UNITED NATIONS DEVELOPMENT PROGRAMME

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PROJECT DOCUMENT

Uzbekistan

Project Title: "Public Administration Reforms and Digital Transformation"

Project Number: 00105460

Implementing Partner: Ministry for Development of Information Technologies and Communications of the Republic 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 and ensure better access to legal information. In a parallel, the project will assist the Government in its strategy to increase the IT outsourcing capacity with the aim to create more job opportunities and increase the quality of life and living standards of the population of Uzbekistan.

The project builds on 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 for 2017-2021, e-Government master-plan for 2013-2020, and the Government decisions to develop IT Outsourcing capacity 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 legal information and public services;
3. Strengthening national capacities in the areas of ICT, STEM 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 1,200,000**
	Total resources allocated: — **UNDP TRAC:**	USD 300,000
	Donor:	To be confirmed during project implementation
	Government:	USD 900,000
	In-Kind:	Office premises, communications, Internet

Agreed by:

UNDP

Mrs. Helena Fraser,
UNDP Resident Representative in Uzbekistan

Date: 18 SEP 2017

Implementing Partner

Mr. Sherzod Shermatov, Minister a.i. for Development of Information Technologies and Communications of the Republic of Uzbekistan

Date: 03 OCT 2017

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ACRONYMS

APA	Academy of Public Administration
API	Application programming interface
AWP	Annual Work Plan
BPR	Business Process Reengineering
CAGR	Compound Annual Growth Rate
CDTA	Capacity Development Technical Assistance
CDR	Combined Delivery Report
CO	Country Office
CPD	Country Programme Document
CPAP	UNDP Country Programme Action Plan
EGDC	e-Government Development Center
EU	European Union
FACE	Fund Authorization and Certificate of Expenditures
GGC	UNDP Cluster on Good Governance
ICT	Information and communication technologies
IT	Information technologies
IUT	Inha University in Tashkent
KOICA	Korea International Cooperation Agency
LPAC	Local Project Appraisal Committee
M&E	Monitoring & Evaluation
MITC	Ministry for Development of IT and Communications of the Republic of Uzbekistan
MSDN	Multi-Service Data Network
MUIC	Mirzo Ulugbek Innovation Center
NIM	National Implementation Modality
NPC	National Project Coordinator
OECD	Organization for Economic Co-operation and Development
OSCE	Organization for Security and Co-operation in Europe
PAC	Project Appraisal Committee
PAR	Public Administration Reform
PM	Project Manager
PR	Public Relations
RMG	Results Management Guide
RMU	UNDP Resource Management Unit
SBAA	Standard Basic Assistance Agreement
SDG	Sustainable Development Goals
STEM	Science, Technology, Engineering and Mathematics
TA	Technical Assistance
TOR	Terms of Reference
TUIT	Tashkent University of Information Technologies
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UN DESA	United Nations Department of Economic & Social Affairs
UPL	Universal Price List
WB	World Bank

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 2017[1], 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 reforms have also resulted in significant restructuring of state institutions and reconsideration of the administrative processes that involved fundamental changes in the "rules of the game" for a large number of civil servants, businesses, and citizens. Over the course of 2017, 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 people[2], and underscores the importance of increasing personal responsibility of the heads and senior officials for end results, their compliance with strict discipline and strengthening effectiveness of the management system in accordance with increased modern requirements[3].

The civil service is the backbone of the state institutions, supporting or undermining the entire system of governance. Despite this fact, there is still no central body in Uzbekistan in charge of developing human resources policy and execution/overseeing of public administration reform and there is a lack of whole-government framework for human resources management, including recruitment, selection, promotion, lateral transfer, disciplinary measures, ethics and performance appraisal of civil servants, as outlined in the United Nations Development Assistance Framework for the Republic of Uzbekistan (UNDAF) 2016-2020[4].

In this regard, the Ministry for Development of IT and Communications of the Republic of Uzbekistan (MITC) is currently working on proposals of introducing new functions for development of effective public administration. These changes will also entail assigning e-Government Development Center (e-Gov Center) with new tasks and functions, particularly analytical and policy support for the implementation of modern principles, methodologies, standards, mechanisms and criteria for public administration reform (PAR) and digital transformation.

MITC will need medium-term and long-term strategies, methodologies and standards on PAR to conduct assessment of the effectiveness of the state agencies and techniques on career incentives and progressive shifts in staffing, as well as evaluation methods to assess the effectiveness of civil servants. An issue of classification and certification of e-Government specialists along with strengthening their digital skills should also be taken into consideration within the activities of Civil Service Reform. Within the digital transformation of the Government, the civil servants' capabilities can be seriously challenged, because digital technologies require very different ways of thinking, working and interaction. This also entails a more comprehensive approach to data due to new technologies such as social media, unstructured data, big data and analytics.

