of digital literacy to women to ensure women's rights to fully participate in the information society. The first SDG on Ending Poverty (SDG 1) emphasizes the role of new technology, pro-poor and gender-sensitive development strategies to address poverty in all its forms everywhere. SDG 5 on Gender Equality and Empowerment (Target 5.b) exhorts governments to "enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women". Being digitally literate should bring a sense of empowerment so that women perceive themselves as active consumers and providers of information and content. The project will also work with the Government in the design of further e-Government strategies and policies to implement women-directed digital literacy efforts to ensure the development of sustainable interventions for gender equality.

Based on successful cooperation and good practices in the area of promotion of IT among young men and young women and civil servants, the project is going to continue several initiatives undertaken within previous "E-Government Promotion for Improved Public Service Delivery" project. Specifically, the project is going to organize events and projects within the frameworks of the innovation platforms and labs, being established jointly with national partners, which are aimed at studying, testing and introducing innovative approaches, methods and decisions in the public administration system to increase effectiveness of planning, implementing and monitoring processes of management decisions, capacity development of civil servants in the sphere of governance innovations, as well as improving the quality and accessibility of public services for citizens and businesses.

Within this initiative, UNDP will support:

- Carrying out applied research on topical issues of digital transformation, governance innovations, increasing the effectiveness of the civil service, streamlining the functions and powers of the executive bodies (functional review), citizen engagement into the public administration processes and others.
- developing and strengthening digital skills of civil servants on the issues of effective public administration, innovations, improving service delivery, digital government, digital economy, blockchain and other spheres of activity of the project.
- developing digital literacy of the population, improving awareness on the advantages of electronic government, digital service delivery channels and so forth.

- inviting international experts to Uzbekistan in order to conduct trainings, workshops and other educational-practical events on the issues of public administration, innovations, improving service delivery, digital government, blockchain and others spheres of activity of the project.
- organizing events on supporting professional development and national system of training and retraining of personnel in the sphere of digital technologies, e-government and project management.
- organizing study trips of the representatives of public bodies of Uzbekistan, responsible for planning, coordination and implementation of digital transformation, to the leading countries on e-government and introduction of innovative digital technologies into public administration.
- organizing various contests to promote Open Data in Uzbekistan.

Within previous Open Data contests, the participants developed various IT solutions and products in areas such as healthcare, education, energy efficiency, environmental sustainability, and transportation. The winning team of Open Data hackathon in 2016 with the project titled “FixIt” aimed to bridge gaps between citizens and khokimiyats in addressing urban issues and creating a safe and comfortable living environment in cities. Today this winning team is working with Uzinfocom Center to pilot their project in Sergeli district. The winning team of Open Data Challenge 2017 in the nomination of “The Most Innovative Project” developed monitoring tool “TICS” for generating environmental open data that allows collecting data on environment, specifically on air and water pollution with special sensors and summarize the data and send them to respective state agencies for timely decision-making to ensure environmental sustainability. Through continuation of such events the project also intends to support similar initiatives aimed at ensuring environmental sustainability, building green and smart cities.

In the framework of its support to the development of a new Mirzo Ulugbek Innovation Center (MUIC) in implementing digital transformation initiatives, the project will also assist the national partners in achieving the following goals of the Strategy for Actions 2017-2021, specifically: Priority 3.2. on promotion of production of new types of products and technologies, thereby ensuring the competitiveness of domestic products in foreign and local markets; creating new and improving the efficiency of existing free economic zones, technoparks, small industrial zones; accelerated development of the services sector, increasing the role and share of services in the gross domestic product, achieving a fundamental shift in the structure of services, primarily due to modern high-tech services; Priority Area 4.1. on creating jobs and ensuring rational employment, especially for graduates of secondary and higher educational institutions and ensuring balance and development of infrastructure of labor market, reducing unemployment; Priority Area 4.4. on stimulating research and innovation, creation of effective mechanisms for the implementation of scientific and innovative achievements into practice, creation of scientific and experimental specialized laboratories, high-tech centers, industrial parks at universities and research institutes.

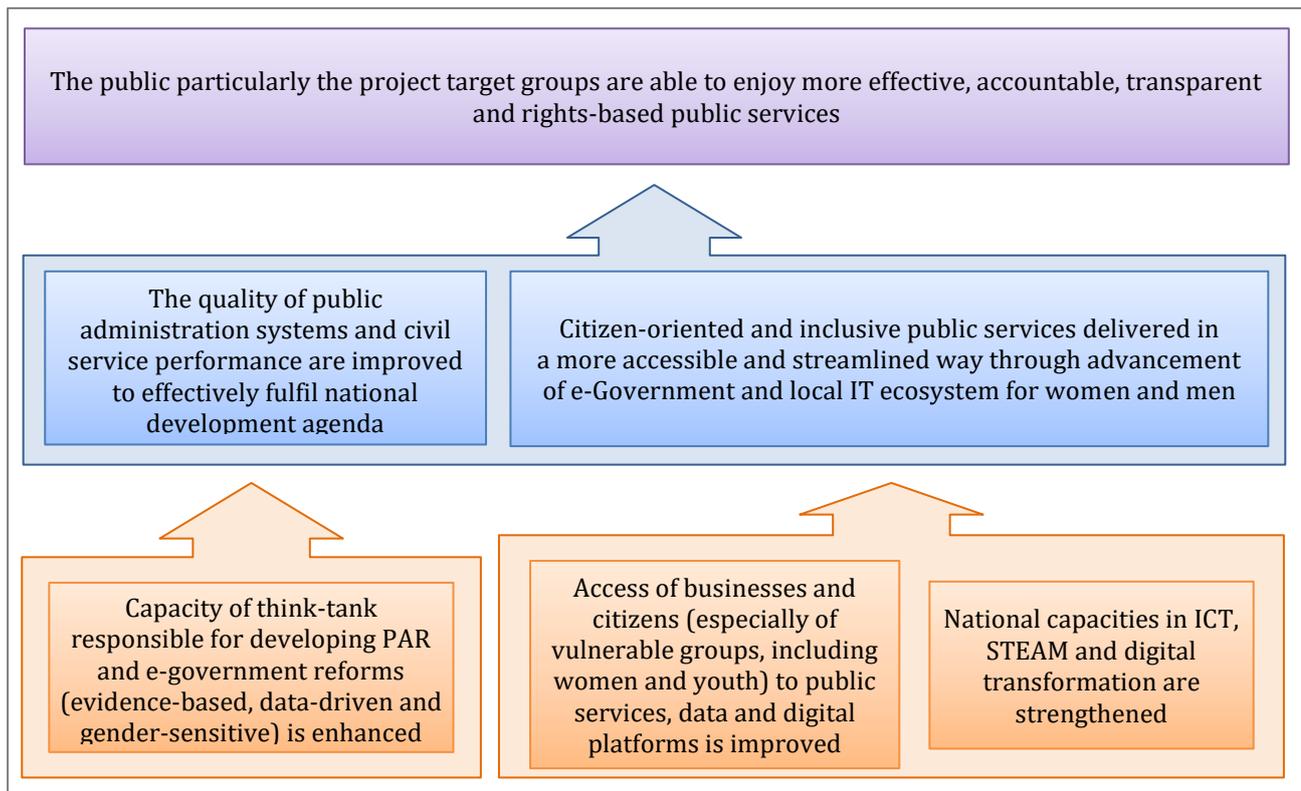
UNDP will support MUIC in establishing IT-Community in Uzbekistan, which is an effective instrument for innovative development of the state and supporting its digital transformation. The community will carry out the functions of a communication platform, within the frameworks of which the specialists will have the opportunity to exchange experiences, knowledge, discuss problems and their solutions, nourish useful contacts and improve their qualification. Communications platforms assist in establishing mutual understanding between developers, business, higher educational institutions and governmental bodies.

More concretely, the project will assist MUIC in the development of medium-term and long-term strategies with a detailed Roadmap on further development of ICT market and increasing revenue from IT outsourcing. The project will join the Government in initiation of a nationwide campaign on training and retraining of IT professionals, as well as promotion of IT as a prestigious field of work among the youth. Additionally, the project will aid the Government in attraction of foreign

investments and venture funds. The project will assist MUIC in learning from best practices and experience of major foreign science and technology parks. With its assistance to MUIC, the project will also contribute to achieving a number of objectives set out in the Decree of the President #UP-5099 (June 30, 2017) “On measures on radically improving conditions for development of information technologies in the republic”.

Through its assistance to the Government in reforming the public administration and civil service systems, the project will directly contribute to meeting the objectives of the United Nations Development Assistance Framework for Uzbekistan (UNDAF) 2016-2020. Specifically, the project will contribute to UNDAF Outcome 7 “By 2020, the quality of public administration is improved for equitable access to quality public services for all” with related UNDAF targets: (7.1.) “Institutional capacities available at central government for policy coherence, planning, resource management and operational coordination (roadmaps) for better public service provision”, and (7.3.) “80th position in the UN e-Government development index in 2020”. The project will also contribute to the following outputs of UNDP Country Programme Document (CPD) 2016-2020 for Uzbekistan: Output 7.1 “Strengthened institutional capacities for integrated strategic planning” and Output 7.5 “Enhanced governance/efficient, convenient, more responsive citizen-oriented public services delivery through advancement of E-government”.

The project is designed as a set of targeted interventions to address priority needs that emerged from recent government high-level decisions and reforms of the government administration. The Theory of Change graph below outlines the root causes of the development challenges and logic of the interventions as a set of interrelated changes that need to occur that will contribute significantly to the achievement of the project outcomes.



