

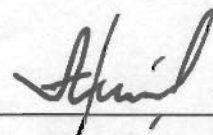
United Nations Development Programme
Country: UZBEKISTAN
Project Document

Project Title:	Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy (ICT Policy Project)
UNDAF Outcome(s):	Outcome 5. Government and civil society capacity and partnership strengthened for more effective governance
Expected CP Outcome(s): <i>(Those linked to the project and extracted from the CPAP)</i>	CP Outcome 5. Enabling environment for civil society to participate actively in development processes
Expected Output(s): <i>(Those that will result from the project and extracted from the CPAP)</i>	CP Output 5.1. Awareness raised and capacity strengthened of Government and CSOs on participatory/ inclusive policy processes and the role of civil society
Implementing Partner:	Communication and Information Agency of Uzbekistan (UzACI)
Responsible Parties:	UNDP, Coordination Council for development of computerization and information and communication technologies (ICT Council), Association of IT Companies and Organizations of Uzbekistan and others

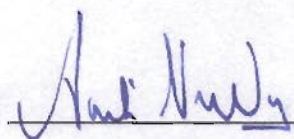
Brief Description

Two major interlinked objectives of the project will be: (1) to support the development of ICT in Uzbekistan and (2) to facilitate use of ICT by Government for achieving specific development goals in (a) poverty reduction, (b) public governance, (c) health care, (d) education, (e) environment and (f) mainstreaming gender issues in support of public administration reform. To reach the first objective, the project will pursue a wide range of activities aimed at triggering and supporting: (a) ICT friendly policy, (b) development of infrastructure for Internet connectivity, (c) human resource development, (d) new technology, (e) development of partnership, and (f) awareness of benefits of ICT. The second objective will be achieved based on both upstream advice and pilot projects to demonstrate benefits for ICT for development in specific areas through creation of efficient G2G/G2C/G2B collaboration mechanisms via: (1) identification of major ICT development factors and advice on their efficient deployment and (2) provision of strategic consultancies on ICT advancement and (3) implementation of pilot initiatives in formulation of ICT policies and programs.

Programme Period:	<u>Country Programme 2005-2009</u>	2009 AWP budget:	<u>USD 379,481</u>
Key Result Area (Strategic Plan):	<u>2.2. Strengthening responsive governing institutions</u>	Total resources required	<u>USD 1,316,481</u>
Atlas Award ID:	<u>00039651</u>	Total allocated resources:	<u>USD 1,316,481</u>
Atlas Project ID:	<u>00044565</u>	• Regular UNDP TRAC	<u>USD 1,105,000</u>
Start date:	<u>01/05/2005</u>	• Other: Private sector	<u>USD 11,481</u>
End Date:	<u>31/12/2010</u>	DGTF	<u>USD 200,000</u>
PAC Meeting Date:	<u>16/03/2009</u>	Unfunded budget:	_____
Management Arrangements:	<u>NIM</u>	In-kind Contributions:	<u>Government: Office premises</u>

Agreed by:  **Mr. Abdulla Aripov**
Deputy Prime Minister
General Director of UzACI

Date: 18/03/09

Agreed by:  **Ms. Anita Nirody**
UNDP Resident Representative

Date: 17/03/09

ACRONYMS

AWP	- Annual Work Plan
EDS	- Electronic digital signature
FOSS	- Free and open source software
ICT	- Information and Communication Technologies
MDG	- Millennium Development Goals
NPC	- National Project Coordinator
OSS	- One-stop-shop
QPR	- Quarterly Progress Report
SEMRC	- Scientific-Engineering and Marketing Research Center
TUIT	- Tashkent University of Information Technologies
UNDP	- United Nations Development Programme
UNECE	- United Nations Economic Commission for Europe
UNESCAP	- United Nations Economic and Social Commission for Asia and the Pacific
UzACI	- Communication and information agency of Uzbekistan
UzCDL	- National computer literacy certification system
YDTSC	- Young Developers Training and Support Center

Table of Contents

I.	Situation Analysis	4
II.	Strategy	7
	1. Strategic Consultations	7
	2. Implementation of Pilot Initiatives	7
	3. Capacity Development	7
	4. Awareness Raising	8
	5. Public and Private Partnership	8
III.	Results and Resources Framework	9
IV.	Management Arrangements	16
V.	Monitoring Framework And Evaluation	18
	Quality Management for Project Activity Results	18
VI.	Legal Context	21
VII.	ANNEXES.....	21
	Annex I. Risks log.....	22
	Annex II. TORs of project staff.....	23

I. SITUATION ANALYSIS

Information and communication technologies (ICT) are being more and more widely used as a tool to reach goals of sustainable development by most of developing countries. Since becoming independent in 1991, Uzbekistan has also demonstrated its commitment to using ICT for development and has made strong efforts to build up legal and regulatory framework for promoting various aspects of ICT. In 2002 according to Decree of the President of Uzbekistan the Coordination Council for the Development of Computerization and ICT (ICT Council) has been established to spearhead the formulation of ICT enabling policy and pursue inter-agency coordination. Same decree transformed Agency of Post and Telecommunication into Communication and Information Agency of Uzbekistan and tasked it to also work as an executive body of the ICT Council. New Complex on ICT Issues has been established within the Cabinet of Ministers. Head of the Complex on ICT (Deputy Prime Minister) heads the ICT Council as well. In late 2004 the Secretariat of this complex has been scaled up to form the Department with additional responsibilities including the coordination of mass media and development of information resources.

To further develop ICTs in Uzbekistan, The Decree of the President of the Republic of Uzbekistan PP#117 (from July 8, 2005) “On additional measures towards further development of information and communication technologies” established the Targets indicators for development of telecommunication and data networks and utilization of ICTs for the period until 2010, the Program on introduction of information and communication technologies in government organizations for the period until 2010, and the Program on establishment and development of National information search system.

Over the last years the Government has made considerable progress in promoting ICT for development. The legal base to enable the ICT development is being improved. The adopted laws of the Republic of Uzbekistan “On informatization”, “On electronic commerce”, “On electronic document flow”, “On electronic digital signature”, “On electronic payments” and others have established the legal environment for wider introduction of new ICTs into various fields of social life. As a specific example of supporting the ICT development, the Cabinet of Ministers ordered all governmental institutions to open up active websites and currently almost all major ministries, committees, agencies and regional administrations have their websites. Number of internet users in the country is currently approaching 2,500,000 and has been increasing by more than 2.5 times over the last two years whilst the number of mobile phone users is on average increasing 100% per annum. The total bandwidth of external connections to the Internet backbones out of Uzbekistan increased from 18 Mbit/s in 2002 to 825 Mbit/s in 2008 with number of licensed ISPs increasing from 135 in 2002 to 856 in 2008. Growing competition among ISPs pushed down the Internet access prices and widened the range of Internet services, thus making the Internet even more accessible for the population. The access of government organizations to the Internet is being improved, and currently 1012 ministries, agencies and other administrative organizations have access to the global network. The national zone in the Internet shows a stable growth. Currently there are 7,843 websites in UZ domain zone, and the growth has been a result of reduction of domain name registration costs. Educational entities are also placing greater emphasis on using ICT in education: last year the Government reported 100% Internet access for higher education institutions.

The National Programs on ICT development have been formulated and currently are being implemented. With direct participation of UNDP in Uzbekistan, the professional Association of IT companies and organizations of Uzbekistan has been established in December 2005, and currently unites around 50 leading ICT organizations in Uzbekistan. The activities of IT association are primarily targeting the establishment of favourable environment for “business – government – civil society institutions” system.

On December 17, 2007 the Cabinet of Ministers issued the Resolution #259 to further modernize the online government portal www.Gov.uz. The resolution identified the common requirements for creating, developing, maintaining and supporting the government portal through establishing the relevant system architecture and ensuring the provision of relevant information by different government agencies. It is envisaged that the portal will serve as a platform for providing the online (interactive) government information services to the population and businesses.

However, along with these positive achievements, a number of problems remain. There are no really “online” governmental services for citizens and businesses in place. For example, most of the governmental websites are not updated on regular basis and do not contain adequate information. The level of equipping regional branches of governmental institutions, primary schools with modern PCs and getting them connected to the Internet remains insufficient. Cost of the Internet connection remains high in relation to average income and, as a result, large numbers of people cannot afford using Internet. This is especially acute in rural areas where high access costs are coupled with insufficient infrastructure and a lack of ICT awareness. ICT industry remains largely informal and contributes a negligible fraction to GDP. Despite all the pro-activeness of ICT Council, the implementation of ICT in education and healthcare services is not systematic due to the absence of established targets and indicators. E-business is still in its embryonic stage and requires more efforts to realize its potential. The shortage of skilled ICT specialists caused by high market growth rates and insufficient quantity of prepared professionals as well as introduction of international standards within learning system must be addressed very promptly. The shortage of specialists is aggravated with their outflow to foreign countries or so-called “brain drain” issue caused by relatively low pay. Despite adopting important legislative acts, their realization has been slow, partly due to the inefficient follow up through sub-legislative acts, new standards and procedures.

At the same time, in order to improve the efficiency of activities of government institutions and local authorities, to ensure the operability of their interaction with legal entities and individuals through the use of information and communication technologies as well as to provide wider access to public services, the Cabinet of Ministers of the Republic of Uzbekistan through its Resolution #181 dated August 23, 2007 “On measures to further improve the interaction of government institutions and local authorities with legal entities and individuals through the use of information and communication technologies” approved “Regulation on interactive public services based on information and communication technologies” and “Register of basic interactive public services”. According to this Resolution, the interactive public services will be accessible through the Government portal, which, certainly, will contribute to further development of the Government portal itself, will enhance the interaction between the government and the population.