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[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/

[4] The United Nations Development Assistance Framework for the Republic of Uzbekistan (UNDAF) 2016-2021, UNDP Uzbekistan [http://www.uz.undp.org/content/uzbekistan/en/home/library/un_in_Uzbekistan/the-united-nations-development-assistance-framework-for-the-repu.html]

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 development and promotion of Open Data, including organization of Open Data Hackathon in 2016 and Open Data Challenge in 2017 to contribute to the development of Open Data Portal (data.gov.uz).

Despite its short duration, the recent evaluation of the joint project by international expert, confirms that 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. According to the UN e-Government Survey 2016, Uzbekistan reached the 80th position in the global ranking (was the 100th in 2014) and became a country with the high level of e-Government development. The significant leap in the UN ranking on e-government 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 ranking 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 further development of e-Government, a 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 realization of their rights and increase their engagement in broader democratic processes. The importance of the increase of women's access to e-Government services and promoting women's digital citizenship, is getting even more important following the adoption of the recent Resolution of the Cabinet of Ministers (as of 17 July 2017) on a new policy for activities of pre-school educational institutions, according of which, now the acceptance age of kids to kindergarten increased from 2 years old to 3 years old, and, thus, increase of maternity leave period of women to 3 years.[5]

[5] The Resolution of the Cabinet of Ministers #528 (19.07.17) "On improving the activities of pre-school educational institutions" [http://www.norma.uz/novoe_v_zakonodatelstve/priem_v_detskie_sady_-_s_3-h_let]

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 the 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 success of the Virtual reception, neighbouring countries of Uzbekistan have also undertaken plans to initiate similar virtual receptions.

Nevertheless, during the abovementioned reforms on e-Government development, addressing certain areas were also found to be critically important for further implementation of e-Government strategy. These areas include: (1) inconvenient, non-intuitive, and outdated national online database of legislative and regulatory acts; (2) lack of online access for processing requests to issue archival data; (3) need to develop open data and absence of smart big data analytics tools for processing and visualization of disaggregated data of all existing e-services and appeals.

Along with on-going 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"[6] aims to create favourable 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 officials, heads of key ministries and agencies, with Prime Minister acting as the chairperson, in order to coordinate 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 $3.5 trillion in 2017, driven by growth in software and IT services revenue[7]. As per IDC's forecast, while IT services such as applications development and deployment and project-oriented services will be the largest category of spending in 2017, software purchases will experience strong growth (7.9% CAGR) making it the largest category by 2020[8]. India continues to dominate global IT outsourcing industry with yearly $150 billion revenue, which, according to McKinsey and Co, is expected to double hitting $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

[6] 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]

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

[8] "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]

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 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 of revenue from IT outsourcing. Tackling these issues requires 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 and modernization of university curricula focusing on IT. Attraction of foreign investments and venture funds is among further activities of the strategy.

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 of 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 database of best practices. In 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 MITC 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, the UNDP is going to support the Ministry for Development of IT and Communications of the Republic of Uzbekistan (MITC) on its new function to develop effective public administration. The UNDP project is going to provide support in establishing and strengthening a think-tank entity under MITC with analytical and policy 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 MITC 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 2017-2021 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 designing the PAR Strategy, the project will also be aimed at including actions to improve the efficiency of public institutions by optimizing their functions and enhancing the mechanisms for interaction with public and private institutions. The project will support MITC in development of methodologies and standards on PAR to conduct 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 its support on development of Civil Service Reform, the project will also focus its support on 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 road maps for fast and steady increases in the effectiveness of public administration at all levels. Whilst designing 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.

The 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. The new project is going to assist the Government on (1) modernization of national portal of the legislative and regulatory acts "Lex.uz" to ensure improved access to legal information and services; (2) introduction of e-services for the issuance of archival records from the "Uzarxiv" agency; (3) building smart big data analytics tool for processing and visualization of disaggregated data of all existing e-services and appeals. During the development of these e-government projects, UNDP will also take into consideration of human rights based approach, and will develop systems with 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. One of the important focus during the development of these e-government projects will be the development of online public services in accordance with W3C's Web Content Accessibility

Guidelines and use all necessary accessibility tools for people with disabilities to ensure inclusive access. 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 recent evaluation of UNDP and MITC joint project "E-Government Promotion for Improved Public Service Delivery" and highly recommended to include it in designing next phase of joint activities.

The application of big data analytical tools can help the Government to more precisely target services and improve decision-making to enable rapid, evidence-based policy adjustments on improving service availability and quality. Within e-Government services promotion, a special focus will also be given to promote 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 development of sustainable interventions for gender equality.

The continuation of UNDP partnership with the Government in the area of PAR and Digital Transformation perfectly lies with the recommendations of international expert on e-Government during his evaluation of UNDP and MITC joint project "E-Government Promotion for Improved Public Service Delivery" where his first major recommendation was to discuss with the government a need for the development of a new policy vision document Digital Uzbekistan 2025 to address in a comprehensive and integrated manner the key future challenges of digital transformation that the country will have to deal with in the next decade. The main thematic domain of Digital Uzbekistan 2025 could include Digital State, Digital Administration/e-Government, Digital Society, Digital Market/Economy. International expert on e-Government also highly recommended to continue further support in capacity building of EGDC, and indicated that the Centre should participate directly in any activities that aim at reforming the public sector and services to ensure that the role of ICT and digital transformation is properly addressed and prevent the automation of bad public administration practices.