The ability of the project to reach its objectives rests on several important assumptions:

- The current system of governance of the e-government and digital transformation will not undergo significant institutional changes, which may lead to review of tasks, powers and responsibilities of key actors in digital development (President’s Administration, NAPM, MITC, Ministry of Justice, Uzinfocom and others);

- The Government retains the political will to implement reforms in digital transformation of public administration and dedicate adequate resources, time and leadership to implement necessary activities;
- Citizens and civil society are actively willing and motivated to contribute to transparency and accountability of public service;
- IT companies will be incentivized through the Government privileges and preferences and support the Mirzo Ulugbek Innovation Center.

III. RESULTS AND PARTNERSHIPS

Expected Results

To implement the above-mentioned strategy, the project will undertake the following main activities to produce the corresponding outputs:

Output 1. Capacity of think-tank responsible for developing PAR and e-government reforms (evidence-based, data-driven and gender-sensitive) is enhanced

Activity 1.1. Assistance for the think-tank to support further reforms of public administration

1.1.1. Information and analytical support of digital transformation and PAR agenda

Support in preparation of analytical documents, methodologies, development of mechanisms and standards in the sphere of digital transformation, effective public administration and innovations. In particular, the support will include:

- Information-analytical and organizational-technical support in improving the stance of Uzbekistan in international rankings on e-government, open data, government effectiveness, innovations and others;
- Policy support in the development of strategic and conceptual documents on digital transformation of public administration, including the Concept on E-government system development, Digital Uzbekistan 2030 strategy and others;
- Conducting applied research on topical issues of PAR and digital transformation for (1) improving the quality of public services, (2) increasing the effectiveness of civil service, (3) streamlining the functions and powers of executive bodies (functional review), (4) citizen engagement into public decision-making, (5) effective state administration over the economy and transformation of the state-owned enterprises;

1.1.2. Strengthening the national capacity in the sphere of digital transformation, digital economy, public administration and e-government

Within this activity, the project is planning to strengthen the capacity of E-Government and Digital Economy Projects Management Center under the NAPM and other national partners on planning, coordination and state policy in the area of digital development, as well as designing and introducing digital public services, digital platforms and solutions.

One of the mechanisms to implement this task will be establishing an SDG Governance and Innovations Lab under the Ministry of Innovative Development. The main goal in establishing the lab is to study, test and introduce innovative approaches, methods and solutions in the public administration system to increase the effectiveness of planning, implementing and monitoring governance solutions, developing civil servants' competencies in governance innovations, as well as improving the quality of and accessibility of public services for citizens and businesses.

The support within the framework of this platform envisages:

- Involving international and national experts for introduction of new models of public policy development, designing services, engaging citizens in the development and implementation of national development strategies and decision-making processes;
- Introducing digital solutions for improving the public service delivery system, streamlining administrative procedures, promotion of evidence-based policy-making;
- Piloting solutions, using distributed ledger technologies (blockchain), artificial intelligence, Internet of Things, and other advanced technologies in the public sector of Uzbekistan, including delivery of public services, maintaining electronic registers and other types of interaction of the public sector bodies with citizens and businesses.

Output 2. Access of businesses and citizens (especially of vulnerable groups, including women and youth) to public services, data and digital platforms is enhanced

Activity 2.1. Providing institutional support to improve access to data and public services

The project will provide practical support in digital transformation of most on-demand public and municipal services, intra and inter-agency processes, creation of public digital platforms for increasing the quality of public services and maximum satisfaction of user needs, ensuring uniform technological approaches, reducing IT costs.

2.1.1 Digital transformation of public services

As the architecture of the electronic government (central databases, interoperability framework, MSDN, Single interactive state services portal, etc.) evolves, the priority task is to transform departmental government services with BPR mandatorily applied, develop necessary information systems and transforming services into electronic form with high maturity level.

Implementation of the activity requires studying the current state of public service delivery and basic infrastructure of electronic government, conducting works on streamlining relevant business processes (towards simplifying), modernization and creation of digital infrastructure based on the preliminarily approved technical requirements, as well as strengthening the capacity of staff of the agencies providing the services.

The project, in collaboration with the national partners, will identify the most significant public services, which require transformation, and provide support in conducting preliminary survey of processes in service delivery, development of technical documents and digital solutions in order to automate internal processes of the service operators and launch of the online services.

The project also envisages innovative digital solutions (using the technologies of blockchain, machine learning, data analytics and others) in order to increase effectiveness and the quality of public administration (service delivery, administration processes, interaction etc.).

2.1.2 Creation of public digital platforms in order to improve access to the ecosystem of state information systems

The project, together with national partners, will explore possibilities to introduce Government-as-a-platform (GAAP) approach in the digital transformation process, which envisages development of shared components of e-government, to be used by all public bodies. These components could be used multiple times in the process of service delivery and resolving intra-agency issues, thus saving resources and time, while the users get flexible and comfortable solutions. Within the framework of the project, development of conceptual and pilot solutions on creating digital platforms on identification and authorization of service users, notifications, payments and others.

2.1.3 Improving the system of public administration performance assessment

As E-government develops, electronic channels for interaction between the population and authorities - via electronic portals, government websites, mobile devices, and digital kiosks - are gaining popularity in Uzbekistan. Statistical and content analysis of data on the interaction of applicants with government agencies on the use of online services and filing of applications will allow a more accurate assessment of the effectiveness of state bodies, timely diagnosis of the existing issues in public administration system and determine measures to address them.

The activity provides for the improvement of mechanisms for collecting, accumulating and analyzing the statistics of the use of e-services on Single interactive state services portal, virtual receptions, public receptions, portals and websites of state bodies, digital kiosks, and creating a platform for monitoring and evaluation of the effectiveness of electronic public services and appeals. Data accumulated by the platform will be transferred to external IS through an API.

The project will closely work with national partners to receive an access to depersonalized and aggregated portal statistics, to implement a technical project to create a platform for statistics and analysis of electronic services and application submissions (services.gov.uz).

The project will be engaged in preparation of guidelines for the organization of a mechanism for the collection, processing, analysis and visualization of disaggregated data on the use of online services and application submissions; Conduction of content analysis of phone calls to the virtual reception; explore the possibilities and practicability of developing a module for analyzing services and applications, as well as other efficiency indicators (performance.gov.uz) in Uzbek and Russian language.

Activity 2.2. Strengthening national capacities in the areas of ICT, STEAM and digital transformation

Within the framework of this activity, assistance will be provided in strengthening national HR capacities in the field of ICT, exact and engineering sciences, digital government.

2.2.1. Implementation of a certification system for specialists in the area of digital transformation

In the national labor market, there is an acute shortage of qualified digital Government specialists with knowledge at the intersection of disciplines such as information technology, government, business intelligence, project management, data analytics, and so on. As a result, many state bodies face the problem of finding and hiring IT professionals for the successful implementation of e-services and implementation of high quality IT projects.

To solve this problem, it is proposed to create a national system for certification of specialists' qualifications in the area of digital Government, such as service manager, project managers, data analysts, business analysts, and business processes engineers. This involves the development of appropriate professional standards and training programs.

The project will be working with the Ministry of Employment and Labor Relations, the Ministry of Higher and Secondary Specialized Education on approval and utilization of developed standards in the area of ICT. The project will provide assistance in the development of professional standards, formulation of qualification requirements, and training and examination modules for E-government professions, introduce pilot courses at the universities.

2.2.2. Promoting interest in STEAM (Science, Technology, Engineering, Arts, and Mathematics)

As the experience of the leading IT countries (Belarus, Estonia, India, etc.) shows, the support of the national education system in the field of exact and engineering sciences (mathematics, physics, information technology, etc.) is the key success factor in IT and start-up development. Highly trained and qualified engineers, mathematicians and physicists are the key to success of start-ups in high-tech industries, including the IT sector.

In this regard, the project plans to focus on promoting interest in exact sciences, supporting talented youth in building professional career in IT, through:

- holding contests and Olympiads in mathematics and physics with the involvement of foreign teachers in order to identify talented youth in the regions. One-year intensive courses in English, physics and preparation for entering technical universities will be arranged for the talented youth;
- trainings and master classes on mobile application development, programming (for prospective students);
- organization of competitions (promotion of Open Data in Uzbekistan through organization such events like Hackathon Open Data Challenge, and Technovation Challenge with special focus on promotion of engagement of girls) and scholarship programs on public administration and administrative law, e-governance;
 - organization events and research on improving interest and engagement of the youth, girls, and women in the sphere of informational technologies and innovations (STEAM events, Technovation Challenge, DigiGirlz, Women Techmakers, Google DevFest).
 - organization of visits of international experts in the sphere of digital development, IT-education, innovations, as well as visits of representatives of the Republic of Uzbekistan to the advanced countries of the world in order to study their experience in developing e-government and its components, in particular, smart and safe city systems, national geoinformation system, management information system and business analytics, electronic commerce, technoparks.

2.2.3. Strengthening national human and technical capacities in IT and e-Government

Successful implementation of the initiatives on digital transformation requires staffing government bodies with competent civil servants with knowledge and skills in effective public administration, innovations, improving public services, digital Government, blockchain and other directions.

In this regard, it is necessary to strengthen the digital and management skills of civil servants (especially top and middle level managers), their understanding of the issues of public administration reform and introduction of digital Government. The ability to see a holistic picture of the reforms carried out in the country will increase the efficiency and quality of the public administration system within dynamic changes.

The project will organize study tours to leading countries in E-government (UK, Estonia, Singapore, USA, Georgia, Kazakhstan) to learn the best practices on creation of e-Government platform, interoperability, e-services, IT projects. Organization of webinars for NAPM and E-gov center employees on relevant topics (big data, e-participation, governance, administrative reform, digital transformation, Agile, BPR).

2.2.4. Support for the export of high-tech products and IT services¹⁴

The IT sector is a highly profitable and relatively low-cost segment of the economy, capable of generating significant currency earnings in the national economy through the export of goods and services with high added value.