It should be noted that some of these services (information about government institutions, tariffs for various types of services, rail and air transport timetables, etc.) have been already implemented and are actively being used by the population, while other interactive services are still under development. However, most of the services are still unavailable or of poor quality. Thus, the special survey¹ of the Internet users in Uzbekistan demonstrated that 9.1% of the surveyed Internet users at least once used the interactive services of public authorities. The currently available interactive public services are still more informational rather than transactional in their nature. Moreover, given the fact that less than 10% of the population have access to the Internet² it is clear that they physical infrastructure is still vital to satisfy the needs of the rest.

One of the main problems in Uzbekistan is the fact that public administration not always addresses the needs and expectations of citizens, access to administrative services is quite cumbersome, although all government agencies are developing online informational portals for citizens on medical services, taxation, employment, etc. However, for needs of the citizens, different administrative papers, there are numerous places to visit, formalize and collect required papers. There is no single place for citizens in Uzbekistan that would save time and costs both for government service providers and citizens to address certain issues. These problems are addressed in other countries by One-Stop-Shops (OSS). UNDP has already been successful in launching the OSS concept in other countries (for example in Azerbaijan³, Bosnia and Herzegovina⁴, Georgia⁵, Macedonia⁶), where it has accumulated best practices and lessons learned that may be considered while piloting similar projects in Uzbekistan. Along with UNDP, the Swiss Agency for Development and Cooperation (SDC) can be involved in implementation of OSS pilot project in Uzbekistan, as it has played a major role in supporting the

¹ Survey was undertaken within the Review of *Information and Communication Technologies Development in Uzbekistan 2006-2008, Tashkent* (<http://www.ictp.uz/en/publications/351>)

² Communication and Information Agency of Uzbekistan (http://www.aci.uz/en/news/news_of_ciauz/article/864/)

³ <http://www.un-az.org/undp/bulnews67/ec13.php>

⁴ <http://europeandcis.undp.org/hiv aids/show/A4CC8CA4-F203-1EE9-B080B49607CF86C1>

⁵ http://www.undp.org/ge/new/index.php?lang_id=ENG&sec_id=17

⁶ <http://europeandcis.undp.org/gender/show/A4CCA027-F203-1EE9-B3E692A6AC79EC94>

authorities in Vietnam, Mongolia, and Dobož (Bosnia and Herzegovina) while implementing the OSS mechanisms.

Currently only the concepts of integration of information systems and implementation of unified e-government architecture are being formulated. There is a clear lack of well-founded recommendations on streamlining the activities of government agencies in the areas of development of information systems and information resources, as well as effective exchange of information. Major domestic customers of ICT products and services including government agencies are poorly informed about the technical and technological developments of domestic and foreign companies, which ultimately lead to selection of obsolete technologies and waste of funds. In addition, the issues of raising the computer literacy of government officials are of particular importance and must be stressed. The available educational courses for these professionals are often cumbersome, poorly packaged, not standardized, which in turn doesn't allow assessing the level of their acquired knowledge in the process of learning.

In view of the above, there are two aspects of ICT policy that need to be addressed to unleash the full potential of ICT in Uzbekistan. The key strategic document of the Government in ICT area "The Programme on development of computerization and ICT for the years of 2002-2010" sets ambitious substantive and quantitative targets. However, this strategy is not supported by a comprehensive Action Plan outlining how those targets would be achieved. In the meantime, action plans in important ICT development areas such as e-governance, e-commerce and infrastructure development were formulated but it is necessary to adopt measures for their implementation. Therefore, there is an acute need for further ICT policy elaboration and capacity development.

Another aspect absent from the ICT policy is any direct linkages to Uzbekistan's specific development goals in poverty reduction, education, health care, etc. Strategic documents including National Programme on Human Resources development, National Programme on Reforming the Healthcare, National Programme on Protection of Environment, programmes on export promotion, etc. that set out these goals do not fully account for ICT as a powerful instrument that facilitates their achievement. As a result, the benefits of ICT for increasing employment, income generation, more efficient governance and a number of other goals are not captured in a comprehensive manner.

UNDP is well positioned to assist the Government to further enable main drivers of ICT policy and link ICT policy to the achievement of specific development goals. During the previous Programme cycle UNDP has been one of the main supporters of ICT policy formulation in Uzbekistan through its Digital Development Initiative Programme, Projects "Capacity Building for Internet Technologies Development and Promotion in Uzbekistan (UzSciNet)" and "Promotion of ICT Units in Rural Areas to Foster SME Development projects". In contrast to other donors involved in ICT development of Uzbekistan, UNDP has been closely involved with ICT policy formulation. As an active member of the ICT Council, UNDP has made a significant contribution into policy development through participation in its meetings and working groups, funding study tours of government officials and preparing research papers. Through its DDI Programme, UNDP helped to create an enabling environment for ICT development, prepare ICT development monitoring reports and policy papers, built capacity of key institutions and implemented pilot projects. It has accumulated knowledge and experience in Uzbekistan's ICT development area, which is very valuable in further formulation of and support to ICT Policy in Uzbekistan.

The key lessons UNDP learned from its past cooperation in ICT area can be summarized as follows: 1) Government of Uzbekistan is committed to the development of ICT, but often focuses on its technological rather than developmental aspects; 2) Focus of ICT development assistance should be both on ICT policy formulation and its implementation; 3) Potential of partnership with both local and international private companies is strong and needs to be tapped in future projects.

II. STRATEGY

The project contributes to meeting the objectives as set out in the United Nations Development Assistance Framework for Uzbekistan, and will be implemented within the UNDP Country Programme Action Plan for 2005-2009. The project also contributes to the objectives set out by the Resolution of the President of the Republic of Uzbekistan #117 dated 8 July 2005 “On additional measures of ICT development in Uzbekistan” that calls for gradual integration of ICT into different spheres up to the year 2010 with description of measures and activities that should be taken within this program, including creation and development of networks, e-documentation flow systems and online governmental informational resources. Some of the key e-Gov pilot initiatives of the project will correspond with the areas of “*strengthening responsive governing institutions*” and “*fostering inclusive participation*” specified by UNDP Strategic Plan 2008-2011. Through these initiatives the project will also contribute to achieving of goals set in UNDP Country Programme for Uzbekistan (2005-2009) in terms of building “*accountable and transparent public sector by assisting e-governance initiatives*” (par. 30) through providing access to government information and administrative services.

The project is aimed for the implementation of two specific, but at the same time, interrelated objectives: promotion and development of information and communication technologies (ICTs) in Uzbekistan and facilitate usage of ICTs by Government to achieve specific development goals, related to MDGs, in (a) poverty reduction, (b) good governance, (c) health care, (d) education, (e) environment and (f) gender areas.

In the pursuit of its goals the project will be engaged into a number of activities grouped into five broad directions:

1. Strategic consultations
2. Implementation of pilot Initiatives
3. Capacity development
4. Awareness raising
5. Public and private partnership

1. Strategic Consultations

Strategic Consultations will represent the focus of the project’s activities and cover the critical issues of ICT development and application such as development and endorsement of favorable regulatory policies and practices, provision of affordable access to ICTs, monitoring and evaluation of such issues as: information infrastructure, ICTs and population, ICTs and legal entities, e-government, e-commerce, e-health, e-education, ICTs sector, information security. The project will build its strategic consultations on the studies and researches regularly conducted by domestic and international experts as well as provide policy advice and recommendations to the national programmes that need expertise and technical assistance.

2. Implementation of Pilot Initiatives

Implementation of pilot initiatives will be used as the most convincing approach to demonstrate the benefits of ICTs and to draw the roadmap for future wide scale implementations. In the design and implementation of pilot initiatives the project will encourage active involvement of all stakeholders. Through implementation of e-Government initiatives, the project will help government agencies, academic institutions, local communities and broad public to explore the potential of ICTs for achieving specific development goals. Another approach in provision of wide range of information and administrative services to citizens can be established through OSS initiative that will translate into better accessibility and time/cost effectiveness both for population and the Government. This initiative will mainstream concepts of Human rights-based approach, gender mainstreaming and promote accessibility and inclusion of PWD throughout the whole project cycle.

3. Capacity Development

Development and application of ICTs as development tools remains in Uzbekistan as a relatively new phenomenon that calls for provision of capacity building assistance. In provision of assistance the project will stem its activities from the broad definition of capacity building and provide assistance aimed at human resource, organizational and institutional development. The project will help to build capacities through IT related trainings, seminars, round table discussions and consultations, development of policy, research, education materials and guides. The project will also use unique approach in capacity development within special IT Volunteers Service that mobilizes resources of young IT enthusiasts and encourages them for personal growth and professional development by delivery of dedicated IT trainings as well as motivates

them to apply their gained knowledge and skills in their IT assistance to governmental and non-governmental organizations.

4. Awareness Raising

The project will support awareness raising on ICT benefits among general audience population through creation and dissemination of relevant information on regional and national levels. The project will promote development of and access to national resources in the Internet and assist national partners in the creation of national content on social, cultural, economic, and other aspects. The project will encourage involvement of people in the ICT issues through special TV -quiz in the contest of “Taraqqiyot Sari” (*Towards the Development*), an educational program on TV dedicated to the ICTs, and maintain close cooperation with mass media to ensure coverage of ICT related news and events.