At the same time, by supporting the government in modernization of two major e-government projects ("Lex.uz" and "UzArxiv"), UNDP will assist in implementation of several recommendations of the international expert for next phase of cooperation with MITC, namely (1) to discuss with the Government terms and conditions of implementing more complex sector-specific, large-scale e-Gov initiatives aimed at setting up new information systems and (2) to consider providing support to improve the LEX.uz portal by helping develop the vocabularies needed to explain complex terms in simpler language and provide interactive advice to wider non-specialist audience. The international expert on e-Government indicated recent e-Gov project's key strength as addressing the underlying causes of e-Government and public administration development in a focused and consistent manner, in close partnership with the government. He also highlighted that UNDP has become the major player in shaping up e-Government developments in Uzbekistan by directly contributing to the significant progress made by the country in this field since the project start in 2014. It's been done by providing well-targeted knowledge services aimed at building local capacities to digitize public services and create an enabling legal and regulatory framework for such digitalization.

Based on successful cooperation and good practices in the area of promotion of IT among young men and young women, 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:

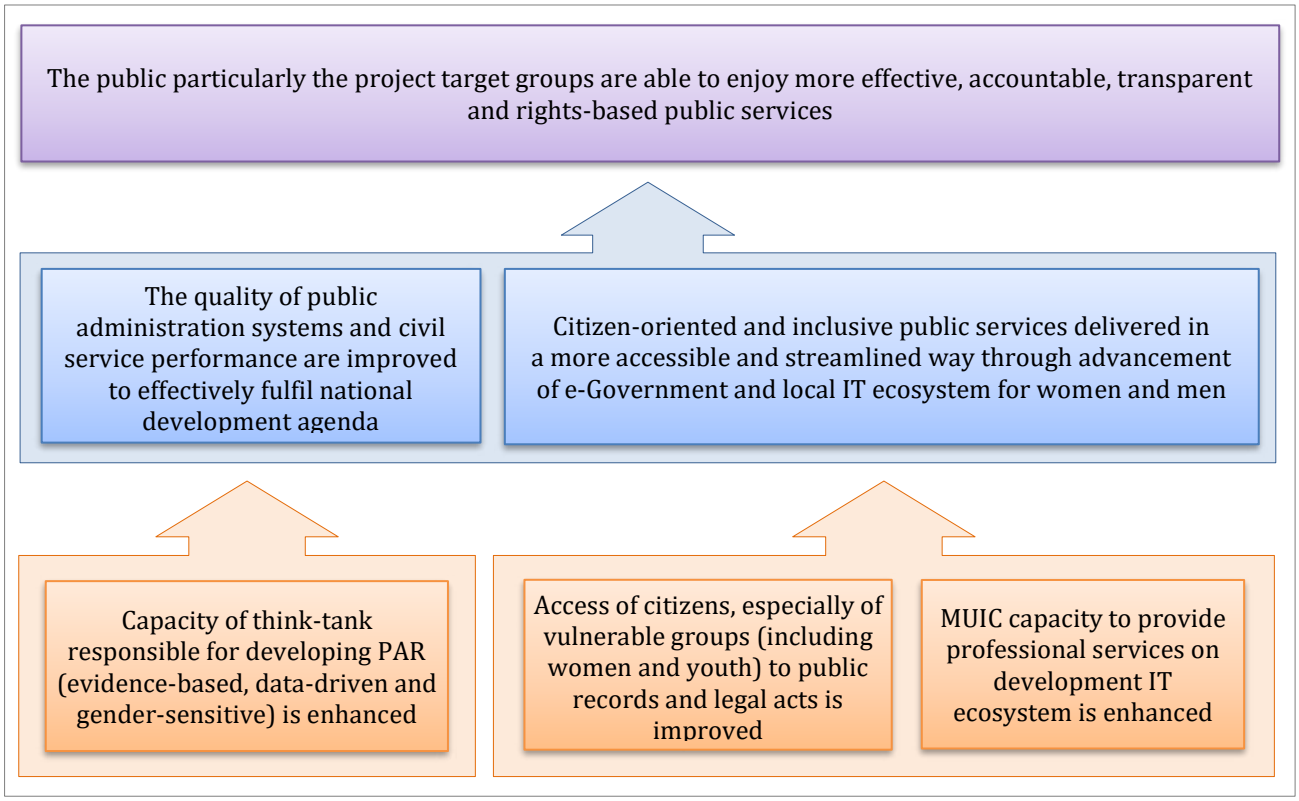
- Various contests to promote Open Data in Uzbekistan. Within previous Open Data contests, the participants developed various IT solutions and products in such areas as healthcare, education, energy efficiency, environmental sustainability, and transportation. The winning team of Open Data hackathon in 2016 with the project titled "FixIt" that 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.