Taking into account the urgency of this direction of state policy, the project plans to support the promotion and expansion of high-tech exports from Uzbekistan, particularly through:

- carrying out marketing research on the most promising and highly profitable sectors of the global IT industry and develop proposals for the entry of domestic IT companies into international "value chains";
- development and promotion of flexible software development methodologies to improve their quality and reduce costs;
- development of proposals for the development of venture financing of IT projects;
- invitation of foreign experts, technology evangelists, private investors and venture capitalists to support start-ups with funds and expertise at an early stage of their growth, employees of world-renowned IT companies (including those from Uzbekistan);

¹⁴ This activity requires mobilization of additional financial resources.

- organization of exchange programs between IT universities in Uzbekistan and recognized innovation center (e.g. Silicon Valley) and companies for joint start-ups, training and exchange of experience;
- creation of an e-procurement portal in the field of IT (e.g. Digital Marketplace) to facilitate the search for domestic vendors and contracting with foreign customers.

The project will assist in preparation of information-analytical and methodological materials, organization of visits and events, design and development of the portal. The project will also organize and conduct exchange programs between IT universities in Uzbekistan and Silicon Valley companies for joint start-ups, training and exchange of experience.

Resources Required to Achieve the Expected Results

The project staff with available resources will provide support to the national partner in undertaking the planned project activities, however the key decisions associated will need to come from national partners themselves.

Various international and national consultants/companies will be recruited as required for provision of high level expertise in such areas as public administration reform, public service delivery, e-Government, big data analytics, attraction of foreign investments, venture funding, IT outsourcing, to national partners.

The project is going to cooperate with other ongoing and future local UNDP projects to synergy their efforts on achieving the mutual goals.

Specifically, regarding the involvement of the UNDP staff, Team Leader of Cluster on Good Governance and respective GGC Program Associate will play the Project Assurance role, UNDP IRH will support project programming and policy targeting. Besides, Project Board will carry out objective and independent project oversight and monitoring functions. The Project Assurance team will act as an objective quality monitoring agent. In addition, the Project Assurance will verify the quality of the project outputs.

Moreover, UNDP will provide operational support to the project in the following areas: human resources management services, financial services, procurement and contracting services, as well as with logistics and administration.

It is also expected that the project will negotiate with other international development organizations such as the World Bank Group, EU, OSCE, OECD, ADB, KOICA to attract their support in PAR and Digital Transformation activities.

Partnerships

During several Programme cycles and within many joint initiatives and projects UNDP in Uzbekistan has been one of the main supporters of ICT policy formulation, and implementation of ICT4D and e-Government concepts in Uzbekistan. UNDP Uzbekistan has forged a strategic partnership with the MITC, its subordinate entities- e-Government Development Center (EGDC), Inha University in Tashkent (IUT), and implemented several successful projects.

In line with the new Decree of the President on 13 December 2018 #UP-5598 “On additional measure to introduce digital economy, electronic government, as well as information systems into the public administration of the Republic of Uzbekistan”, UNDP will continue the partnership with NAPM and its subordinate entities - the Center for Managing E-government and Digital Economy Projects (E-gov Center) and Mirzo Ulugbek Innovation Center (MUIC) - through expanded and broader support on public administration and digital transformation areas. The UNDP’s strengths in this context was also indicated by international expert on e-Government during the recent evaluation of UNDP and MITC joint project “E-Government Promotion for Improved Public Service Delivery”, by pointing out that UNDP has convincingly demonstrated that it is capable of breaking new ground and building effective partnerships for that to happen. The international expert

suggested the partnership base should be continued and widened for the implementation of more complex tasks during the next phase of project's implementation.

Within public administration reform activities, UNDP through its project will negotiate with other international aid organizations and key external players such as World Bank, OSCE, OECD, ADB, SCO, and EU.

In particular, the cooperation with the World Bank may be carried out in such areas, as open data, data-driven governance, citizen engagement, digital platforms, digital skills, digital economy, digital entrepreneurship and innovations, blockchain, artificial intelligence and others. The goals of this projects intersect with the tasks of the World Bank project "Digital Uzbekistan", planned for implementation within the framework of a regional program "Digital CASA", aimed at digital development of Central and South Asian countries.

The joint project of NAPM and UNDP will also enhance the latter's partnership with the Government Digital Service (GDS) within the UK Cabinet Office, with which several successful activities have been implemented. The cooperation in this regard will also include broadening collaboration with the think-tanks in the UK and the EU, including such potential donors as Nesta, Apolitical, UK FCO and others.

Due to the cross-cutting nature of e-Government development and PAR, the project can find mutual cooperation areas with a number of on-going local UNDP projects. In order to enable synergy of all these efforts of UNDP projects, ensure better resource mobilization, avoid possible duplication, prevent lack of interoperability, and to further facilitate the sustainability of these projects' activities, the partnership with respective UNDP projects is quite essential. In particular, the Project will seek for possible areas of cooperation and cross-practice synergy with other UNDP projects working in the area of public finance reform, aid coordination, improving the investment climate, support of private sector development, local governance, foreign trade and investment, support to civil service training, and others. UNDP IRH can provide through cross-country learning on relevant UNDP programmes in the region and beyond. This should also concern partnership with any other future local UNDP projects.

Risks and Assumptions

The delay of the government's annual cost-share contribution to the project may effect on the project's annual budget delivery rate. The project team will provide all of the efforts and maintain good communication to ensure government's commitment on timely allocation of cost-share contributions should be undertaken.

Technical assistance projects of donors focusing on PAR and Digital Transformation may lack multilateral aid coordination that can result in duplication of certain efforts, lower resource mobilization opportunities and the level of impact. UNDP with its project team will constantly monitor donor activities in the field and organize regular meetings and consultations with relevant donors to avoid possible overlapping in PAR & Digital Transformation initiatives.

The project activities may be influenced by the changes in the system of public administration over the e-government sphere through review of powers and functions of public bodies, responsible for strategic planning, coordination, implementation of state policy in the sphere of digital development.

High turnover of the relevant government staff may create difficulties and delays in implementation of planned activities. The project where it is necessary will develop standard training materials (w/case studies) and ensure application of effective retraining system.

Low level of commitment of government organizations involved in implementation of Public Administration Reform may hinder timely and effective implementation of certain project activities. The project team will continuously maintain good communication and dialogue with all relevant government organizations, organize regular training & awareness raising activities on PAR

benefits for civil servants, and in parallel, explore opportunities to synergize these efforts with other respective UNDP projects.

Inability to move beyond capacity development support as compared to application of modern PAR methodologies due to reluctance of key state organizations and lack of administrative & legal provision may effect on the efficiency of the project's outputs and outcomes. The project will maintain good contacts, support with policy advice and constant dialogue with key government organizations to sensitize on PAR benefits and to strengthen the ownership of the process.

Ensuring sustainability of the results of the digital development projects after completing their active phase is a serious challenge in their implementation. Due to low levels of financing IT-projects, frequently beneficiaries do not allocate the necessary resources for maintaining and further development of the information systems, resources and other digital solutions built with the assistance of UNDP.

Stakeholder Engagement

The National Agency of Project Management under the President of the Republic of Uzbekistan (NAPM) with its subordinate entity e-Government Development Center (EGDC) a with its new Mirzo Ulugbek Innovation Center (MUIC) will serve as principal stakeholders for this project. Other key national partners include Administration of the President of the Republic of Uzbekistan (unit on working with international ratings and coordinating the works on introducing "E-government" system within the department on the issues of legal support of reforms and coordination of law enforcement activities, department on the issues of protection of the citizens' rights, oversight and coordination of works with applications), Ministry of Justice (MoJ), Public Services Agency under the Ministry of Justice (PSA), Ministry of Innovative Development of the Republic of Uzbekistan, Ministry of Public Education, Ministry of Pre-school education, Ministry of Internal Affairs, State Committee on Land Resources,. Geodesy, Cartography and State Cadaster, State Committee on ecology and environmental protection, Tashkent city khokimiyat (administration), Development Strategy Center, the Institute of Problems of Legislation and Parliamentary Studies under the Oliy Majlis of the Republic of Uzbekistan, Tashkent University of Information Technologies (TUIT), Public law center under the University of World Economy and Diplomacy. Besides, the project will closely cooperate with several state agencies and IT-companies, which will benefit from the outputs of the project on PAR and digital transformation.

South-South and Triangular Cooperation (SSC/TrC)

During the implementation phase, the project will consider relevant South-South as well as Triangular Cooperation opportunities based on the needs of the counterparts. Specifically, the project will facilitate South-South cooperation via the new Center for Effective Public Administration and Mirzo Ulugbek Innovation Center, and create knowledge based on successful cases, reforms including relevant methodologies, based mostly on experiences of middle-income developing countries as these are most relevant to the case of Uzbekistan. Additionally, under the overall coordination of NAPM and UNDP, the project will actively work on establishment of mechanisms for exchanging experiences and knowledge among relevant state agencies, international development organizations (e.g. World Bank, OSCE, ADB, and EU) involved in PAR and Digital Transformation initiatives and under aid coordination in order to increase the overall impact of the efforts.

The project will also initiate/establish collaboration between the national partners and Global Center for Technology, Innovations and Sustainable Development in Singapore (GCTISD), UNDP Innovation Facility, other regional and global innovation/acceleration platforms.

Considering that a key theme of the project is improving the public service delivery system, the project will establish ties and support exchange of experience and knowledge with such countries

as Kazakhstan, Georgia, Azerbaijan and Estonia. The representatives of the government and expert community of these countries were invited to the international conferences on administration reforms and public service delivery reforms, organized by the project in May and August 2018.

The project also aims to support the participation of the delegation of Uzbekistan in the events, regularly organized by the UNDP Regional Center in Istanbul (Istanbul Innovation Days and others), as well as other regional and international events on the above-mentioned area, aimed at rapid study of international experience of new trends and approaches to the problems of developing policy and at exchanging views.