5. Public and Private Partnership

The project will encourage and create a platform for close partnership of key government decision makers, private sector, international community and civil society for open dialogue on ICT related issues. The project will be strengthening PPP through organization of various IT events for representatives of government, educational, non-government organizations, academic and business communities to summarize the achievements in ICT field, define new trends, benefits of implementation of ICTs in various areas and jointly discuss and identify actions and issues emerging from the wide-scale application and rapid development of ICTs. The project will strive for enhancement of public and private partnership in the framework of different joint initiatives between businesses, the Government and public institutions.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:						
<i>Expected UNDAF outcome #5: Government and civil society capacity and partnership strengthened for more effective governance</i>						
<i>Country Programme expected outcome 5. Enabling environment for civil society to participate actively in development processes</i>						
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:						
<i>Indicators:</i> Existence of mechanisms for consultations between government and CSOs on reform issues and programmes.						
<i>Baseline:</i> Weak mechanisms for dialogue and consultations with civil society during policy making process						
<i>Target:</i> CSO consultation mechanisms launched						
Applicable Key Result Area (from 2008-11 Strategic Plan): 2.2. Strengthening responsive governing institutions						
Partnership Strategy:						
Implementing partner: Communication and information agency of Uzbekistan (UZACI)						
Responsible partner: UNDP, Coordination Council for development of computerization and information and communication technologies, Association of IT Companies and Organizations of Uzbekistan						
Project title: "Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy" Project ID: 00044565						
INTENDED OUTPUT(S)	OUTPUT BASELINE(S)	OUTPUT INDICATOR(S)	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Enhanced capacity of the Government of Uzbekistan to use ICT as a policy instrument to support public administration reform	<p>1. Need for international good practices on implementation of ICT legislation & development policies to be applied at national level;</p> <p>2. Lack of capacity for further ICT policy formulation & technical expertise in government entities on utilization of ICT tools for development;</p> <p>3. Lack of online government services for citizens & businesses in</p>	<p>1. # of bylaws, policy documents, manuals, research & analytical papers in ICT field;</p> <p>2. # of government officials trained on e-governance, information society issues (at least 20% of the opposite gender);</p> <p>3. # of pilot initiatives on e-governance;</p> <p>4. Availability of expertise on government information systems;</p> <p>5.1. Availability</p>	<p>Target 2005:</p> <p>1. Preparatory documents/ recommendations of Uzbekistan for WSIS Action Plan on development of Information Society prepared jointly with UzACI;</p> <p>2. At least 15 representatives of Syrdarya Khokimiyat trained on usage of e-document flow system;</p> <p>3. [2] pilot initiatives introduced: introduction of e-government elements in Syrdarya Khokimiyat and launch of the e-Digital Signature registration Center under SEMRC;</p> <p>4. Criteria for evaluation of e-doc flow system developed for assessment of technical proposals in Syrdarya Khokimiyat;</p> <p>6. At least 20 IT volunteers (at least 20% of the opposite gender) improved their skills in ICT;</p>	<p>Activity Result 1: "Identification of major ICT development factors and advice on their efficient deployment"</p> <p>Actions:</p> <p>1.1. Support to the formulation of ICT policy</p> <ul style="list-style-type: none"> ▪ Prepare Annual Reviews of ICT development in Uzbekistan; Conduct population & business surveys; Develop recommendations on further ICT development ▪ Facilitate participation of officials from Uzbekistan in WSIS working sessions; prepare necessary materials on Uzbekistan; Prepare report on Uzbekistan's contribution to WSIS Action Plan ▪ Review current status of IP rights on software in Uzbekistan; Organize seminar for stakeholders and raise their awareness; Prepare Handbook on protection of IP rights on software with necessary guidelines & recommendations for local software developers ▪ Prepare necessary documents for operational & methodological base for CIB.uz (Communication, Information and Business) analytical resource in ICT field; Develop 	<p>Activity 1 Legislative Chamber of Oliy Majlis, Association of IT Companies and Organizations of Uzbekistan (and its members), UZINFOCOM Centre, Scientific-Engineering and Marketing Research Center, Young Developers Training and Support Center, Tashkent University of Information Technologies, "ADEPT" educational center, National TeleRadioCompany of Uzbekistan, INFOCOM.uz magazine, "O`zbekiston Ovozi"</p>	<ul style="list-style-type: none"> • Local Consultants • International Consultants • Project personnel • Procurement of IT equipment (hardware & software) • Sub-contracts (Services) costs • Furniture • Workshops • Training courses • Communications costs • Printing/publications • Travel costs • Maintenance & operation of transport equipment • Stationery • Utilities

<p>place;</p> <p>4. Inadequate & weak implementation of government information systems in the country;</p> <p>5. Need for further ICT institutionalization (national certification system; teaching methodologies & materials for all target groups);</p> <p>6. Shortage of ICT professionals in the country, especially women;</p> <p>7. Low level of public awareness on ICT benefits, including information sources and types of administrative services available (online/ offline), especially in regions of Uzbekistan;</p> <p>8. Absence of single entity to support & promote the public & private partnership in ICT field;</p> <p>9. Limited availability of accessible IT services for civil</p>	<p>& use of national certification system on computer literacy;</p> <p>5.2. # of ICT related teaching materials for educational establishments;</p> <p>6. # of young specialists, IT volunteers (at least 20% of the opposite gender);</p> <p>7. # of public awareness events on ICT benefits;</p> <p>8. # of joint initiatives between public & private sectors in ICT field;</p> <p>9.1. # of organizations supported by IT Volunteers' service;</p> <p>9.2. Availability of online access to library information resources</p>	<p>7. At least 6 TV-shows promoting ICT benefits (covering all regions) broadcasted and 15 online information resources created jointly with various governmental establishments;</p> <p>8. At least 1 large event organized with various public and private sector organizations (e.g. National ICT Summit) and Association of IT companies and organizations of Uzbekistan established;</p> <p>Target 2006:</p> <p>1. At least [2] research papers published and distributed: 1 on perspectives of Free/Open Source Software introduction in Uzbekistan and Annual Review of ICT development in Uzbekistan for 2005 (in RUS, ENG);</p> <p>2. At least 25 representatives of various government agencies passed ICT strategic courses on e-Governance;</p> <p>3. At least 2 initiatives introduced: e-Digital Signature registration Center officially launched and UZ domain name administration and monitoring infrastructure improved;</p> <p>5.2. At least one textbook "Information Technologies" in national language for TUIT published and introduced;</p> <p>6. At least 35 IT volunteers (at least 20% of the opposite gender) improved their skills in ICT; At least 10 teachers of TUIT are able to introduce various tailor-made topics in the teaching methodology;</p> <p>7. At least 11 TV-shows promoting ICT benefits (covering all regions) broadcasted;</p> <p>8. At least [2] major ICT events organized in cooperation with</p>	<p><i>roster of IT experts for CIB.uz; Develop CIB.uz website; Carry out overall promotion of CIB.uz analytical resource; Conduct research analytical works on several thematic areas (e.g. Internet services, IT specialists); Identify issues that hamper development in software industry; Develop necessary recommendations on further development of these areas;</i></p> <ul style="list-style-type: none"> ▪ <i>Assist UNECE in the organization of capacity-building seminar for government officials on global ICT Policy and Legal Issues;</i> <p>1.2. Assistance in development of infrastructure for more universal Internet connectivity</p> <ul style="list-style-type: none"> ▪ <i>Assist UNECE & UNESCAP in the organization of international workshop on Broadband and ICT development in Central Asia; Provide full facilitation to the organizational and conceptual processes of the workshop; Contribute to the formulation of the strategy to further enhancement of regional cooperation on regional broadband communication specifically, and ICT development in general</i> ▪ <i>Assist UZINFOCOM in strengthening of UZ domain name administration by means of equipping with modern IT equipments</i> <p>1.3. Awareness raising of the Government on latest ICT development trends and decisions</p> <ul style="list-style-type: none"> ▪ <i>Prepare/publish FOSS research paper; Organize study tour for government officials; Launch online resource center; Carry out nation-wide PR campaign; Develop capacity of youth through training manuals and courses</i> ▪ <i>Organize trainings on programming using FOSS applications for trainers of Young developers training and support center; Assist Young developers training and support center in development/publishing of FOSS textbooks & introduction of training courses on FOSS</i> <p>1.4. Assistance in the training of ICT specialists</p> <ul style="list-style-type: none"> ▪ <i>Review best interactive (video) training software on IT basics; Equip computer classrooms with the training software; Assist TUIT in application of special course in the curriculum</i> ▪ <i>Review best foreign textbooks on IT basics;</i> 	<p>and "Region.Uz" weekly magazines</p>	<p>Total for Activity 1: USD 366 481 (UNDP: USD 355,000, Private sector: USD 11,481)</p> <p>Year 2005 - USD 51,157.30 (UNDP: USD 51,157.30, Parallel funding from private sector: USD 4,000)</p> <p>Year 2006 - USD 75,688.78 (UNDP: USD 75,688.78, Parallel funding from private sector: USD 6,400)</p> <p>Year 2007 - USD 44,007 (UNDP: USD 44,007, Parallel funding from private sector: USD 7,500)</p> <p>Year 2008 - USD 103,531 (UNDP: USD 92,050, private sector: USD 11,481)</p> <p>Year 2009 - USD 90,231 (UNDP: USD 78,750)</p> <p>Year 2010 - USD 34,033</p> <p>Total for Activity 2: USD 700 000 Year 2005 - USD 62,469.01 Year 2006 - USD 108,243.06 Year 2007 - USD 65,715.80 Year 2008 - USD 208,950 Year 2009 - USD 159,250 Year 2010 - USD 63,204.73</p> <p>Total for Activity 3: USD 250 000 (UNDP: USD 50,000, DGTTF: USD 200,000) Year 2009 - USD 130,000 Year 2010 - USD 100,000</p>
---	---	---	--	---	---