- IT and STEM events to offer young girls in Uzbekistan the opportunity to learn the necessary skills to become tech entrepreneurs and leaders (e.g. Technovation). Participation of females in IT field is still low, for example, as of Q1 2017, the percentage of female workers in ICT field in Uzbekistan was 31.8%, and the percentage of females working at mobile operators was 34%. There is even lower presence of females among students of IT universities, for instance, out of 700 students at IUT and among 4,000 students of TUIT (Tashkent city), female students constitute around 15% and 12%, respectively. Another example of gender disparity at school-age children is, a popular IUT project aimed at teaching programming skills for kids aged 9-15 - of 1200 kids that took programming classes, school girls constituted only 9%. In 2016, for the first time, UNDP organized Technovation event to inspire and train about 100 girls to solve real problems of society with help of information technologies and entrepreneurship skills. The initiative envisages the creation of girl teams, who under guidance of the mentors and trainers solved one problem, created mobile app aimed at solving this problem and created a start-up idea. The participation in this initiative helped girls to develop critical thinking, entrepreneurship and programming skills, as well as the ability to identify problems, develop and test solutions, work in teams and communicate with different audiences. UNDP's partner, Inha University in Tashkent recently initiated "Coding Girls" project (supported by UK Embassy) and provided free programming classes for 60 school girls (with special focus on kids from low-income families). Based on past successful practices, UNDP is going to continue providing support to similar initiatives in order to encourage young ladies and increase the percentage of their participation in IT and STEM areas. Under promotion of IT & STEM, the project is planning to organize event in a number of regions. Within these initiatives, UNDP is going to assist different level of target groups: school-age kids, students of colleges/lyceums and universities, with special focus on empowerment of females.

In the framework of its support to the development of a new Mirzo Ulugbek Innovation Center (MUIC), the project will also assist the Government 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 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.

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 of 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", (7.2.) "System of professional and transparent recruitment and promotion of civil servants is improved" 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 achievement of the project outcome.



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

- The Government will accept the Ministry for Development of IT and Communications of the Republic of Uzbekistan (MITC) proposals on introducing a new structural unit responsible for development of effective public administration with the ministry as well as reorganization of the existing e-Government System Development Center into a new Center for Effective Public Administration;
- The Government retains the political will to implement reforms in public administration and dedicate adequate resources, time and leadership to implementing 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 abovementioned strategy, the project will undertake the following main activities to produce the corresponding outputs:

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

Activity 1. Assistance for the think-tank to support further reforms of public administration

a) Institutional support of the e-Government Development Center

As part of the ongoing administrative reform, primary activity of the e-Government Development Center (e-Gov Center) is expected to be providing analytical support for the implementation of public administration reform, development and implementation of modern principles, mechanisms and criteria for conducting administrative reform, digital government transformation, etc.

With the assistance of the project, the e-Gov Center will prepare analytical materials with proposals for the reform of the public administration system for submission and consideration in the Office of the President, the Cabinet of Ministers and distribution among other ministries and departments.

The project will provide support for the following activities:

- preparation of studies;
- creating a pool of foreign and national experts;
- attracting international trainers;
- creating a corporate blog for the e-Gov Center, as well as its library and the resource center;
- assist in strengthening the image of the e-Gov Center;
- assist e-Gov Center in joining the Asian Think-Tank Network, global ranking of think-tanks (Global Think-Tank Ranking), etc.;
- assist in building effective cooperation with leading foreign think-tanks.

b) Information and analytical support for improved public administration reform

Assistance in preparation of analytical documents, methodologies, development of mechanisms and standards for the reform of the public administration system, in consultation with relevant ministries/agencies and other stakeholders in the country. In particular, the following will be prepared:

- Vision: medium term strategy of public administration reform (with estimates, assessments and specific policy recommendations); Medium-term strategy of digitalization.

- Roadmap for the public administration reform for the period 2018-2030. As part of the roadmap preparation, the benefits and costs of each of the proposed reforms will be assessed, and detailed plans will be developed for the implementation of these reforms.
- 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.).

c) Strengthening the capacities of MITC and e-Gov Center in the area of public administration and E-government

1) This activity, within its framework, envisages creation of a Smart facility (smart room), strengthen the capacity of key departments of the ministry responsible for public administration reform and E-government development (Department of e-Government and Department of ICT), strengthen the capacity of UZINFOCOM in the design and development of e-services (creating a multimedia room for designers and developers – design lab).