The project will also support the national party in participation and studying the activity of the Open Government Partnership initiative (OGP), a multi-stakeholder platform aimed at realizing government commitments to ensure transparency, empower citizens, combat corruption, and use new technologies to improve public administration. The Open Government Partnership was established on September 20, 2011 in New York at the 66th session of the UN General Assembly and unites more than 75 countries of the world. The main purpose of the event is the exchange of experience in the field of ensuring the openness and transparency of public institutions.

The main themes of the 2018 Global Summit were the involvement of citizens in the decision-making process, the government's efforts against corruption and improving the efficiency of public services. The summit of the multilateral initiative will be attended by representatives of the participating countries of the multilateral initiative, heads of states and governments, parliamentarians, representatives of civil society and international organizations, as well as the expert community and the media. Participating countries that are not part of the Open Government Partnership initiative can participate in the summit as observers.

Knowledge

There a number of knowledge products that will be produced during the implementation period of the project, including brief analytical papers, research reports, concept papers, infographics, awareness raising products, presentation materials, methodological guidelines and recommendations on planning and implementing Public Administration Reform, Digital Transformation and IT Outsourcing. All materials will be handed over to the national partners (beneficiaries) and published for open access on the Internet.

Sustainability and Scaling Up

Within the framework of recent joint project with MITC “E-Government Promotion for Improved Public Service Delivery”, UNDP already demonstrated highly effective and sustainable support through strengthening the capacity of e-Government development center (EGDC) and other public administration bodies, that has benefited from the project methodological and analytical assistance provided in many areas, such as BPR, methodology development, expert advisory services, organizing study tours, supporting the inter-agency group on e-Government Index. As a result, the capacity of the public bodies has been substantially strengthened in such areas as effective monitoring of the use of ICTs by state agencies, undertaking BPR initiatives, and maintaining the Single Portal of Online State interactive services in a sustainable manner.

Analytical reports and conceptual documents, developed within the frameworks of the project, allow to develop recommendations on legal and institutional changes to the public service delivery system and functioning of the government as a whole. The results of the project will include digital transformation of several public services, support of legal documents on public services and their practical implementation for the benefit of vulnerable groups (people with disabilities, rural women, pensioners, low-income families). The sustainability of these services will be ensured through their integration with the state structures for providing public services (my.gov.uz portal and public services centers). Finally, “government-as-a-platform” principles will be maintained through national ownership of digital platforms, developed by the support of the project.

The new project is going to support the e-Gov Center in strengthening its capacity to become a leading analytical center to the NAPM in provision of analytical and policy support for the implementation of modern principles, methodologies, standards, mechanisms and criteria for conducting digital transformation of public administration. The project will also assist Mirzo Ulugbek Innovation Center (MUIC) at strengthening its capacity in the development and implementation of medium-term and long-term strategies with a detailed Roadmap on further development of ICT market and increasing revenue from IT outsourcing, initiation of a nationwide campaign on training and retraining of IT professionals, promotion of IT as a prestigious field of work among the youth. Additionally, the project will aid the MUIC in attraction of foreign investments and venture funds, learning from best practices and experience of major foreign science and technology parks.

Through such kind of support, UNDP will ensure sustainability of the project results, that can be sustained and further scaled-up by Center for managing projects in e-government and digital economy and Mirzo Ulugbek Innovation Center under the NAPM. Additionally, the project will also work closely with key stakeholders in order to ensure that policy recommendations and knowledge products developed by the project are accepted and used in the development of relevant government resolutions. In terms of MUIC, although the residents of MUIC will receive a number of preferences and privileges such as exemption from all taxes, instead, a single payment is introduced, set at 1% of revenue, an amount which will be transferred to the MUIC account.

The experience and lessons learned from previous cooperation as well as UNDP good practices in general will feed into the sustainability strategy of the new project. The goal of sustainability in the model is to implement and maintain effective initiatives and systems that are continually responsive to stakeholders' needs.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Within the joint project "E-Government Promotion for Improved Public Service Delivery", UNDP had already effectively cooperated with MITC and successfully achieved the planned project goals (with a 50% cost-sharing by Fund for ICT Development).

For the new project, the expenses will be covered by the resources from donors, UNDP and the funds of the national partners (upon agreement). Meanwhile, NAPM and UNDP will closely work on attracting resources and international partners to finance planned project activities. NAPM, as a national partner, will chair international donor coordination meetings.

The new project strategy is built on the knowledge, experience, lessons learned and findings gained through previous and ongoing projects of UNDP in e-Government, private sector development, trade and investment, think-tank development, and public administration. The project focus areas and planned activities are aligned to the requests of the national partner that were also proposed and discussed during working meetings and in accordance with the national priorities in the spheres of improving public administration and digital transformation. National Implementation Modality (NIM) has been selected in order to strengthen the local ownership and further foster engagement of local authorities in the new project planning and execution.

Within the framework of the project, regular meetings are planned with representatives of international organizations and financial institutions, accredited in Uzbekistan, on the issues of PAR and digital transformation, in particular, to discuss prospective areas of international assistance in effective implementation of the Strategy of Action on five priority areas of the Republic of Uzbekistan for 2017-2021, including on first priority area- improving the system of state and social construction and the second priority area- ensuring the rule of law and further reforms of judicial-legal system. The coordination meetings ensure effective coordination of efforts of international partners and donors, assisting the reform in the country, identification of areas of

demand, requiring comprehensive support, maximum mobilization of the capacities of foreign donors, elimination of duplication of their activities, as well as may serve as a platform for regular dialogue between national and international partners.

Project Management

The project will be implemented under the National Implementation Modality (NIM) with UNDP CO's full support as per NIM guidelines. The National Agency of Project Management under the President of the Republic of Uzbekistan (NAPM) will be the Implementing Partner.

The project will be physically located in Tashkent city. To ensure synergies and consolidation of efforts the project will and will work closely with other ongoing UNDP projects, including:

- the project "Support to the enhancement of law making, rulemaking and regulatory impact assessment/Phase-2"
- the project "Empowering Women to Participate in Public Administration and Socio-Economic Life"
- the project "Preventing corruption through effective, accountable and transparent governance institutions in Uzbekistan" (on the issues of streamlining and digitalization of service delivery and interaction among public bodies in ensuring effective document flow and transparency of services for preventing corruption)
- the project "Support to Public Finance Management Reforms in Uzbekistan" (in application of methodologies and techniques on career incentives, remuneration, etc.);
- the project "Support to Civil Service Training in Uzbekistan" (in training and awareness rising of civil servants on PAR and Digital Transformation, etc.);
- the project "Business Forum of Uzbekistan, Phase III" (in such areas as promotion of e-services for businesses, attraction of foreign investments and venture funds into IT market, strategies on enhancing friendly environment for IT businesses, etc.).
- UN Joint Programme "Building the resilience of communities affected by the Aral Sea disaster through the Multi-partner Human Security Fund for the Aral Sea"
- the project "Support to Investment Climate Improvement in Uzbekistan"
- the project "Business Climate Improvement in the regions of Uzbekistan"

In accordance with the Letter of Agreement between UNDP and NAPM for the provision of support services, the UNDP Country Office in Uzbekistan may provide, at the request of the NAPM, the following support services for the activities of the project:

- (a) Identification and/or recruitment of project and programme personnel and consultants;
- (b) Identification and facilitation of training activities, seminars and workshops;
- (c) Procurement of goods and services;
- (d) Processing of payments, disbursements and other financial transactions;
- (e) Administrative services including travel authorization, visa requests and other arrangements;

Detailed description of services is provided in the Annex of this project document.

The procurement of goods and services and the recruitment of project personnel by the UNDP Country Office shall be in accordance with the UNDP regulations, rules, policies and procedures. The goods procured within the framework of the Project and necessary for the implementation of its activities, in particular IT equipment, software & office furniture shall be transferred to the ownership of the Implementing Partner, unless the Project Board decides otherwise or the goods have been procured from the funds provided by third parties and the agreements with them stipulate other arrangements. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan and UNDP, signed by the Parties on

10 June 1993, incl. the provisions on liability and privileges & immunities, shall apply to the provision of such support services.

Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this document shall be handled pursuant to the relevant provisions of the SBAA.

Audit Arrangements: The Audit will be conducted in accordance with the established UNDP procedures set out in the Programming and Finance manuals by the legally recognized auditor.

Use of institutional logos on project deliverables: In order to accord proper acknowledgement to UNDP for providing funding, UNDP should appear on all relevant project publications, including among others, project hardware purchased with UNDP funds. Any citation on publications regarding projects funded by UNDP should also accord proper acknowledgement to UNDP. The UNDP logo should be more prominent – and separated from any other logo, if possible, as UN visibility is important for security purposes. The Project will not develop its own logo.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

Outcome 7 – By 2020, the quality of public administration is improved for equitable access to quality public services for all

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

7.1: Availability of institutional capacities at central government for policy coherence, planning, resource management and operational coordination (roadmaps) for better public service provision

Baseline: Current system of public sector management has predominantly sector-based approach for public service provision, with rather weak accountability framework. This impedes structural reforms in providing universal access to quality public service provision

Target: Institutional capacities available at central government for policy coherence, planning, resource management and operational coordination (roadmaps) for better public service provision

7.2: Improvement of the unified national system of civil service (merit-based system for appointment, promotion and performance evaluation)

Baseline: System of transparent and professional recruitment and promotion requires further improvement

Target: System of professional and transparent recruitment and promotion of civil servants is improved

7.3: Ranking of Uzbekistan in UN E-government development index

Baseline: 100th in the E-government development index in 2014

Target: 80th in the E-government development index in 2020

Applicable Output(s) from the UNDP Strategic Plan for 2018-2021:

OUTCOME 2: Support in accelerating structural transformations for sustainable development

Output 2.2.1 Using digital technologies and big data for improving public service delivery and other government functions

Project title and Atlas Project Number: "Public Administration Reforms and Digital Transformation"; Project ID: 00105460;