	society		<p>ICT Council, UzACI, IT Association and other partners; 9.1. At least 2 organizations benefited from services of IT Volunteers</p> <p>Target 2007: 1. [2] research papers developed and published: a) on perspectives of Software Outsourcing in Uzbekistan and b) Analysis of the best international practices on establishment of technoparks; 2. At least 30 representatives of various government agencies passed ICT strategic courses on e-Governance; 3. One pilot on e-Document flow system in Syrdarya Khokimiyat officially introduced and online portal launched; 6. At least 40 IT volunteers (at least 20% of the opposite gender) improved their skills in ICT; 7. At least 7 TV-shows promoting ICT benefits (covering all regions) broadcasted; 8. At least 2 major ICT events organized in cooperation with ICT Council, UzACI, IT Association and other partners;</p> <p>Target 2008: 1. At least 2 papers published and distributed: Handbook on protection of IP rights on ICT software and Annual Review of ICT development in Uzbekistan for 2006-2008 (in RUS/ENG/UZB), brief summary on best international practices on establishment of technoparks is prepared and provided to the government; 2. At least [150] government officials (20 of the opposite gender) from 5 regions certified with ICT strategic and technical</p>	<p><i>Develop "Information Technologies" textbook in Uzbek; Publish and integrate new textbook into TUIT's curriculum</i></p> <ul style="list-style-type: none"> ▪ <i>Organize training courses for teaching staff of TUIT on various tailor-made topics</i> ▪ <i>Review best international practices on training of young programmers; Organize study tour for representatives of TUIT abroad to learn best experience in training of programmers; Support TUIT in organization of ACM programming Championships;</i> ▪ <i>Organize tailor-made courses for IT volunteers to improve their skills in IT (e.g. courses on Web development, PHP programming, usage of FOSS and CMS applications); Organize trainings for IT volunteers to improve their professional skills (e.g. Time Management, Presentation skills, Project Management, Writing skills)</i> ▪ <i>Facilitate the organization of IT support by IT Volunteers Services; Encourage more volunteers into IT Volunteers Service; Promote the activities of IT Volunteers; Upgrade technical facilities, purchase various IT books, prepare teaching materials for IT Volunteers' activities & their trainings</i> <p>1.5. Facilitation of private and public partnership for the development of ICT</p> <ul style="list-style-type: none"> ▪ <i>Annually organize National ICT Summit and assist in the organization of other events within ICT Week with participation of all stakeholders in ICT field; Invite local and international experts for presenting key ICT issues; Attract additional donor funds; Carry-out nation-wide PR campaign; Develop Resolution of ICT Week and ICT Summit based on reports, comments & recommendations provided during ICT Week</i> ▪ <i>Conduct survey to identify needs for Association of IT companies; Provide full assistance in establishment of Association of IT companies and organization of Uzbekistan; Develop necessary legal, operational and methodological base for establishment of IT Association; Further assist the IT Association and jointly carry out various ICT initiatives (e.g. workshops, pilot projects)</i> 		
--	---------	--	---	--	--	--

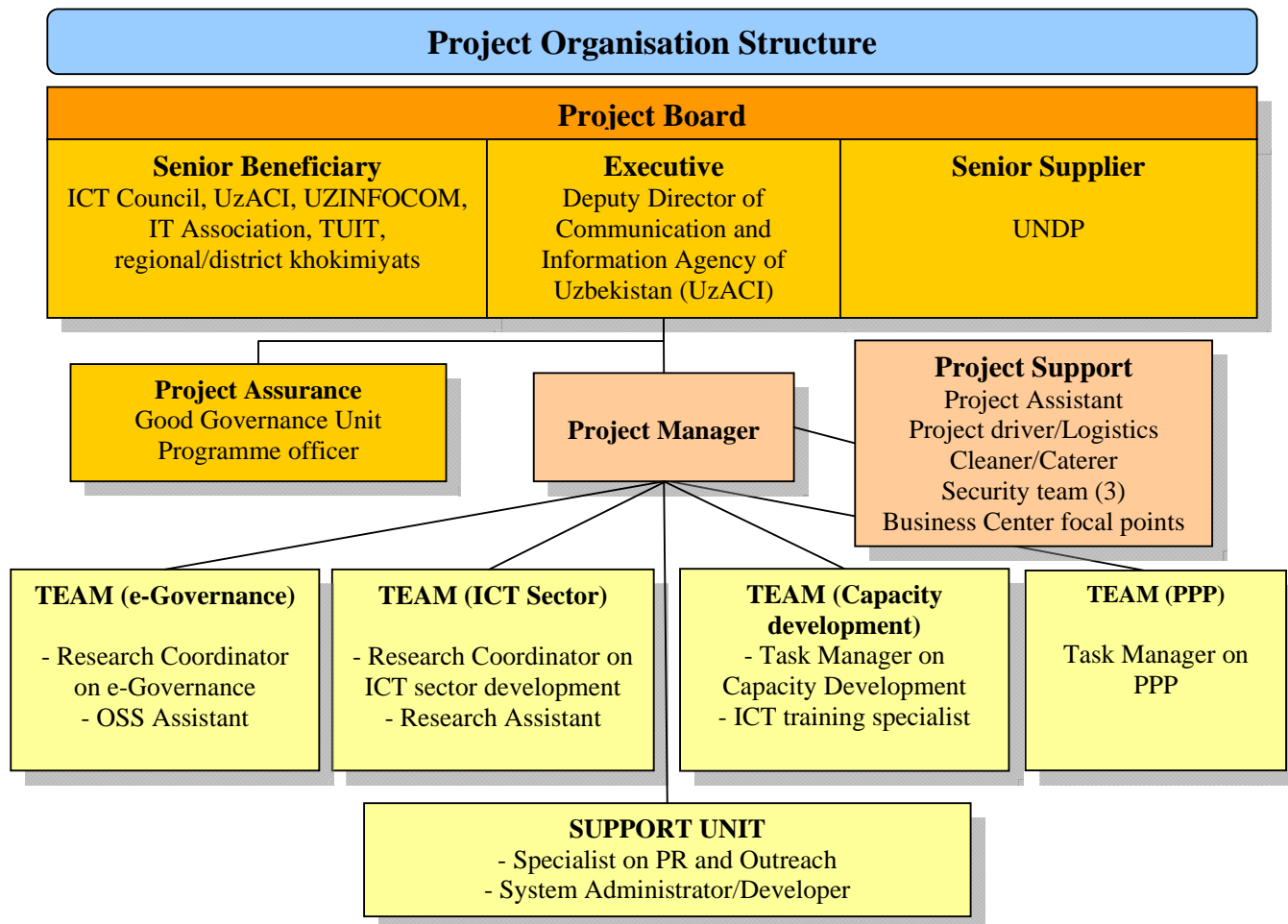
		<p>training courses and [20] responsible specialists trained on Gov.uz implementation;</p> <p>3. At least 3 pilot initiatives launched: a) Gov.uz portal in order to create one-stop shop for government services initiated; b) best international practices on development of one-stop shop for government services reviewed and follow-up recommendations on one-stop shop for government services developed & submitted to the Government; and c) concept papers for CIB.uz online analytical resource prepared & approved;</p> <p>4. Necessary documents for operational and methodological base for expert activities of the eGov Competency Center prepared & approved; At least 2 technical proposals examined by experts; National roster of ICT experts for eGov Competency Center developed;</p> <p>5.1. Computer driving license certification system (UzCDL) introduced in Uzbekistan; Agreements between IT Association and at least 5 Authorized Testing Centers signed;</p> <p>5.2. At least 3 textbooks on FOSS published jointly with Young developers training and support center and concepts of ICT glossary & handbook on e-governance prepared; interactive training software on ICT courses for TUIT introduced in the curriculum of the university</p> <p>6. At least 60 IT volunteers (at least 20% of the opposite gender) improved their skills in ICT;</p> <p>7. At least 10 TV-shows (with TV-Quiz) issued promoting ICT benefits covering all regions of</p>	<p>1.6. Raising awareness on ICT and their benefits</p> <ul style="list-style-type: none"> ▪ <i>Create and broadcast monthly thematic TV-Shows promoting ICT and its benefits jointly w/ National TeleRadioCompany of Uzbekistan in national language with coverage of all regions; Conduct TV-Quiz within each TV-Show and award winners of the TV-Quiz in the end of each year</i> ▪ <i>Provide support to UZINFOCOM in development of national online resources in the Internet on various thematic areas (e.g. education, sport, etc.)</i> <p>Activity Result 2: <i>"Provision of strategic consultancies on ICT advancement and implementation of pilot initiatives"</i></p> <p>Actions:</p> <p>2.1. ICT for the reduction of poverty</p> <ul style="list-style-type: none"> ▪ <i>Prepare/publish Software Outsourcing research paper; Conduct polling among businesses; Develop necessary recommendations on further development of software export opportunities</i> ▪ <i>Review best international experience on Technoparks; Organize study tours abroad; Develop recommendations on development of technopark(s) in Uzbekistan;</i> <p>2.2. ICT for better governance</p> <ul style="list-style-type: none"> ▪ <i>Review best international experience on EDS; Organize study tour abroad; Draft sub-laws for application of the law "On e-Signature"; Support SEMRC through provision of modern IT hardware & software for EDS registration Center; Assist in launching of the 1st EDS registration center;</i> ▪ <i>Carry out tender processes for implementation of e-Gov pilot project at Syrdarya Khokimiyat; Monitoring e-government pilot project implementation; Organize training courses for relevant specialists of Syrdarya Khokimiyat on usage of e-Document flow system; Handover new system to Syrdarya Khokimiyat (e-document flow system, portal);</i> ▪ <i>Support development of Gov.uz portal to create one-stop-shop for government services; Review best international practices; Organize study tour to the most appropriate country to get practical</i> 	<p>Activity 2 Association of IT Companies and Organizations of Uzbekistan (and its members), Regional Khokimiyats, Academy of State and Social construction under the President of the Republic of Uzbekistan, UZINFOCOM Centre, Scientific-Engineering and Marketing Research Center, Young Developers Training and Support Center, Tashkent University of Information Technologies, TUIT Women's Center for ICT training, information-library centers, UzSciNet</p>	
--	--	--	--	---	--