Smart facility (smart room) is designed for:

- Real-time monitoring of key performance indicators of centralized information systems of Uzbekistan's E-government architecture (integration platform, central databases, complex information systems (CIS), multi-service data networks (MSDN), etc.);
- Monitoring and visualization of interagency electronic interaction indicators (interagency requests, requests to central systems and E-government databases, etc.);
- Testing and piloting newly developed information systems and E-government IT solutions (digital kiosks, card readers, smart devices, etc.);
- Organizing presentations, discussions, work meetings and brainstorming sessions related to the activities of the Ministry.

For these purposes, the activity envisages to equip MITC multimedia room with the following equipment: video conferencing system, document camera, speech documentation system with video recording.

2) Strengthening the capacity of e-Gov Center through procurement of statistical analysis software (Stata R, GAMS), and procurement of statistical information from State Committee on Statistics, etc. This is designed to support evidence-based policy making and the efficiency of public administration reforms through designing solid recommendations based on statistics and data.

Output 2. Access of businesses and citizens (especially of vulnerable groups, including women and youth) to IT professional services, public records and legal acts is enhanced

Activity 1. Providing institutional support to improve access to legal information and 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.

a) Improving Lex.uz legal information portal

Created in 2000, the national database of legislation of the Republic of Uzbekistan Lex.uz is one of the most popular information resources in the country. Around 12,000 users visit the portal on a daily basis. The portal provides free access to over 40,000 legal acts, international treaties and other regulatory acts in Uzbek and Russian. At present, a need exists to develop and upgrade the portal for improved access of citizens and businesses to legal information.

1) Following tasks are identified as important to enhance Lex.uz portal: Methodological and analytical support: (the extent of implementation is subject to funding)

- Translation of the most popular regulatory legal acts into English (including the Constitution of the Republic of Uzbekistan, Codes, Laws and legislative acts on foreign investments and securing the interests of foreign investors)[9];
- Inventory of international treaties in order to further publish them in Lex.uz portal[10];
- Development of thematic handbook on international treaties (in cooperation with the Ministry of Foreign Affairs) to further harmonization and designing single document on negotiating and concluding international treaties[11];
- Development of training materials and educational videos on possibilities of using Lex.uz, communicating the information on legal acts in plain language;
- Popularizing the Lex.uz and displaying logo of lex.uz portal on popular websites;
- Creation of video clips on Lex.uz for broadcasting in national television and public awareness raising[12];
- Studying international best practice on development and introduction of electronic database system of legislation (study tours);

2) Software and hardware: (the extent of implementation is subject to funding)

- Development of a subsystem for the publication of international treaties[13];
- Modernization and enhancement of search module of international treaties[14];
- Updating the mobile application; development of the Telegram-bot;
- Purchase of computers and projectors for Centre of Legal Information under the Ministry of Justice;

An important direction in the development of Lex.uz portal will be upgrading the portal to provide services based on the type of legal consultation. The system will allow any citizen without legal knowledge to find answers to questions, e.g. starting a business: determine what legislative acts he/she needs to look through, redirect him/her to these legislative acts, give key recommendations, etc. This measure can significantly contribute to the development of business (small businesses, in particular), improvement of the legal culture of the population, etc.

Legal information in the section of legal consultations will be presented in a simple language, grouped by life events (business situations), such as family law, labor law, property law, tax law, etc. The portal will provide a feedback mechanism that allows users to receive answers to non-standard questions.

The implementation of the activity will require the modernization of the IT infrastructure of the Ministry of Justice, as well as strengthening the capacity of the Ministry's employees in the best ways to raise population’s awareness on the legislative changes (communication strategy).

The project will coordinate activities to conduct preliminary survey, develop concept and terms of reference, develop prototype modules, develop beta version, beta testing, launch modules and subsystems into commercial operation.

b) Designing e-services of the "Uzarxiv" agency for the issuance of archival records

Currently operation corporate information system of the "Uzarxiv" agency is intended to integrate territorial archives into a single information space.

Archival data are often required when providing various public services, yet the information stored in the system of the "Uzarxiv" agency is fragmented and sectoral-based. The refinement, upgrading and interoperability of corporate IS of the "Uzarxiv" agency for interagency data exchange will reduce the time required for processing requests for the issuance of archival data.

9 Subject to funding and resource mobilization.

10 Subject to funding and resource mobilization.

11 To be implemented in synergy with “Support to Enhancement of Lawmaking, Rulemaking and Regulatory Impact Assessment/Phase 2” Project;

12 Subject to funding and resource mobilization.

13 To be implemented in synergy with “Support to Enhancement of Lawmaking, Rulemaking and Regulatory Impact Assessment/Phase 2” Project;

14 Subject to funding and resource mobilization.

The project will assist the "Uzarxiv" agency in studying of users' needs, analysis and reengineering of business processes, as well as in technical assistance in digitalization of at least three (3) most demanded services of the "Uzarxiv" agency.

c) Improvement of the system for collecting and analyzing the statistics of electronic services and appeals

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 in the use of e-services and filing of applications will allow 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 analysing 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 MITC 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; Development of a module for content analysis in Uzbek and Russian language.

Activity 2. Strengthening national capacities in the areas of ICT, STEM and E-government through support to MUIC.