Atlas Output ID: 00106736; Output ID: 00106967

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year 2017	Year 2017	Year 2018	Year 2019	Year 2020	FINAL	
Output 1 <i>Capacity of think-tank responsible for developing public</i>	<i>1.1 Availability of draft roadmap for the public administration reform for the period 2018-2030</i>	<i>e-Gov Center</i>	Availability	No	No	Yes	Yes	Yes	Yes	<i>Project Report</i>
	<i>1.2 Number of cooperation arrangements established between e-Gov Center and foreign</i>	<i>e-Gov Center</i>	Number	0	0	2	3	4	4	<i>Project Report</i>

administration and e-government reforms (evidence-based, data-driven and gender-sensitive) is enhanced	think-tanks (e.g. MoUs, Cooperation agreements, etc.)									
	1.3 Number of modern methodologies and guidelines that integrate HRBA and gender equality on public administration reform prepared and submitted to NAPM	e-Gov Center	Number	0	0	1	2	3	3	Project Report
Output 2 Access of businesses and citizens (especially of vulnerable groups, including women and youth) to public services, data and digital platforms is enhanced	2.1 Number of improved and user-friendly public services, available through a single portal of interactive public services (my.gov.uz) and public services centers	my.gov.uz, davxizmat.uz	Number	0	0	2	6	10	10	Lex.uz
	2.2 Number of digital platforms, developed with support from the project	Dedicated studies conducted by UNDP	Number	0	0	1	2	3	3	Project Report
	2.3 Availability of smart big data analytics tool for processing and visualization of disaggregated data on digital services usage (by gender) and appeals.	Services.gov.uz	Availability	No	No	No	Yes	Yes	Yes	Project Report
	2.4 Number of participants (men and women) who attended IT & STEM events	Dedicated studies conducted by UNDP	Number	0	0	200	400	600	600	Project Report
	2.5 Number of business models to develop ecosystem for MUIC through networking, market analysis and study tours aimed at increasing export potential of Uzbekistan in the area of hi-tech products and services	Dedicated studies conducted by UNDP	Number	0	0	2	3	5	5	Project Report

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		

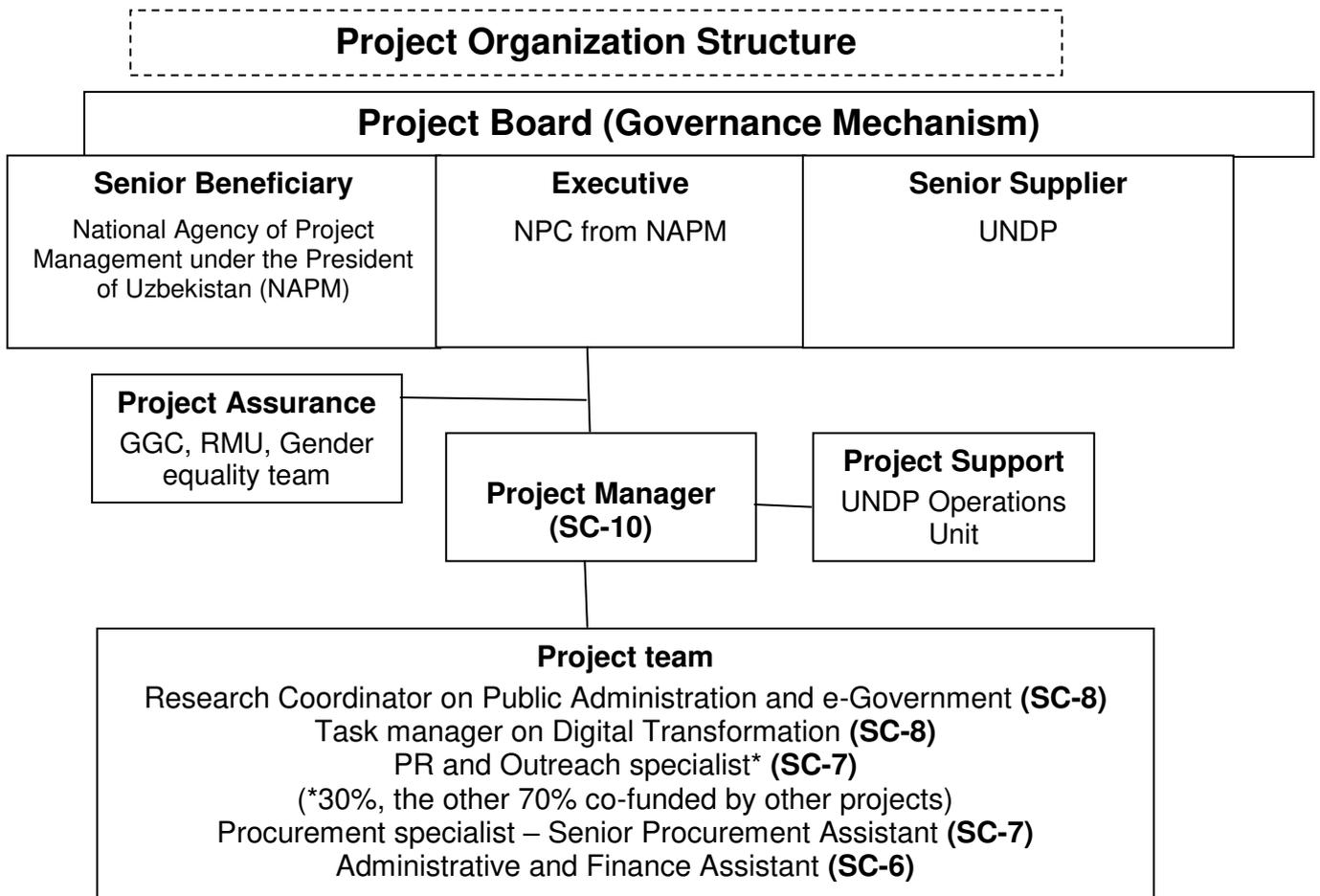
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount
Output 1: <i>Capacity of think-tank responsible for developing PAR and e-government reforms (evidence-based, data-driven and gender-sensitive) is enhanced</i>	Activity 1.1. Assistance for the think-tank to support further reforms of public administration	42,599	344,849	377,453	50,000	NAPM, UNDP	British Embassy in Tashkent	71200 – International Consultants 71300 – Local Consultants 71400 – Contractual services – Individuals 72100 – Contractual services – Companies 71600 – Travel 72200 – Furniture 72500 – Stationery & other Office Supplies 72800 – Acquis of Comp. Soft. and Hardware	386,096
							UNDP	73200 – Office repair works 74110 – Professional services (Audit) 74200 – Printing and publications 74500 – Miscellaneous expenses 74596/64397 – Direct Project costs 75100 – GMS	428,804
	MONITORING					NAPM, UNDP			
Sub-Total for Output 1									849,900
Output 2: <i>Access of businesses and citizens (especially of vulnerable groups, including women and youth) to public services, data and digital platforms is enhanced</i>	Activity 2.1. Providing institutional support to improve access to data and public services	-	-	128,224	-	NAPM, UNDP	British Embassy in Tashkent	71200 – International Consultants 71300 – Local Consultants 71400 – Contractual services – Individuals 72100 – Contractual services – Companies 71600 – Travel 72200 – Furniture 72500 – Stationery & other Office Supplies 72800 – Acquis of Comp. Soft. and Hardware	128,224
							UNDP	73200 – Office repair works 74110 – Professional services (Audit) 74200 – Printing and publications 74500 – Miscellaneous expenses 74596/64397 – Direct Project costs 75100 – Facilities and Administration costs (applied to Cost-sharing funds from government) – GMS 3%	-

	Activity 2.2. Strengthening national capacities in the areas of ICT, STEAM and digital transformation	-	-	-	-	NAPM, UNDP	British Embassy in Tashkent	71200 – International Consultants 71300 – Local Consultants 71400 – Contractual services – Individuals 72100 – Contractual services – Companies 71600 – Travel 72200 – Furniture 72500 – Stationery & other Office Supplies 72800 – Acquis of Comp. Soft. and Hardware 73200 – Office repair works 74110 – Professional services (Audit) 74200 – Printing and publications 74500 – Miscellaneous expenses 74596/64397 – Direct Project costs 75100 – GMS	-
	MONITORING					NAPM, UNDP	UNDP		-
	Sub-Total for Output 2								
Evaluation <i>(as relevant)</i>	EVALUATION						British Embassy in Tashkent		41,373
General Management Support (GMS)		2,586	18,687	20,099	-				
TOTAL		45,185	363,536	525,776	50,000				984 497

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



NAPM as the Implementing partner will be represented in the Project Board. The Project Board will be responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/NAPM approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity, transparency and effective international coordinating. Detailed roles and responsibilities of the Project Board are provided in Annex 2 of this Project Document.

This Board contains three roles, including:

- 1) An Executive: individual (National Project Coordinator from NAPM) representing the project ownership to chair the group.
- 2) Senior Supplier: UNDP representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: NAPM representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Other beneficiaries also include e-Gov Center, sector for working with international ratings and coordinating the works on introducing the "E-government" system" within the Administration of the President, MUIC, Public

Services Agency under the Ministry of Justice of the Republic of Uzbekistan, Ministry of Innovative Development of the Republic of Uzbekistan (1 representative from each organization).

Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

The Project Board will convene at least annually to hold regular project reviews to assess the performance of the project, achievement of target and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project.

In the project's final year, the Project Board shall hold an end-of project review to evaluate the quality of project deliverables, sustainability of results, capture lessons learned and discuss opportunities for scaling up and sharing project results with relevant audiences. It will also assess Final Project Review Report during a formal meeting organized at least one month prior to the completion date of the project.