			<p>Uzbekistan; first article in Uzbek (on each periodical) published;</p> <p>8. Organization of at least 2 joint major ICT events in cooperation with ICT Council, UzACI and IT Association (e.g. BestSoft 2008, ICT Week 2008)</p> <p>9.1. At least 2 organizations benefited from services of IT Volunteers</p> <p>Target 2009:</p> <p>1. [1] concept paper on Monitoring system of ICT development indicators in Uzb-n developed & submitted to the Cabinet of Ministers & UzACI and at least 2 research works for CIB.uz online analytical resource carried out & published;</p> <p>2. At least 250 government officials (7 regions) trained on ICT for development/ e-governance issues and at least 40 information officers responsible for Gov.uz trained;</p> <p>3. At least 2 initiatives pursued: a) further development of Gov.uz portal towards one-stop shop for government services continued and b) one-stop-shop for government services established with monitoring and evaluation system for tracing requests and efficient delivery of services;</p> <p>4. National roster of ICT experts enhanced through further support to eGov Competency Center and at least 2 technical proposals examined;</p> <p>5.1. UzCDL system enhanced (w/Uzbek language version) and at least 5 additional training centers authorized for testing;</p> <p>5.2. At least 2 publications distributed: e-Gov handbook and 2nd edition of ICT glossary;</p>	<p><i>expertise; Prepare follow-up recommendations and submit it to the Government; Organize tailor-made training courses (one-stop-shop for government services) for information officers responsible for Gov.uz; Equip training class-room with IT hardware & software; Prepare necessary training materials;</i></p> <ul style="list-style-type: none"> ▪ <i>Conduct series of strategic trainings on e-Governance related issues & deliver practical sessions for representatives of various government organizations and testing gained knowledge at the end of each course</i> ▪ <i>Review best international practices on certification systems of computer basics; Develop and introduce National computer driving license (UzCDL) certification system (in RUS, UZB); Develop necessary legal, operational and methodological base; Assist IT Association in identification and verification of Authorized Testing Centers</i> ▪ <i>Draft necessary documents for operational & methodological base for expert activities of the eGov Competency Center; Develop roster of IT experts for the Center; Carry out technical expertise for government organizations</i> ▪ <i>Review various materials (e.g. handbooks, online resources) on e-Government; Develop e-Government handbook in 2 languages (RUS,UZB); Prepare and integrate concept & recommendations on further development of e-Government in Uzbekistan in the handbook; Publish and widely promote new e-Government handbook</i> ▪ <i>Organize a study tour to a selected country to learn best practice of OSS implementation; Develop the concept of the OSS implementation, including organizational structure, model and training needs for personnel, mechanism of co-operation between the OSS and local administration; Procure necessary equipment, special software, furniture and other assets for OSS, Active Waiting System, information kiosks, etc.), taking into account accessibility for PWD (e.g. wheelchair ramp), retired people, and other); Develop training modules and train</i> 		
--	--	--	--	---	--	--

		<p>6. At least 50 IT volunteers improved their skills in ICT; expansion of IT Volunteers' services to at least 2 regions done;</p> <p>7. At least 10 TV-shows promoting ICT benefits (covering all regions) broadcasted and 2 newspaper articles on ICT benefits issued;</p> <p>8. At least 2 major ICT events organized in cooperation with ICT Council, UzACI, IT Association and other partners;</p> <p>9.1. At least 4 organizations benefited from services of IT Volunteers;</p> <p>9.2. Feasibility study on library information services needs conducted</p> <p>Target 2010:</p> <p>1. At least 2 research works for CIB.uz online analytical resource carried out & outcomes published;</p> <p>2. At least 300 government officials (8 regions) trained on ICT for development/ e-governance issues with enhanced practical sessions and at least 20 information officers enhanced knowledge and skills on one-stop-shop for government services (Gov.uz);</p> <p>3. [2] initiatives further implemented: further development of Gov.uz portal towards one-stop shop for government services continued, upgraded version of the portal is translated in 2 languages (RUS, ENG); and number of One-stop-shop services increased;</p> <p>5. National computer literacy certification system (UzCDL) enhanced with additional modules (e.g. FOSS), improved information security, and interactive practical sessions;</p>	<p><i>OSS staff; Develop public awareness campaign; Setup monitoring & evaluation system</i></p> <ul style="list-style-type: none"> ▪ <i>Carry out feasibility study and review current status and perspectives of library information services in Uzbekistan with coverage of needs in regions;</i> <p>2.3. ICT for development</p> <ul style="list-style-type: none"> ▪ <i>Review best foreign glossaries on IT (including illustrated publications); Prepare 2nd (updated & expanded) edition of ICT glossary; Publish and widely promote new ICT glossary</i> ▪ <i>Manage RE.UZ portal</i> ▪ <i>Provide IT support to educational establishment through IT Volunteer Service</i> ▪ <i>Organize ICT events to promote gender equality (e.g. Women's Internet Festival, Tech Age Girls)</i> ▪ <i>Provide IT support to Women's Committee through IT Volunteer Service</i> ▪ <i>Promotion of advantages and potential of Telemedicine systems</i> <p>Activity Result 3: <i>"Foundation of One-stop-shop (OSS) system for efficient delivery of various public services"</i></p> <p>Actions:</p> <ul style="list-style-type: none"> ▪ <i>Establish a project team</i> ▪ <i>Establish a OSS taskforce made of representatives of all stakeholders and Project Board;</i> ▪ <i>Analyze existing administrative institutional, legal and technological resources (available organizational and technical solutions)</i> ▪ <i>Identify administrative services through a needs assessment;</i> ▪ <i>Define information services to be provided by the OSS with the exact means of their provision;</i> ▪ <i>Organize a study tour to a selected country to learn best practice of OSS implementation</i> ▪ <i>Develop the concept of the OSS implementation, including organizational structure, model and needs assessment for personnel's trainings, mechanism of co-operation between the OSS and local administration, internal working procedures of the OSS, service delivery procedures</i> 	<p>Activity 3 District Khokimiyats, UZINFOCOM Centre, Young Developers Training and Support Center, Association of IT Companies and Organizations of Uzbekistan (and its members), Ministry of Labour, Ministry of Economy, State Taxation Committee</p>	
--	--	--	---	---	--

			<p>6. At least 50 IT volunteers improved their skills in ICT and support to organization of ACM programming Championship 2010 provided to TUIT;</p> <p>7. At least 10 TV-shows promoting ICT benefits (covering all regions) broadcasted and 5 articles on ICTP events published in local newspapers;</p> <p>8. At least 2 major ICT events organized in cooperation with ICT Council, UzACI, IT Association and other partners;</p> <p>9.1. At least 3 organizations benefited from services of IT Volunteers;</p>	<ul style="list-style-type: none"> ▪ <i>Prepare local administration's infrastructure to co-operate with OSS</i> ▪ <i>Procure necessary equipment, special software, furniture and other assets for OSS (Active Waiting System, information kiosks, etc.), taking into account accessibility for PWD (e.g. wheelchair ramp), retired people, and other</i> ▪ <i>Provide information security and personal data protection mechanisms</i> ▪ <i>Develop training modules and train OSS staff (determine standards for documentation and standard procedures for preparing, evaluating, producing and monitoring)</i> ▪ <i>Officially launch the OSS and its website, if possible</i> ▪ <i>Develop public awareness campaign for the district and city</i> ▪ <i>Conduct public information campaign to inform the population of the OSS and its functioning;</i> ▪ <i>Design and conduct special surveys among government officials and citizens on the following issues: satisfaction, needs for services, types of administrative services available and needed, quality of services provided, time and cost reduction, etc.</i> ▪ <i>Review and analyze statistics data on % increase of requests, customers, information scope, etc.</i> ▪ <i>Setup monitoring & evaluation system (i.e. assess OSS operation and efficiency through customer and employee satisfaction surveys)</i> ▪ <i>In-depth report on lessons learned and challenges faced during the implementation of OSS pilot project</i> ▪ <i>Provide report demonstrating efficiency of the OSS operations and that costs are reduced both for citizens and government</i> 		
--	--	--	---	--	--	--

IV. MANAGEMENT ARRANGEMENTS



The project will be implemented under NIM modality. The *Implementing partner* will be the UzACI. 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/UzACI approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international coordination.

This Board 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.

The project management will be facilitated from UzACI side through the National Project Coordinator, at the level of Deputy General Director (UzACI). Direct responsibility of the NPC will be provision of strategic advice, as well as coordination of the project activity taking into

account interests of the Government. He/she will approve Annual Work Plan of the Project, according to which the whole project activity will be carried out.

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.

Duties and responsibilities of the all project team members are presented in Annex II. - Terms of Reference.

Direct UNDP Country office Support Services to the Programme Implementation

The UNDP and UzACI have agreed that the UNDP Country Office will provide the following support services for the project activities at the request of the ICT Council.

- a) Identification and/or recruitment and solution of administrative issues related to the project personnel;
- b) Procurement of commodities, labour and services;
- c) Identification and facilitation of training activities, seminars and workshops;
- d) Financial monitoring and reporting;
- e) Processing of direct payments;
- f) Supervision of project implementation, monitoring and assistance in project assessment.

The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the UzACI is strengthened to enable it to carry out such activities directly.

When providing the above support services, the UNDP Country Office will recover the costs for providing Implementation Support Services on the basis of actual costs and transaction fee based on the latest Universal Price List. According to the corporate guidelines, these costs are an integral part of project delivery and, hence, will be charged to the same budget line (account in AWP) as the project input itself.

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. If the requirements for support services by the country office change during the life of a project, the list UNDP country office support services is revised with the mutual agreement of the UNDP Resident Representative and the UzACI.

The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan and the UNDP, signed by Parties on 10th June 1993, including the provisions on liability and privileges and 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.