Within the framework of this activity, assistance will be provided in strengthening national HR capacities in the field of ICT, exact and engineering sciences, e-Government, as well as mechanisms to increase the share of ICT in the national economy.

a) Implementation of a certification system for specialists in the area of e-Government

In the national labor market, there is an acute shortage of qualified e-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 e-Government, such as service manager, project managers, data analysts, business analysts, and business processes engineers. This involves 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 development of professional standards, formulation of qualification requirements, and training and examination modules for E-government professions, introduce pilot courses at the universities.

b) Promoting interest in STEM (Science, Technology, Engineering, 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.

c) Strengthening national human and technical capacities in IT and e-Government

Successful implementation of the administrative reform initiated in Uzbekistan requires staffing government bodies with competent personnel with knowledge and skills in public administration, e-Government and ICT.

In this regard, it is necessary to strengthen the digital skills of civil servants (especially top and middle level managers), their understanding of the issues of public administration reform and introduction of e-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 MITC and TUIT employees on relevant topics (big data, e-participation, governance, administrative reform, digital transformation, Agile, BPR).

d) Support for the export of high-tech products and IT services

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 expertize at the early stage of their growth, employees of world-renowned IT companies (including those from Uzbekistan);

• 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 on-going and future local UNDP projects to synergy their efforts on achieving the mutual goals.

Specifically, regarding 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 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 entity e-Government Development Center (EGDC) and Inha University in Tashkent (IUT). UNDP will continue the partnership with MITC 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 next phase of cooperation with MITC.

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. MITC is already negotiating with KOICA on attracting their support under "Digital Economy" agenda to support new Mirzo Ulugbek Innovation Center goals aimed at strengthening national ICT capacity and increasing IT Outsourcing opportunities. Once the KOICA project will be approved, the UNDP project should establish synergy to maximize the impact of mutual goals, and avoid possible duplications.

UNDP project will also negotiate with UK's Department for International Development (DFID), who already has good partnership relations with UNDP offices (e.g. within UNDP Georgia's project "Supporting Public Administration Reform in Georgia through the Government Reform Fund") in the area of Public Administration Reform.

The project will try to establish the cooperation opportunities with SIGMA (Support for Improvement in Governance and Management), a joint initiative of the OECD and the EU that focuses on provision of assistance in strengthening the foundations for improved public governance, and hence support

socio-economic development through building the capacities of the public sector, enhancing horizontal governance and improving the design and implementation of public administration reforms, including proper prioritization, sequencing and budgeting.

Due to 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 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.

Delay in assigning e-Government Development Center with new tasks and responsibilities on public administration effect on the efficiency of the project's outputs and outcomes. The project team will continuously maintain good communication and provide all the efforts to ensure direct involvement of the Implementing Agency.

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 re-training 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 advise and constant dialogue with key government organizations to sensitize on PAR benefits and to strengthen the ownership of the process.

Stakeholder Engagement

The Ministry for Development of Information Technologies and Communications of Republic of Uzbekistan (MITC) with its subordinate entity e-Government Development Center (EGDC) and Inha University in Tashkent (IUT) with its new Mirzo Ulugbek Innovation Center (MUIC) will serve as principal stakeholders for this project. Other key national partners include Ministry of Justice (MoJ), "Uzarxiv" Agency, Chamber of Commerce and Industry of the Republic of Uzbekistan, UZINFOCOM

Center, Tashkent University of Information Technologies (TUIT), Information Security Center, CIB Group, and Center BePro. Additionally, the project will work closely with the range of state agencies and IT companies who will directly benefit from project activities through on Public Administration Reform and Digital Transformation agenda.

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 of 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 overall coordination of MITC 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, EU, and KOICA) involved in PAR and Digital Transformation initiatives and under aid coordination in order to increase the overall impact of the efforts.

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.

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) 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 EGDC 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. EGDC today is playing key role in undertaking e-government agenda of MITC.

The new project is going to support the e-Gov Center in strengthening its capacity to become as a think-tank entity to the MITC in provision of analytical and policy support for the implementation of modern principles, methodologies, standards, mechanisms and criteria for conducting public administration reform and digital transformation. 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 of 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 Effective Public Administration and Mirzo Ulugbek Innovation Center (MUIC). 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 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 many previous joint initiatives and projects UNDP had already effectively cooperated with MITC, including through the recent joint project "E-Government Promotion for Improved Public Service Delivery" that was undertaken (with 50% cost-sharing by MITC) and successfully achieved the planned project goals. The major part of the budget for new project (75%) is going to be funded by MITC on a cost-sharing basis. Additionally, UNDP and MITC will closely work on resource mobilization of other international partners to cost-share the project activities.

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 needs of the national partner that were also proposed and discussed during the Final Project Board Meeting of joint project "E-Government Promotion for Improved Public Service Delivery" on July 21, 2017 at MITC. 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.