IX. LEGAL CONTEXT

1. Legal Context:

- € Country has signed the Standard Basic Assistance Agreement (SBAA)
- € Country has signed UNDAF Legal Annex in 2016

2. Implementing Partner:

- € National Agency of Project Management under the President of the Republic of Uzbekistan (NAPM), Government Entity (NIM)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan and UNDP, signed on June 10, 1993. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the NAPM ("National Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

Government Entity (NIM)

1. Consistent with Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - a. In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - b. Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.
5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
 - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
 - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply with the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through the application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.uz.undp.org.
11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality. Where the Implementing Partner becomes aware that a UNDP project or

activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

XI. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening.**
- 3. Risk Analysis**
- 4. Capacity Assessment of Implementing Partner**
- 5. Project Board Terms of Reference**
- 6. TORs of Project Team Members**

Annex 3. Risk analysis

#	Description	Category	Impact & Probability	Countermeasures / Management response	Owner
1.	Technical assistance projects of donors focusing on PAR and Digital Transformation may lack multilateral aid coordination that can result in duplication of certain efforts, lower resource mobilization opportunities and the level of impact	Strategic	May effect on the efficiency of the project's outputs and outcomes Probability = 3 Impact = 3	Constantly monitor donor activities in the field and organize regular meetings and consultations with relevant donors to avoid possible overlapping in PAR & Digital Transformation initiatives	Project Manager
2.	High turnover of the relevant government staff	Operational	May create difficulties and delays in implementation of planned activities Probability = 4 Impact = 3	Develop standard training materials (w/case studies) and ensure application of effective re-training system within the E-gov Center, PSA and other partners	Project manager
3.	Low level of commitment of government organizations involved in implementation of Public Administration Reform	Organizational	May hinder timely and effective implementation of certain project activities Probability = 3 Impact = 3	Regular training & awareness raising activities on PAR benefits for civil servants; Exploring opportunities to synergize these efforts with other respective projects	Project manager
4.	Inability to move beyond capacity development support as compared to application of modern PAR methodologies due to reluctance of key state organizations and lack of administrative / legal provision	Legal/political	May effect on the efficiency of the project's outputs and outcomes Probability = 3 Impact = 4	Support with policy advise and constant dialogue with key government organizations to sensitize on PAR benefits and to strengthen the ownership of the process	Project Manager

Annex 5. Project Board Terms of Reference

I. PROJECT BOARD

Overall responsibilities

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/NAPM approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Resident Representative. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when (Project Manager tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Task Manager (Project Manager) and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

- 1) **An Executive:** individual representing the project ownership to chair the group.
- 2) **Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC meeting. Efforts should be made to extent possible to ensure gender balance among the members of the Project Board.

Composition and organization: This group contains three roles, including:

- 1) **An Executive:** individual representing the project ownership to chair the group.
- 2) **Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC meeting. Efforts should be made to extent possible to ensure gender balance among the members of the Project Board.

I. Specific responsibilities

1. Initiating a project:

- Agree on PM's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

2. Running a project:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

3. Closing a project:

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned; Make recommendations for follow-on actions to be submitted to the Outcome Board;

II. EXECUTIVE

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organization structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organize and chair Project Board meetings

If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

III. SENIOR BENEFICIARY

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. This role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities.

IV. SENIOR SUPPLIER

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated.

V. PROJECT MANAGER

Overall responsibilities

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the PM is in place.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team/responsible parties;
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles.

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual Review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;

- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

VI. PROJECT ASSURANCE

Overall responsibility: Project Assurance is the responsibility of each Project Board member; however, the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the PM; therefore, the Project Board cannot delegate any of its assurance responsibilities to the PM. A UNDP Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question “What is to be assured?”. The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality:

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

1. Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

2. Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;

- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

3. Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

VII. PROJECT SUPPORT

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: Some specific tasks of the Project Support would include:

Provision of administrative services:

- Set up and maintain project files;
- Collect project related information data;
- Update plans;
- Administer the quality review process;
- Administer Project Board meetings.

Project documentation management:

- Administer project revision control;
- Establish document control procedures;
- Compile, copy and distribute all project reports.

Financial Management, Monitoring and reporting

- Assist in the financial management tasks under the responsibility of the Project Manager;
- Provide support in the use of Atlas for monitoring and reporting.

Provision of technical support services

- Provide technical advices;
- Review technical reports;
- Monitor technical activities carried out by responsible parties.

Annex 6. TORs of Project Team Members

PROJECT MANAGER

I. JOB INFORMATION

Job title:	Project Manager
SC range:	SB5-3
Project Title/Department:	Public Administration Reforms and Digital Transformation
Duration of the service:	6 months (with possible extension)
Work status (full time / part time):	Full time
Reports to:	Head of Cluster on Good Governance

II. FUNCTIONS/KEY OUTPUTS EXPECTED

Project Manager will work under the direct supervision of the UNDP Cluster Leader on Good Governance, Policy and Communication and the overall guidance of the National Project Coordinator. The Project Manager will ensure smooth and timely delivery of operations in accordance with annual and quarterly work plans of the Project through performing the following duties and responsibilities:

-
- Responsible for day-to-day management, administration and decision-making for the project;
 - Oversees strategic planning process for the project and ensures its implementation in accordance with the signed project document;
 - Responsible for ensuring that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost;
 - Manage the realization of project outputs through activities;
 - Ensures that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
 - Provide direction and guidance to project team(s)/ responsible party (ies);
 - Identifies partnership strategies with regard to providers of specialised expertise and possible co-financiers, and leads resource mobilisation for project components;
 - Identify and obtain any support and advice required for the management, planning and control of the project;
 - Plan the activities of the project and monitor progress against the initial quality criteria;
 - Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
 - Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the IPSAS;
 - Regularly updates project progress information about activities and results against annual targets in Atlas;
 - Manage and monitor the project risks as initially identified in the Project Document, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
 - Be responsible for managing issues and requests for change by maintaining an Issues Log;

- Prepare the Quarterly Project Report (progress against planned activities, update on Risks and Issues, expenditures in UNDP format) and Quarterly Operational Report (AF format) and submit the reports to the Project Assurance team;
- Prepare the Annual Review Report (UNDP format), Project Implementation Report (AF format) and submit reports to the Project Assurance team;
- Based on the ARR, prepare the Annual Work Plan (AWP) and Annual Plan of Activities and Procurement Plan for the project years;
- Monitors the implementation of project components, analyses problems that hamper their implementation and takes appropriate measures to ensure timely delivery of required inputs and achievement of project-wide results;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports, including proper utilization of funds and delivery, budget revisions, availability of funds, reconciliation of accounts, establishment of internal control mechanisms. Acts as a focal point to liaise with auditors and ensures follow-up actions. Ensures the accuracy and reliability of financial information and reporting;
- Monitors and facilitates advocacy and mass media outreach activities, writing of success stories, newspapers coverage, PR campaigns;
- Organize workshops, seminars and round tables to introduce project outputs to all stakeholders involved. Render support to related UNDP thematic activities such as publications, sharing of knowledge and group discussions;
- Undertake resource mobilization activities to be built on the project achievement that contribute to project scaling-up and replication
- In cooperation with the UNDP CO and national project experts, develop a suitable project exit strategy during the last year of the project;
- Ensure proper operational, financial and programmatic closure of the project;
- Prepare Final Project Review Reports to be submitted to the Project Board;
- Identify follow-on actions and submit them for consideration to the Project Board; Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR for signature by UNDP and the Implementing Partner
- Perform other duties related to the scope of work of the PM as required.

III. COMPETENCIES

1. Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;
- Self-development, initiative-taking, managing conflict;
- Acting as a team leader and facilitating team work;
- Facilitating and encouraging open communication in the team, communicating effectively;
- Creating synergies through self-control;
- Learning and sharing knowledge and encourage the learning of others;
- Informed and transparent decision making

2. Functional Competencies:

1) Communications and Networking

- Has excellent oral communication, presentation skills and conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors;
- Has excellent written communication skills, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports;
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government.

2) Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the team through leadership and personal example;
- Actively mentoring project staff under her/his supervision;
- Leadership and Self-Management;
- Focus on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Competent in leading team and creating team spirit, stimulating team members to produce quality outputs in a timely and transparent fashion.

3) Development and Operational Effectiveness

- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints.

4) Job Knowledge/Technical Expertise

- Understands the main processes and methods of work regarding to the position
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning;
- Demonstrates good knowledge of information technology and applies it in work assignments.

5) Leadership and Self-Management

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills.

IV. QUALIFICATION REQUIREMENTS

Education: Masters' degree in Public Administration, Public Policy, Law, Information Technologies, or other related fields;

Experience: Proven track of at least 5 years of professional experience in project management in the field of Public Administration with focus on e-governance and IT. Previous experience in international development organizations would be considered as an asset.

Language Requirements: Fluency in English, proficiency in Uzbek and Russian

Others: Ability to use information and communication technology as a tool and resource;
Experience in working and collaborating with governments;
Initiative and strong leadership skills;

Result and client-orientations;

Strong analytical, communication, writing, presentation and communication skills;

Excellent interpersonal and cross cultural communication skills, ability to work in a team and to work under pressure and with tight deadlines, ethics and honesty;

RESEARCH COORDINATOR ON PUBLIC ADMINISTRATION AND E-GOVERNMENT

I. JOB INFORMATION

Job title:	Research Coordinator on Public Administration
SC range:	SB4-3
Project Title/Department:	Public Administration Reforms and Digital Transformation
Duration of the service:	6 months (with possible extension)
Work status (full time/part time):	Full time
Reports to:	Project Manager

II. FUNCTIONS/KEY OUTPUTS EXPECTED

Under the guidance and direct supervision of Project Manager, the Research Coordinator on Public Administration and e-Government will provide support on strengthening capacity of the newly Center for Effective Public Administration to become a “think-tank” to provide analytical support for the implementation of public administration reform, elaboration of analytical documents, methodologies, development of mechanisms and standards for the reform of the public administration system, and strengthening capacities of NAPM, E-Gov Center and other stakeholders on monitoring implementation of public administration reform, E-government infrastructure and systems, as well as testing and piloting newly developed E-government IT solutions.