V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT: Enhanced capacity of the Government of Uzbekistan to use ICT as a policy instrument to support public administration reform		
Activity Result 1 (Atlas Activity ID)	Identification of major ICT development factors and advice on their efficient deployment	Start Date: May 2005 End Date: December 2010
Purpose	<i>Considering rapid development of ICT industry, it is vital for the Government to continuously adjust the overall ICT development strategy of the country. This in turn, requires consistent monitoring & evaluation mechanisms and in-depth analysis of ICT development trends, as well as well coordinated work of all stakeholders</i>	
Description	<i>Periodical analytic documents are prepared and discussed within the framework of various workshops and specialized institutions to produce recommendations and action plans on further ICT development that are widely publicized by means of PR campaign. This activity will include preparation of annual reviews of ICT development, various thematic research papers, suggested modification of key ICT development indicators, establishment of IT Association of Uzbekistan, organization of major ICT events that become platform for and bring together all stakeholders to align and adjust their efforts, and nation-wide promotion of outcomes of these efforts.</i>	
Quality Criteria	Quality Method	Date of Assessment
<i>At least 300 delegates representing public and private sector, international organizations, academics, NGOs reviewed major ICT development factors</i>	<i>Feedback lists are collected and results are analyzed Final Resolutions are passed to the</i>	<i>October (annually)</i>

<i>in the country within the framework of Annual ICT Summits, contributing to the formulation and adoption of the Action Plan (the Resolution) on further ICT development in Uzbekistan.</i>	<i>respected government organizations Increased interest of sponsor-companies in the event</i>	
<i>Reviews of ICT development in Uzbekistan to annual key indicators of ICT development and present comprehensive reflection of ICT sector state and development factors necessary for further adjustments of strategy of ICT development in the country</i>	<i>Surveys, feedbacks, direct comments from stakeholders, requests for interview from mass-media. Extended coverage of ICT industry, trilingual publication, and widening distribution due to increased interest</i>	<i>Continuously</i>
<i>Enhanced capacity of young IT specialists (including IT Volunteers) and TUIT students, as well as enhanced ICT capacity of government and non-government organizations</i>	<i>Updated curriculum with introduction of new IT textbook, interactive video courses and improved teaching skills of the University staff; IT related as well as professional development training courses conducted; Reports and feedbacks from organizations benefited from IT Volunteer services</i>	<i>December (annually)</i>
<i>Growing number of IT member-companies of IT Association involved in strategic decision-making actions through establishment of strong PPP and strengthened reputation among international partners</i>	<i>Annual report of IT Association with information on number, scale and coverage of national/international IT events organized, list of strategic documents that IT Association & its members contributed to formulation of, memorandums signed with international organizations and companies</i>	<i>December (annually)</i>
<i>Raised attention of the Government and population on importance of efficient deployment of FOSS, strategic decisions and increased level of priority of FOSS introduction (especially in education), importance of protection of Intellectual Property rights and Copyright in ICT field</i>	<i>Research paper and policy brief on prospective use of FOSS for development of Uzbekistan Action plan of the highest ICT Coordinating body National open-source software (e.g. operating system, education software) developed Publication of Handbook on IP rights on software in Uzbekistan with necessary guidelines & recommendations for local software developers Promotional activities (e.g. showcase at exhibition, dedicated TV-Show, press-coverage, software developers forum) and materials (CDs)</i>	<i>December 2006 December 2007 December 2008 December 2010</i>
<i>Enhanced analytical potential of SEMRC in IT field through establishment of the analytical & research team CIB.uz that would conduct in-depth analysis and assist in identification of major ICT development factors, develop necessary recommendations on their further efficient deployment</i>	<i>List and description of analytic research works Attendance rate of the online analytical resource CIB.uz (including subscription on news bulletin and research papers)</i>	<i>December 2009 December 2010</i>

OUTPUT: Enhanced capacity of the Government of Uzbekistan to use ICT as a policy instrument to support public administration reform		
Activity Result 2 (Atlas Activity ID)	Provision of strategic consultancies on ICT advancement and implementation of pilot initiatives	Start Date: May 2005 End Date: December 2010
Purpose	<i>Lack of capacity for further ICT policy formulation & technical expertise in government entities on utilization of ICT tools for development, as well as inadequate & weak implementation of government information systems in the country, is reflected in shortage of online government services for citizens & businesses. This raises importance of studying international best practices on implementation of advanced ICTs and adoption of relevant policies, as well as development of capacity and skills of civil servants in ICT. Implementation of pilot initiatives is used as the most convincing approach to demonstrate the benefits of ICTs and to draw the roadmap for future wide scale implementations.</i>	
Description	<i>Best international practices are studied, policy advises and recommendations are provided, followed by implementation of pilot initiatives. This activity will incorporate in-depth analysis of international best practices on development of science and technology parks, establishment of e-digital signature infrastructure in Uzbekistan and creation of appropriate regulative and legislative base, studying outsourcing capacities of Uzbekistan in software development, implementation of e-Government pilot</i>	

	<i>initiative on regional level, upgrade of Gov.uz Government portal, organization of series of strategic trainings on e-Governance for civil servants with preparation of specialized training materials, introduction of national computer literacy certification system, and establishment of institution for provision of technical expertise on e-Government systems.</i>	
Quality Criteria	Quality Method	Date of Assessment
<i>Improved image of local software industry, raised awareness of the Government, and raised awareness of the government officials on international experience on development of technoparks</i>	<i>BTORs of participants of the study tours; Review of international experience in development of science and technology parks and follow-up recommendations; Research paper "Software export industry in Uzbekistan" with recommendations on further development of the industry;</i>	<i>December 2006 December 2007 December 2008 December 2010</i>
<i>Strengthened potential for e-Digital signature (EDS) infrastructure with enhanced regulative and legislative base resulted in launch of the 1st e-Digital signature registration center in Uzbekistan</i>	<i>BTORs of participants of study tour on learning international experience and practices on EDS infrastructure development; Regulative documents for EDS; Number of issued and active certificates by EDS Registration Centre</i>	<i>December 2005 December 2006 December 2010</i>
<i>Gov.uz Government portal enhanced and transformed into online one-stop-shop for government services, as well as e-Government elements applied in one of the regional khokimiyats</i>	<i>BTORs of participants of study tour on learning best international practices of the creation of online portals for government services; Number of information officers responsible for Gov.uz participated in tailor-made training courses; New version of Gov.uz portal with one-stop-shop elements; Launch of portal and e-document flow system of the Khokimiyat of Syrdarya region;</i>	<i>December 2008 December 2010</i>
<i>Raised attention to computer literacy in governmental entities as well as private and public sectors through application of national computer literacy certification system (UzCDL)</i>	<i>Launch of Uzbekistan Computer Driving License (UzCDL) system; Number of professional training centers authorized for certification services; Number of candidates passed through certification system; Legal, operational and methodological base; Website containing detailed information & demonstration testing;</i>	<i>December 2008 December 2010</i>
<i>Raised knowledge and practical skills of government officials on e-Governance and related issues</i>	<i>Series of strategic trainings with focus in regions Educational materials & tutorials; e-Government handbook; Feedback lists and testing results; Mass-media coverage</i>	<i>December 2006 December 2007 December 2008 December 2009 December 2010</i>

OUTPUT: Enhanced capacity of the Government of Uzbekistan to use ICT as a policy instrument to support public administration reform		
Activity Result 3 (Atlas Activity ID)	Foundation of One-stop-shop (OSS) system for efficient delivery of various public services	Start Date: April 2009 End Date: December 2010
Purpose	<i>To establish the One-stop-shop to provide a variety of qualitative public services for citizens in one district of Tashkent city as a pilot initiative to demonstrate to the Government and population the benefits of the One-stop-shop implementation for possible wide-scale distribution of this practice all over the country</i>	
Description	<i>Based on exploration of best international practices, followed by creation of the corresponding policy advises, recommendations and feasibility studies, pilot initiative on One-stop-shop for government services is launched</i>	
Quality Criteria	Quality Method	Date of Assessment
<i># of public services with client-oriented approach is established within single service center and raised awareness of</i>	<i>Launch of One-stop-shop; Number of customers applied;</i>	<i>December 2009 December 2010</i>

<i>population on offered services</i>	<i>Website of One-stop-shop; Mass-media coverage</i>	
<i>Quality of provided services, time and cost reduction are thoroughly analyzed based on complex monitoring and evaluation system</i>	<i>Feedbacks from beneficiaries and citizens; Monitoring and evaluation system reports Report on lessons learned and challenges faced during the implementation of OSS pilot project</i>	<i>December 2010</i>

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Uzbekistan and UNDP, signed on June 10, 1993.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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.

VII. ANNEXES

- Risk log
- Terms of Reference

Annex I. Risks log

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Uncertainty of the terms & conditions of formalizing of sponsorship contribution for ICT workshops that can result in late approval of documents and cause delay with transfer of sponsor contributions and affect the annual budget delivery rate	Financial & Organizational	Delay with transfer of sponsor contributions and its effect on the annual budget delivery rate Probability = 4 Impact = 2	All the efforts to resolve this issue should be undertaken	Project Manager	Sandjar Saidkhodjaev		
2	High turnover of the government staff can result in timely response to project activities (especially it concerns research papers)	Operational	Delay in completion of planned activities (especially publications) on time Probability = 4 Impact = 3	In the process of planning, longer time for feedbacks should be provided	Project Manager	Sandjar Saidkhodjaev		

TERMS OF REFERENCE

Post Title:	Project Manager (PM, full-time)
Project Title:	Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy
Duty station:	Tashkent, Uzbekistan

Duties and Responsibilities

The PM will be responsible for the satisfactory achievement of the project objectives. The PM will be working under direct supervision of the Project Board and in close cooperation with the UNDP Head of Good Governance Unit and corresponding departments in UzACI. The PM is fully responsible for operational management of the project according to the project document and UNDP corporate rules and procedures and for fulfilling the following:

- Oversees strategic planning process for the project and ensures its implementation in accordance with the signed project document;
- Submits documents on project planning and financial oversight;
- Monitors the implementation of project components, analyses problems that hamper their implementation and takes appropriate measures to ensure timely delivery of required inputs and achievement of project-wide results;
- Monitors and reports to UNDP on all financial and procurement matters of the project, including proper utilization of funds and delivery, budget revisions, availability of funds, reconciliation of accounts, establishment of internal control mechanisms. Acts as a focal point to liaise with auditors and ensures follow-up actions. Ensures the accuracy and reliability of financial information and reporting;
- Coordinates recruitment process of the local and international consultants and ensures timely delivery of services and payments;
- Identifies partnership strategies with regard to providers of specialised expertise and possible co-financiers, and leads resource mobilisation for project components;
- Provides ICT Policy advice to UNDP Good Governance Unit and its projects in formulation of ICT related documents (e.g. new project proposals, procurement plans, TORs), implementation of pilot ICT initiatives, and further development of e-governance in the country within activities of the GGU projects. At the same time renders assistance to new colleagues in other projects of GG unit on project operational management (including procedures and guidelines);
- Facilitates the assistance in the advocacy of ICT activities of the GGU projects and raising awareness of the population about these initiatives through various mass media activities (e.g. TV-Show, online news websites, ICT workshops);
- Coordinates and supervises the work of the National Consultants, Project Assistant, Volunteers Support Assistant, PR and Outreach Assistant, and the System Administrator, as well as provides overall supervision of the driver, cleaners and security guards;
- Significantly contribute to the policymaking position of the project through strengthening activities on tailor-made analysis of ICT market and elaboration of proper recommendations following it, creation of technical commission of experts (jointly with relevant government partner) for professional expertise of information systems, especially e-government systems planned to be implemented in government organizations of Uzbekistan;
- Liaises with other UNDP-funded projects to implement possible synergies and reports to UNDP Programme Officer and NPC on conducted activities;
- Maintains close cooperation with relevant Government bodies, UN Agencies and other development partners to ensure effective communication and follow up on matters related to project activities;

- Monitors and facilitates advocacy and mass media outreach activities, writing of success stories, newspapers coverage, PR campaigns;
- Acting as the certifying officer for all project expenditures according to Operational guidelines on National Execution, if applicable;
- Timely preparation and submission of the Annual Project Report (APR) and any other required progress reports and ensuring that reports prepared by project personnel or participants are prepared as required;
- Provides assistance with the overall monitoring and evaluation of the project.

Professional requirements

- Advanced university degree in any of the following areas: Public Administration, Management, Economics, and Business Administration
- At least five years of progressive working experience as a manager (Managerial experience in the area of ICT is an asset)
- Knowledge of ICT (ICT for development, E-governance)
- Strong analytical, communication and management skills, client-orientation, ability to work in a team
- Initiative, analytical judgment, ability to work under pressure, ethics and honesty
- Ability to use information and communication technology as a tool and resource
- Fluency in English, Russian and Uzbek

TERMS OF REFERENCE

Post Title:	Research Coordinator on e-Governance
Project Title:	Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy
Duty Station:	Tashkent, Uzbekistan

Post Profile

Under the direct supervision of the Project Manager, the Research Coordinator will be responsible for the satisfactory achievement of the entrusted tasks, as described below.

Duties and responsibilities

- Planning, initiating and following up on the research studies, documents formulation related to the national e-Governance strategies, policies, action plans leading towards the enhancement of easy and “24/7” access to the government services (G2C, G2B services) using any possible ICT means for better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, and more efficient government management;
- Coordinating the development of e-Government Handbook with the purpose of clarifying of major issues surrounding e-government and providing readers with best practices in e-government in the world and Uzbekistan
- Undertaking the “Overview of best international practices and recommendations on e-Government portal development for Uzbekistan” research study;
- Assisting in development of e-Government portal and common e-government websites with the implementation of established common look and feel standards; conducting consultations, discussions and enhancing partnerships with relevant stakeholders; monitoring progress and undertaking follow-up activities.
- Promoting the awareness raising on e-Governance importance in Uzbekistan by conducting conferences/seminars/summit on the status of e-Governance development, summary of achievements, its potential for growth, identification of vital needs, resources and infrastructure required for the further development of ICT in Uzbekistan.
- Strengthening capacity of government officials on ICT issues as well as increasing awareness of educators, students and ordinary people and their preparation towards ICT usage at all levels through preparation of glossary of ICT terms and other training and reference materials.
- Assisting in establishing ICT observatory – a research and operational mechanism for the evaluation and monitoring of the progress and trends of e-governance, e-commerce in Uzbekistan with a participatory representation of different stakeholders, both national and international (based on the previous work done, including e-readiness assessment);
- Assisting in piloting and implementing of OSS (one-stop-shop for government services) concept in one of the regions of Uzbekistan through applying the best international practices to local circumstances and undertaking follow-up activities;
- Conducting preparations and publications on Requirements for a Sustainable ICT industry in Uzbekistan, and on the Status and Prospects for e-Governance in Uzbekistan
- Managing group in conducting researches and rendering assistance in the development of official documents on measures required for the development of e-commerce, e-Payments, e-Signature, preferably jointly with other Projects and private companies.
- Proposing, designing and overseeing new initiatives aimed at FOSS promotion and development in Uzbekistan; developing and maintaining relations with potential stakeholders, government counterparts and the private sector; assisting in promotion FOSS movement in Uzbekistan and raising public awareness in the field;
- Assisting the newly established e-Governance Competency Center through development of operational and methodological documentation (including procedures, evaluation

criteria, principles, classification schemes, database of experts, etc.) that will form the basis for undertaking the expert examination of project proposals on establishment of information systems submitted by various government agencies;

- Participating in organization of Best Software exhibition and contest, development of criteria for evaluation of proposals;
- Assisting the special government working group on studying the best practices of special science and technology zones (technoparks) by analysing the international experiences, organizing the study tour and undertaking follow-up activities;
- Recruiting and managing the groups of local experts within various project interventions;
- Monitoring the day-to-day implementation of the Project activities, analyzing problems that hamper their implementation and advising the Project Manager on appropriate measures so as ensure timely delivery of required inputs and achievements of measurable results;
- Performing other duties related to the scope of work of the Research Coordinator as required.

Professional Requirements:

- University degree in one of the following areas: ICT, telecommunications, Public and Business Management; Economics or legal/regulatory issues;
- Proven track of at least 5 years of work experience in the related area; experience with an international organization is an asset;
- Good ability to use Information Technology as a tool and resource;
- Good ability in partnering and networking and ability to work in a team;
- Excellent interpersonal and cross cultural communication skills;
- Ability to work under pressure and meet deadlines in a result oriented environment;
- Fluency in written and spoken English, proficiency in Uzbek and Russian;
- Experience in resource mobilization.

TERMS OF REFERENCE

Post Title: OSS Assistant
Project Title: Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy
Duty Station: Tashkent, Uzbekistan

Post Profile

Under the direct supervision of the Research Coordinator on e-Governance and overall supervision of Project Manager, the OSS assistant will be involved in piloting and implementation of OSS (one-stop-shop for government services) concept in one of the regions of Uzbekistan. More specifically, he/she will be responsible for the satisfactory achievement of the tasks below:

- Preparation of Concept / Business Plan for OSS implementation in Uzbekistan, including organizational structure, model and training needs for personnel, mechanism of co-operation between the OSS and local administration, internal working procedures of the OSS, service delivery procedures;
- Arranging the meetings of OSS taskforce made of representatives of all stakeholders and Project Board;
- Analyzing existing administrative institutional, legal and technological resources (available organizational and technical solutions);
- Identifying administrative services through a needs assessment, defining information services to be provided by the OSS with the exact means of their provision;
- Organizing a study tour to a selected country to learn best practices of OSS implementation;
- Drafting lists of necessary equipment, special software, furniture and other assets for OSS (Active Waiting System, information kiosks, etc.), taking into account accessibility for PWD (e.g. wheelchair ramp), retired people, and other;
- Assisting in development of training modules and training of OSS staff;
- Facilitating the official launch of OSS and development of OSS website;
- Assisting in conduction of public information campaign to inform the population of the OSS and its functioning;
- Designing and conducting of special surveys among government officials and citizens on the following issues: satisfaction, needs for services, types of administrative services available and needed, quality of services provided, time and cost reduction, etc.
- Review and analyzing statistics on OSS operation
- Performing other duties related to the scope of work of the OSS Assistant as required

Professional Requirements:

- University degree in one of the following areas: ICT, telecommunications, Public and Business Management; Economics;
- Proven track of at least 3 years of work experience in the related area; experience with an international organization is an asset;
- Good ability to use Information Technologies as a tool and resource;
- Good ability in partnering and networking and ability to work in a team;
- Excellent interpersonal and cross cultural communication skills;
- Ability to work under pressure and meet deadlines in a result oriented environment;
- Fluency in Uzbek and Russian, knowledge of English is an asset;
- Experience in resource mobilization;

TERMS OF REFERENCE

Post Title:	Task Manager on public and private partnership development
Project Title:	Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy
Duty Station:	Tashkent, Uzbekistan

Post Profile

Under the direct supervision of the Project Manager, the Task Manager will be responsible for the satisfactory achievement of the entrusted tasks, as described below.