UNDP will be working on aid coordination among other international organizations within regular meetings with participation of all major actors involved in supporting PAR and Digital Transformation activities to identify synergies and avoid overlaps.

Project Management

The project will be implemented under the National Implementation Modality (NIM). The Ministry for Development of Information Technologies and Communications of Republic of Uzbekistan (MITC) will be the Implementing Partner.

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

- 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.).

In accordance with the Letter of Agreement between UNDP and The Ministry for Development of Information Technologies and Communications of Republic of Uzbekistan for the provision of support services, the UNDP Country Office in Uzbekistan may provide, at the request of the MITC, 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 & the UNDP, signed by 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: OUTCOME: 3 Countries have strengthened institutions to progressively deliver universal access to basic services

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 *Capacity of think-tank responsible for developing PAR (evidence-based, data-driven and gender-sensitive) is enhanced*	***1.1** Availability of draft roadmap for the public administration reform for the period 2018-2030*	*e-Gov Center*	Availability	No	*No*	Yes	Yes	Yes	Yes	*Project Report*
	***1.2** Number of cooperation arrangements established between e-Gov Center and foreign think-tanks (e.g. MoUs, Cooperation agreements, etc.)*	*e-Gov Center*	*Number*	*0*	*0*	*2*	*3*	*4*	*4*	*Project Report*
	***1.3** Number of modern methodologies and guidelines that integrate HRBA and gender equality on public administration reform prepared and submitted to MITC*	*e-Gov Center*	*Number*	*0*	*0*	*1*	*2*	*3*	*3*	*Project Report*
Output 2	***2.1** Number of improved and user-friendly features of national legislation portal Lex.uz*	*Lex.uz*	*Number*	*0*	*0*	*2*	*6*	*10*	*10*	*Lex.uz*

Access of businesses and citizens (especially of vulnerable groups, including women and youth) to IT professional services, public records and legal acts is enhanced	***2.2** Number of highly demanded services of "Uzarxiv" agency that underwent BPR analysis and digitalized*	*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 e-services usage (men and women) 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

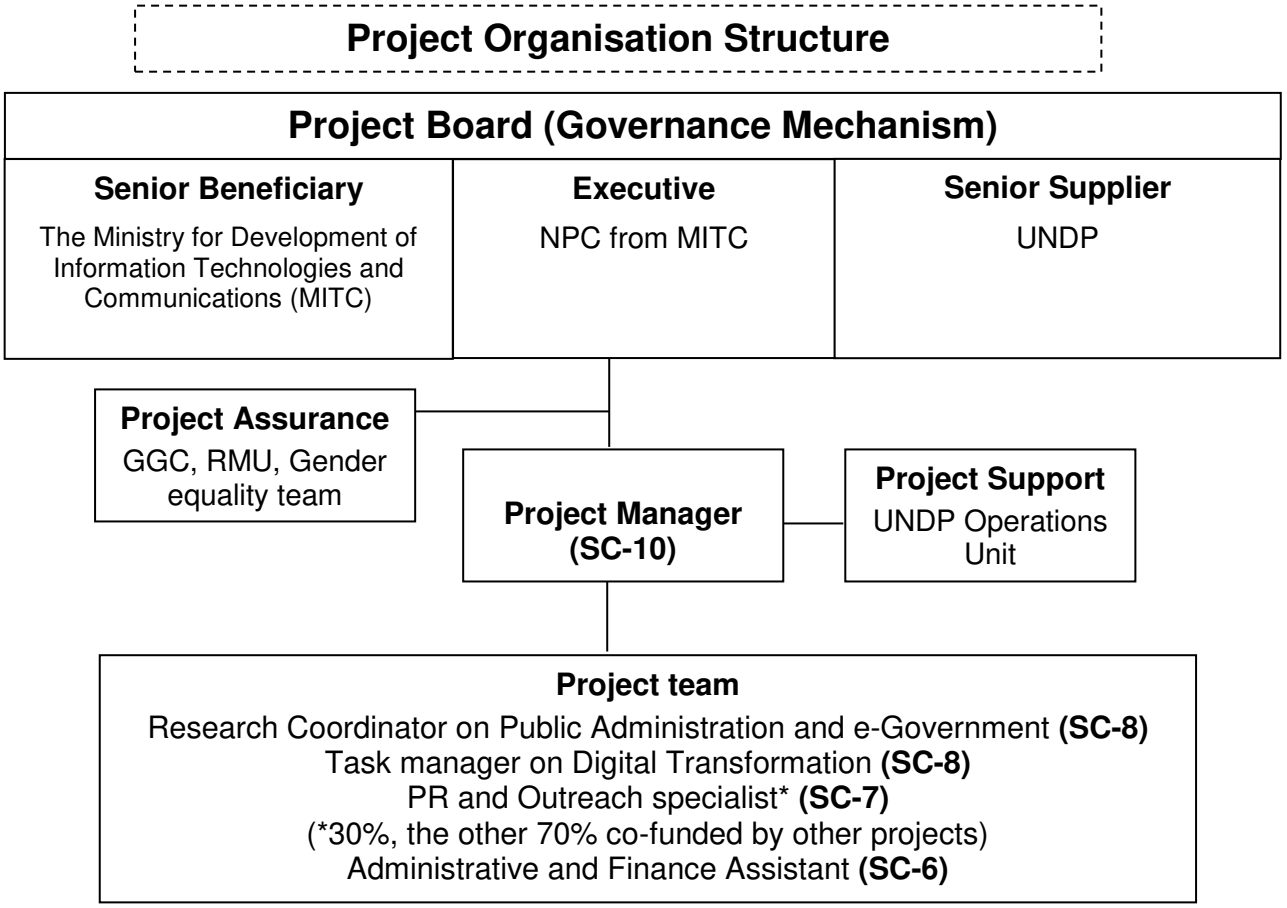
Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten 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,	Annually, and at the end of the			