The Research Coordinator on Public Administration and e-Government will undertake the following specific duties:

- Coordinate project policy research and other related activities on public administration reform agenda and streamlining public service delivery;
- Designing national policy documents and strategies, research and policy papers within the project;
- Analyze and synthesize relevant analysis and experience on international best practice on public administration reform, governance innovation, digital development and other relevant areas;
- Identify partnership opportunities and support the project resource mobilization activities related to the project activities in PAR and innovation by developing solid policy proposals and reports to donors;
- Undertake ad hoc research tasks as may be required by Project Manager; this may include involvement in training activities for the national partners, both as mentor and trainer on PAR, smart governance, functional review, BPR, etc.;
- Coordinate review of capacity of E-Gov Center and its staff in developing reform proposals, identification of training needs, attraction of local and international experts and trainers; assistance in strengthening the image of E-Gov Center by developing blog, establishment of library and resource center, and building effective cooperation with leading foreign think-tanks, joining Asian Think-Tank Network and global ranking of think-tanks;
- Assist in elaboration of analytical documents, development of a medium-term strategies of public administration reform and strategy of digitalization;
- Support development of the Roadmap for public administration reform for the period 2018-2030, including assessment of the cost and benefits of each proposal and development of detailed action plans for implementation of proposed reforms;
- Coordinate development of methodologies and standards for conducting public administration reform (methodology for assessing the effectiveness of ministries and

departments, municipal governments (khokimiyats) and other state bodies, methods for evaluating the effectiveness of civil servants, the methodology for calculating wages for various categories of civil servants, the methodology for calculating the benefits and costs of reforms in the public administration system, the methodology for assessing the effectiveness of e-Government projects, etc.);

- Contributes to the implementation of the project activities related to PAR, analyzing and reporting their impact;
- Contributes to identification of new strategic initiatives and opportunities in the area of governance and innovation by scanning the external environment, research new sectors and trends, identifies and maps expertise in and outside UNDP, maintains contacts with experts and updates information on expert performance;
- Develop clear and concise terms of reference for national and international consultants engaged within the project;
- Revision and technical clearance of the final draft reports provided by national and international consultants of the project;
- Lead the organization and conducting of project events such as summits, conferences, seminars, workshops, round-tables and others on topics related to PAR, innovations and digital development;
- Actively promote knowledge sharing, including through preparation of regular project publications, briefs, infographics, one-pages, and other knowledge products;
- Carry out regular coordination meetings with relevant UNDP staff, Government and donor counterparts;
- Support the project manager in project management, planning and implementation;
- Perform other duties as assigned by Project Manager within the scope of this position.

III. COMPETENCIES AND CRITICAL SUCCESS FACTORS

1. Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;
- Self-development, initiative-taking;
- Acting as a team leader and facilitating team work;
- Facilitating and encouraging open communication in the team, communicating effectively;
- Creating synergies through self-control;
- Managing conflict;
- Learning and sharing knowledge and encourage the learning of others;
- Informed and transparent decision making

2. Functional Competencies:

1) Communications and Networking

- Strong persuading, influencing, communications and writing skills;
- Conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors;
- Has excellent written communication skills, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports;
- Understanding of government partners' workflows and agendas;
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government.

2) Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the team through leadership and personal example;
- Actively mentoring project experts and consultants under her/his supervision;
- Leadership and Self-Management;
- Focus on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Competent in leading team and creating team spirit, stimulating team members to produce quality outputs in a timely and transparent fashion.

3) *Development and Operational Effectiveness*

- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints.

4) *Job Knowledge/Technical Expertise*

- Understanding of public administration system of Uzbekistan and governments vision of reforms in this area;
- Acquainted with available IT infrastructure and e-services provision system currently in place;
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning;
- Demonstrates good knowledge of information technology and applies it in work assignments.

5) *Leadership and Self-Management*

- Demonstrated sense of initiative and problem-solving skills;
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills.

IV. QUALIFICATION REQUIREMENTS

Education: University degree in international development, public or business administration, economics, IT, engineering or related area;

Experience: At least 3 years of policy research on PAR, digital development, innovation or relevant area.

Experience in delivering training and mentoring on good governance, innovations or digital transformation is a strong asset.

Previous professional with international development organizations will be an asset.

Language Requirements : Fluency in English, Russian and Uzbek

Others: Ability to use information and communication technology as a tool and resource;

TASK MANAGER ON DIGITAL TRANSFORMATION

I. JOB INFORMATION

Job title:	Task Manager on Digital Transformation
SC range:	SB4-3
Project Title/Department:	Public Administration Reforms and Digital Transformation
Duration of the service:	6 months (with possible extension)
Work status (full time/part time):	Full time
Reports to:	Project Manager

II. FUNCTIONS/KEY OUTPUTS EXPECTED

Under the guidance and direct supervision of Project Manager and working in close collaboration with Cluster on Good Governance, Policy and Communication, the Task Manager on Digital Transformation will coordinate project's activities related to digital transformation of public services, streamlining internal and interagency business processes of government agencies, development of digital platforms and introduction of innovation and digital solutions to public administration:

- Coordinate project policy research and other related activities on digital transformation agenda and streamlining public service delivery;
- Designing national policy documents and strategies, research and policy papers within the project;
- Analyze and synthesize relevant analysis and experience on international best practice on digital transformation, innovation, e-governance and relevant areas in public sector reform;
- Develop the necessary partnerships with government departments and agencies to gain access to core data on digital transformation policies and strategies;
- Identify partnership opportunities and support the project resource mobilization activities related to the project activities in digital transformation and innovation by developing solid policy proposals and reports to donors;
- Undertake ad hoc research tasks as may be required by Project Manager; this may include involvement in training activities for the national partners, both as mentor and trainer on digital transformation, e-governance, data driven governance, etc.;
- Review capacity of central/regional governments and agencies in digital transformation, innovation, data analysis and public administration to effectively develop and implement mandates and functions;
- Contributes to the implementation of the project activities related to digital transformation, analyzing and reporting their impact;
- Contributes to identification of new strategic initiatives and opportunities in the area of digital transformation and innovation by scanning the external environment, research new sectors and trends, identifies and maps expertise in and outside UNDP, maintains contacts with experts and updates information on expert performance;
- Identify opportunities for enhancing capacities, including learning and adaptation of best international practices in e-government development and implementation, as well as innovation in public administration system;
- Develop clear and concise terms of reference for national and international consultants engaged within the project;
- Revision and final technical clearance of the final draft reports provided by national and international consultants of the project;

- Lead the organization of special events such as hackathons on open data, Technovation Challenge, trainings and master classes on STEAM, mobile application development and others;
- Support in enhancing public awareness of project activities' findings through organization of briefings, round-table discussions, seminars, workshops, online discussions, forums, etc;
- Actively promote knowledge sharing, including through preparation of regular project publications, briefs, infographics, one-pages, and other knowledge products;
- Carry out regular coordination meetings with relevant UNDP staff, Government and donor counterparts;
- Assist the project manager in project management, planning and implementation;
- Perform other duties as assigned by Project Manager within the scope of this position.

III. COMPETENCIES AND CRITICAL SUCCESS FACTORS

1. Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;
- Self-development, initiative-taking;
- Acting as a team leader and facilitating team work;
- Facilitating and encouraging open communication in the team, communicating effectively;
- Creating synergies through self-control;
- Managing conflict;
- Learning and sharing knowledge and encourage the learning of others;
- Informed and transparent decision making

2. Functional Competencies:

1) *Communications and Networking*

- Strong persuading, influencing, communications and writing skills;
- Conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors;
- Has excellent written communication skills, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports;
- Understanding of government partners' workflows and agendas;
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government.

2) *Knowledge Management and Learning*

- Promotes a knowledge sharing and learning culture in the team through leadership and personal example;
- Actively mentoring project experts and consultants under her/his supervision;
- Leadership and Self-Management;
- Focus on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Competent in leading team and creating team spirit, stimulating team members to produce quality outputs in a timely and transparent fashion.

3) *Development and Operational Effectiveness*

- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints.

4) *Job Knowledge/Technical Expertise*

- Understanding of technology industry;
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning;
- Demonstrates good knowledge of information technology and applies it in work assignments.

5) *Leadership and Self-Management*

- Demonstrated sense of initiative and problem-solving skills;
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills.

IV. QUALIFICATION REQUIREMENTS

Education: University degree in international development, public or business administration, economics, IT, engineering or related area.

Experience: At least 3 years of policy research on digital transformation, ICT development, innovation and relevant area.

Experience in delivering training and mentoring on digital transformation is a strong asset.

Previous professional with international development organizations will be an asset.

Language Requirements : Fluency in English, Russian and Uzbek

Others: Ability to use information and communication technology as a tool and resource;

PROCUREMENT SPECIALIST – SENIOR PROCUREMENT ASSISTANT

I. JOB INFORMATION

Job title:	Procurement specialist – Senior Procurement Assistant
SC range:	SB3-3
Project Title/Department:	Public Administration Reforms and Digital Transformation
Duration of the service:	6 months (with possible extension)
Work status (full time/part time):	Full time
Reports to:	Project Manager

II. FUNCTIONS/KEY OUTPUTS EXPECTED

Under direct supervision of the Project Manager, the Senior Procurement Assistant is responsible for providing procurement support to the project by contributing to the operational part of project implementation mainly focused on procurement and planning, providing timely competitive processes in compliance with corporate guidelines, contract management, monitoring and reporting of progress.

- Based on consultations with the PARDT Project Manager, relevant UNDP project and operations unit colleagues, perform procurement related operations in accordance with Project AWP and Procurement plan, and in line with the UNDP rules and procedures;
- Provides support and guidance to relevant project team on drafting of Terms of References (ToRs), technical specifications and scope of work for new procurement activities;
- Organizes procurement processes, including bidding for posted announcements through Micro Purchasing Orders (MPOs) Request for quotations (RFQs), Invitation to bid (ITBs) or Request for proposals (RFPs); receipt of quotations, bids or proposals; their evaluation, negotiation of certain conditions, selection of potential contractor; awarding the contract/Purchase order (PO), monitor contractual relations, performance of signed contracts, dispute resolution, and transfer of procured goods to respective beneficiaries in accordance with UNDP procedures;
- Support the PARDT Project in developing/monitoring and implementing the project procurement plan, identifying procurement priorities and developing the procurement budget of the project;
- Submits tender documents to the Contract, Asset and Procurement Committee (CAP), Advisory Committee on Procurement;
- Develops and updates the rosters of suppliers, implementation of supplier selection and evaluation as well as uploads all procurement related activities (MPOs, RFPs, RFQs, ITBs) to the project database;
- Assist PARDT Project in provision of organizational and administrative support in implementation of project activities, including organization of roundtables, workshops, trainings, working meetings and other events;
- Monitors contract activities to ensure that goods, services and/or works contracted by UNDP are delivered in a timely manner, at the agreed cost and to the specified requirements as well as prepares package of documents to proceed with cargo customs clearance and transportation of all imported equipment/commodities procured by the project on a timely manner;
- Drafts contracts, between the Project and successful offerors, and supports vendor creation processes;
- Carries out market researches and due diligence as may be required in the scope of this TOR;

- Support with analyzing the potential problems concerning procurement issues and take respective measures to provide adequate project's resources in time for implementation of the project activities;
- Draft correspondence of a complex or sensitive nature and prepare special reports, evaluations and justifications as required by the Project Manager on procurement related cases;
- Perform any other functions assigned by the supervisor in the scope of current position.

III. COMPETENCIES AND CRITICAL SUCCESS FACTORS

1. Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

2. Functional Competencies:

Building Strategic Partnerships

- Maintaining information and databases
- Analyzes general information and selects materials in support of partnership building initiatives

Promoting Organizational Learning and Knowledge Sharing

- Basic research and analysis
- Researches best practices and poses new, more effective ways of doing things

Job Knowledge/Technical Expertise

- Fundamental knowledge of processes, methods and procedures
- Understands the main processes and methods of work regarding to the position
- Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning
- Demonstrates good knowledge of information technology and applies it in work assignments
- Presentation of information on best practices in organizational change;
- Demonstrates ability to identify problems and proposes solutions

Design and Implementation of Management Systems

- Data gathering and implementation of management systems
- Uses information/databases/other management systems
- Provides inputs to the development of simple system components

Client Orientation

- Maintains effective client relationships
- Reports to internal and external clients in a timely and appropriate fashion
- Organizes and prioritizes work schedule to meet client needs and deadlines
- Establishes, builds and sustains effective relationships within the work unit and with internal and external clients
- Responds to client needs promptly

Promoting Accountability and Results-Based Management

- Gathering and disseminating information
- Gathers and disseminates information on best practice in accountability and results-based management systems
- Prepares timely inputs to reports
- Maintains databases

IV. QUALIFICATION REQUIREMENTS

Education: University degree in Business Administration, Supply Chain Management, Finance, Economics, Accounting, or related field.
Completed procurement certification courses is an advantage.

Experience: At least 2 years of working experience in the purchasing field, preferably in an international environment;
Experience in finance and administration is a strong asset;
Established knowledge of procurement procedures;
Flexibility and ability to work under pressure and with limited time frames;
Demonstrated gender awareness and sensitivity, as well as the ability to integrate a gender perspective into tasks and activities.
Experience with UN system/international organizations is an asset.

Language Requirements: Proficiency in English, Uzbek and Russian.

Others: Ability to use IT;
Initiative, analytical judgment, ability to work under pressure, ethics and honesty;
Strong organizational and communication skills, ability to work in a team;
Ability to meet deadlines under pressure in a results-oriented environment;
Ability to learn and adapt quickly.

PR AND OUTREACH SPECIALIST

I. JOB INFORMATION

Job title:	Public Relations and Outreach Specialist
SC range:	SC-6 (SB3)
Project Title/Department:	Public Administration Reforms and Digital Transformation
Duration of the service:	6 months (with possible extension)
Work status (full time/part time):	Full time
Reports to:	Project Manager

II. FUNCTIONS/KEY OUTPUTS EXPECTED

Under the guidance and direct supervision of Project Manager, PR and Outreach specialist will be responsible for the satisfactory achievement of the entrusted tasks, as described below:

- Assist project team to establish and maintain cooperative relationships with national partners, government agencies, international organizations, private sector, UN agencies and other development partners, to keep them informed on Project activities and encourage for active partnership;
- Design, develop and contribute to implementation of comprehensive communication strategy of the Project, in consultation with Project Manager;
- In consultation with Project Manager organizes various PR events including roundtable discussions, workshops, seminars and forums;
- Monitor Project's webpages in social media to make sure that it is kept up-to-date; upload materials of the events according to set requirements;
- Liaise with UNDP Communication and Outreach Specialist to ensure regular and timely publicity of the Project's activities and outputs in the UNDP web-site;
- Develop and submit to Project Manager recommendations on new feasible solutions for increasing overall visibility of the Project's activities;
- Ensure wide coverage of the events in the media through involvement of representatives from print and broadcast mass media to these events;
- Prepare and publish news, upon consultation with Project Manager, news, articles and press-releases on the Project's activities and accomplishments for national/international printed and electronic media;
- Assist national partners with developing a media strategy, enhancing websites and public outreach activities;
- Assist in media coverage of public events of the projects;
- Ensure that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- Assist in providing necessary contribution and input into the strategic planning process for the project and its implementation in accordance with the signed project document;
- Assist project team in monitoring of the implementation of certain project components, analysing emerging problems that hamper their successful implementation and take appropriate measures to ensure timely delivery of required inputs and achievement of project-wide results;
- Perform other duties related to the scope of work of the PR and Outreach Specialist as required.

III. COMPETENCIES

Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

Functional Competencies:

- Result-oriented to meet the needs of client;
- Excellent leadership, self-management, communications and presentation skills;
- Good analytical and writing skills;
- Computer literacy and ability to use modern technology and social media as a tool in every-day work;
- Ability to share knowledge and experience;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to quick learning;
- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints;
- Responds positively to feedback and different viewpoints.

Core competencies:

- Demonstrating ethics and integrity;
- Self-development, initiative and,
- Acting as a team player and facilitating team work;

III. QUALIFICATION REQUIREMENTS

Education: University degree in journalism, public relations, communication, language studies or other related field;

Experience: Proven track of at least 3 years of work experience in the field of PR, outreach or mass media communication and/or Public Administration is required.
Previous experience in international development organizations and government agencies would be considered as a strong asset;

Language Requirements : Fluency in English, Russian and Uzbek.

Others: Excellent editing and presentation skills
Ability to use information and communication technology (ICT) as a tool and resource
Excellent interpersonal and cross cultural communication skills
Initiative, analytical judgment, ability work under pressure, ethics and honesty
Understanding of development and public administration issues

ADMINISTRATIVE / FINANCE ASSISTANT

I. JOB INFORMATION

Job title:	Administrative/Finance Assistant
SC range:	SB3-1
Project Title/Department:	Public Administration Reforms and Digital Transformation
Duration of the service:	6 months (with possible extension)
Work status (full time/part time):	Full time
Reports to:	Project Manager

II. FUNCTIONS/KEY OUTPUTS EXPECTED

Under the guidance and direct supervision of Project Manager, the Administrative Finance Assistant provides financial services ensuring high quality, accuracy and consistency of work. The Administrative Finance Assistant works in close collaboration with the Government Counterparts, project, operations, and UNDP Programme's personnel in the Country Office to exchange information and ensure consistent service delivery.

- Be responsible for office logistics, travel arrangements as well as recruitment/extension/separation of the project personnel;
- Encourage awareness of and promotion of gender equality among project staff and partners;
- Based on consultations with Project Manager and UNDP Business Center to perform procurement related operations in accordance with UNDP rules and procedures;
- Prepare all financial and administrative documents related to the project implementation in accordance with the UNDP rules and procedures, maintain project's expenditures and commitments shadow budget;
- Develop quarterly and annual budget plans for recruitment of personnel; maintain financial records and monitoring systems to record and reconcile expenditures, balances, payments and other data for day-to-day transaction and reports;
- Advise and assist Project staff, experts and consultants on all respects of allowances, salary advances, travel claims and other financial and administrative matters, and calculate and authorize payments due for claims and services;
- Prepare detailed cost estimates and participates in budget analysis and projections as required to handle all financial operations of the project office, make cash payments and reconcile all accounts in required time frame;
- Maintain, update and transmit inventory records of non-expendable equipment in accordance with UNDP rules;
- Perform cash custodian's duties being primarily responsible for project's cash disbursements and maintain project's petty cash book and payrolls related to the regional offices;
- Ensure leave monitoring of project staff, check the accuracy and proper completion of monthly leave reports;
- Analyze the potential problems concerning administrative-financial issues and take respective measures to provide adequate project's resources in time for implementation of the project activities;
- Define the cost-effective measures for optimal use of resources of the project;
- Ensure full compliance of administrative and financial processes and financial records with UNDP rules, regulations, policies and strategies.

III. QUALIFICATION REQUIREMENTS

Education: University degree in Business Administration, Finance and/or Economics;

Experience: At least 3-4 years of relevant work experience;

Language Requirements : Fluency in English and Russian (both written and spoken), knowledge of Uzbek is an asset.

Others: Ability to use information and communication technology as a tool and resource;

Understanding of development issues, human rights (including women's rights), basic gender concepts and gender issues in the country;

Knowledge of and experience in gender mainstreaming is an asset;

Experience in handling web-based management systems.