	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.	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: *Capacity of think-tank responsible for developing PAR (evidence-based, data-driven and gender-sensitive) is enhanced*	Activity 1.1. Assistance for the think-tank to support further reforms of public administration	10,000	150,000	130,000	60,000	MITC, UNDP	MITC	71300 – Local consultant 71400 – Contractual services – Individuals 72100 – Contractual services 71600 – Travel 74200 – Printing and publications 74500 – Miscellaneous expenses 74596/64397 – Direct Project costs 75100 – Facilities and Administration costs (applied to Cost-sharing funds from MITC) – GMS 3%	$250,000
							UNDP		$100,000
	MONITORING					MITC, UNDP			
	Sub-Total for Output 1								$350,000
Output 2: *Access of businesses and citizens (especially of vulnerable groups, including women and youth) to IT professional services, public records and legal acts is enhanced*	Activity 2.1. Providing institutional support to improve access to legal information and public services	20,000	110,000	120,000	60,000	MITC, UNDP	MITC	71300 – Local consultant 71400 – Contractual services – Individuals 72100 – Contractual services 71600 – Travel 74200 – Printing and publications 74500 – Miscellaneous expenses 74596/64397 – Direct Project costs 75100 – Facilities and Administration costs (applied to Cost-sharing funds from MITC) – GMS 3%	$230,000
							UNDP		$80,000
	Activity 2.2. Strengthening national capacities in the areas of ICT, STEM and E-government through support to MUIC	20,000	230,000	200,000	70,000	MITC, UNDP	MITC	71300 – Local consultant 71400 –Contractual services – Individuals 72100 – Contractual services 71600 – Travel 74200 – Printing and publications 74500 Miscellaneous expenses 74596/64397 – Direct Project costs 75100 – Facilities and Administration costs (applied to Cost-sharing funds from MITC) – GMS 3%	$420,000
							UNDP		$100,000
	MONITORING					MITC, UNDP			
	Sub-Total for Output 2								$830,000
Evaluation *(as relevant)*	EVALUATION				20,000		UNDP	71200 – International Consultant 71300 – Local consultant 74500 – Miscellaneous expenses 74596/64397 – Direct Project costs	$20,000
General Management Support									
TOTAL		**50,000**	**490,000**	**450,000**	**210,000**				$1,200,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



MITC 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/MITC 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 MITC) 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: MITC 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, MUIC, "UzArxiv" Agency, Centre for Legal Information under the the Ministry of Justice (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

Legal Context:

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

2. Implementing Partner:

- Ministry for Development of Information Technologies and Communications of Republic of Uzbekistan (MITC), 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."

All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."
This project will be implemented by the MITC ("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.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the Executing Agency's custody, rests with the Executing Agency.

The executing agency 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 executing agency's security, and the full implementation of the security plan.

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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the 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/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

X. RISK MANAGEMENT

Government Entity (NIM)

1. Consistent with the 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. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

5. 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.

6. 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.

7. 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.

8. 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.undp.org.

9. 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.
10. 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.
11. 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. **RISK ANALYSIS**;
2. **PROJECT BOARD TERMS OF REFERENCE;**
3. **ToRS OF PROJECT TEAM;**
4. **PROJECT QUALITY ASSURANCE REPORT;**
5. **LETTER OF AGREEMENT FOR THE PROVISION OF SUPPORT SERVICES**

Annex I. 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.	Delay of the government's annual cost-share contribution to the project	Financial	May effect on the project's annual budget delivery rate Probability = 1 Impact = 2	All the efforts to ensure government's commitment on timely allocation of cost-share contributions should be undertaken	Project manager
3.	Delay in assigning e-Government Development Center with new tasks and responsibilities in public administration	Legal/political	May effect on the efficiency of the project's outputs and outcomes Probability = 1 Impact = 3	All the efforts to ensure direct involvement of the Implementing Agency	Project Manager
4.	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 new Center for Effective Public Administration	Project manager
5.	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
6.	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 II. 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/MITC 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.