- Intensification of awareness raising of ICT importance in Uzbekistan by organizing major ICT events, such as conferences/seminars/summits on the status of ICT development, that become platform for summarizing achievements, potential for growth, identification of vital needs, resources and infrastructure required for the further development of ICT in Uzbekistan and bring together all stakeholders to align and adjust their efforts;
- Conduct activities related to support to Uzbekistan in its national and international cooperation in ICT area, as well as strengthening public and private partnership and build an effective dialogues in ICT area (e.g. ICT Summit and other events);
- Organizational support in preparation of periodic analytic documents to produce recommendations and action plans on further ICT development, including annual reviews of ICT development, various thematic research papers, suggested modification of key ICT development indicators;
- Undertake organization of polling and other data collecting and analyzing activities for further inclusion in Annual Review on ICT development;
- Provision of support in establishment of the analytical & research team CIB.uz that would conduct in-depth analysis and assist in identification of major ICT development factors, develop necessary recommendations on their further efficient deployment;
- Provide support to IT Association of Uzbekistan in organizing various events to facilitate involvement of IT member-companies in strategic decision-making actions through establishment of strong PPP and to strengthen reputation of IT Association and its members among international partners;
- Assisting Project Manager in conducting ICT projects in Uzbekistan (pilot projects on one stop shop for government services and etc.);
- Monitor the day-to-day implementation of the Project activities, analyze problems that hamper their implementation and advise Project Manager on appropriate measures so as ensure timely delivery of required inputs and achievements of measurable results;
- Perform other duties related to the scope of work of the Task Manager as required

Professional Requirements:

- University degree in one of the following areas: Public and Business Management; Economics, ICT, and telecommunications;
- Proven track of at least 5 years of work experience in the related area; experience with an international organization is an asset;
- Good ability to use Information Technologies as a tool and resource;
- Good ability in partnering and networking and ability to work in a team;
- Work experience with UN or other international/donor agencies is preferable;
- Excellent interpersonal and cross cultural communication skills;
- Ability to work under pressure and meet deadlines in a result oriented environment;
- Fluency in written and spoken English, proficiency in Uzbek and Russian;
- Experience in resource mobilization;

TERMS OF REFERENCE

Post Title: Task Manager on Capacity Development
Project Title: Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy
Duty Station: Tashkent, Uzbekistan

Post Profile

Under the direct supervision of the Project Manager, the Specialist will be responsible for the satisfactory achievement of the entrusted tasks, as described below.

Key tasks and responsibilities

- On-going research on contemporary methods, both direct and indirect, of capacity development
- Carrying out IT-related needs analysis among various state bodies and government officials
- Development and promotion of methods on raising the efficiency of held trainings
- Planning and conducting strategic IT trainings for government officials and preparation of proper educational materials (e.g. agenda, handouts, CDs with presentation materials);
- Continuous research on and monitoring of current needs and demands of the Uzbekistan employment market as well as current developments and relative usage popularity of computer applications
- Undertake activity on development and implementation of national certification system of computer driving license certification for government officials (UzCDL);
- Compilation and maintenance of a database (roster) of national and international subject matter experts/trainers in the broad area of ICT;
- Establish an ICT group of local volunteers and devise the adapted system of volunteerism
- Set up the system of continuous development of young ICT-volunteers through application of their theoretical knowledge in practice by providing IT-related support to youth organizations, student associations, NGOs with various ICT tools and services;
- Continuous monitoring and assessment of ICT volunteers' needs
- Research on and develop training materials for IT-volunteers
- Provide various training courses for ICT volunteers (programming, DB, web-development, etc);
- Monitor and coordinate IT volunteers services (e.g. coordination of workplans, promotion and facilitation of ICT volunteerism initiatives locally and nationally);
- Promote and facilitate ICT volunteerism initiatives locally and nationally;
- Update and maintain ICT volunteers database;
- Conduction of capacity development training using ICT as mainstreaming tools for UNDP GG Unit and projects (e.g. on presentation skills, and other);
- Conducting research and preparation a variety of ICT briefs on e-education and implementation of ICT in education based on research and international best practices;
- Developing curriculums and new teaching methodologies on ICT along with and for Tashkent University of Information Technologies and other educational establishments by request;
- Arranging and holding the trainings in the Center of young programmers education;
- Development of various educational materials on ICT for and with educational establishments such as TUIT, UWED, Academy of State and Social Construction;
- Liaise with different donors, aid agencies and global IT companies etc. that are involved in ICT promotion and mobilize their support in expanding the volunteerism in ICT field;
- Actively disseminate and promote the spirit of volunteerism amongst ICT volunteers and other key stakeholders via regular presentations or information brochures/advocacy campaigns;

- Support and assist upon request of the Government agencies, UNDP projects and others (e.g. joint Women's Committee Project) in introduction and usage of ICT, website creation, etc.;
- Perform other duties as required.

Professional Requirements:

- University degree in one of the following areas: Public or Business Administration; Management, Economics, ICT, and telecommunications;
- At least 4 years of experience in professional training / teaching;
- Excellent research skills
- Good ability to use Information Technologies as a tool and resource;
- Excellent interpersonal and cross cultural communication skills;
- Fluency in written and spoken English, proficiency in Uzbek and Russian;
- Ability to work in the team

TERMS OF REFERENCE

Post Title: ICT Training Specialist
Project Title: Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy
Duty Station: Tashkent, Uzbekistan

Post Profile

Under the direct supervision of the Task Manager on Capacity Development and overall supervision of Project Manager, the Specialist will be responsible for the satisfactory achievement of the entrusted tasks, as described below.

Key tasks and responsibilities

- Identifying needs of OSS personnel and facilitating provision of customized trainings and preparation of relevant training materials
- Coordinating questionnaires and surveys for state workers to prepare data for training needs analysis
- Developing specialized training packs for strategic training programs based on needs analysis
- Administration of training schedules
- Provide support in developing and preparing trainings packs and training materials for IT volunteers of the project
- Assistance in organization of IT-related trainings
- Facilitation support in organization of professional development trainings
- Managing IT-volunteers social events
- Administration of effective deployment of IT-volunteers
- Assistance in managing project teams
- Secretary support in initiation of new projects for IT-volunteers
- Tracing the progress of current projects
- Collaborative assistance in development of the knowledge-chain training system
- Developing strategies for raising awareness of the ICT volunteer service among civil society organisations
- Briefing and induction of new ICT-volunteers
- Producing guidelines documents for the regional volunteers coordination centres (RVCC)
- Devising the methods of encouraging participation and engagement of female IT-volunteers
- Assistance in producing documents and handbooks for IT-volunteers
- Provide assistance in continuous monitoring and assessment of ICT volunteers' needs

Professional Requirements:

- University degree in one of the following areas: ICT, telecommunications, Public and Business Management; Economics;
- At least 2 years of experience in professional training / teaching;
- Excellent research skills
- Good ability to use Information Technologies as a tool and resource;
- Excellent interpersonal and cross cultural communication skills;
- Fluency in Uzbek and Russian, knowledge of English is an asset;
- Ability to work in the team

TERMS OF REFERENCE

Post Title:	Research Coordinator on ICT sector development
Project Title:	Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy
Duty Station:	Tashkent, Uzbekistan

Post Profile

Under the direct supervision of the Project Manager, the Research Coordinator will be responsible for the satisfactory achievement of the entrusted tasks, as described below.

- Preparation of periodic analytic documents to produce recommendations and action plans on further ICT development, including annual reviews of ICT development, various thematic research papers, suggested modification of key ICT development indicators;
- Supervise the work of the analytical & research team CIB.uz in conducting in-depth analysis and identifying major ICT development factors, develop necessary recommendations on their further efficient deployment;
- Initiate research and prepare review paper on best practices in the development of national information resources;
- Conduct research studies on the issues of development of national software and hardware industry, stimulation of software exports from Uzbekistan, produce policy recommendations to the government based on research;
- Provide assistance to the government on the matters of creation of science technology parks by conducting in depth analysis of international best practices in this field;
- Assist in implementation of international standards for information security management (such as COBIT, ITIL and etc.)
- Assisting Project Manager in conducting various ICT projects in Uzbekistan;
- Monitor the day-to-day implementation of the Project activities, analyze problems that hamper their implementation and advise Project Manager on appropriate measures so as ensure timely delivery of required inputs and achievements of measurable results;
- Perform other duties related to the scope of work of the Research Coordinator as required

Professional Requirements:

- University degree in one of the following areas: Public and Business Management; Economics, ICT, and telecommunications;
- Proven track of at least 5 years of work experience in the related area; experience with an international organization is an asset;
- Good ability to use Information Technologies as a tool and resource;
- Good ability in partnering and networking and ability to work in a team;
- Work experience with UN or other international/donor agencies is preferable;
- Excellent interpersonal and cross cultural communication skills;
- Ability to work under pressure and meet deadlines in a result oriented environment;
- Fluency in written and spoken English, proficiency in Uzbek and Russian;
- Experience in resource mobilization;

TERMS OF REFERENCE

Post Title: Research Assistant
Project Title: Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy
Duty Station: Tashkent, Uzbekistan

Post Profile

Under the direct supervision of the Research Coordinator and overall supervision of Project Manager, the incumbent will be responsible for the satisfactory achievement of the entrusted tasks, as described below.

- Data collection and analysis for periodic analytic documents to produce recommendations and action plans on further ICT development, including annual reviews of ICT development, various thematic research papers, suggested modification of key ICT development indicators;
- Assist the Research Coordinator in synchronizing the information on the ICT development in Uzbekistan published by ITU and other international organizations with up to date and correct information collected from reliable sources locally;
- Assist in development and realization of OSS concept based on best international practices applied to conditions of Uzbekistan
- Provide assistance to the government on the matters of creation of science technology parks by conducting in depth analysis of international best practices in this field;
- Assist preparation of the research on Information-library resources development in Uzbekistan;
- Assist in implementation of international standards for information security management (such as COBIT, ITIL and etc.)
- Organize efficient information exchange with local agencies in preparation of research works;
- Assisting the Research Coordinator and Project Manager in conducting various ICT projects in Uzbekistan;
- Monitor the day-to-day implementation of the Project activities, analyze problems that hamper their implementation and advise Project Manager on appropriate measures so as ensure timely delivery of required inputs and achievements of measurable results;
- Perform other duties related to the scope of work of the Research Assistant as required

Professional Requirements:

- University degree in one of the following areas: Public and Business Management; Economics, ICT, and telecommunications;
- Proven track of at least 2 years of work experience in the related area; experience with an international organization is an asset;
- Good ability to use Information Technologies as a tool and resource;
- Good ability in partnering and networking and ability to work in a team;
- Excellent interpersonal and cross cultural communication skills;
- Ability to work under pressure and meet deadlines in a result oriented environment;
- Fluency in Uzbek and Russian, knowledge of English is an asset;
- Experience in resource mobilization;

TERMS OF REFERENCE

Post Title:	Project Assistant
Project Title:	Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy
Duty station:	Tashkent, Uzbekistan

Post profile

Under direct supervision of the Project Manager, the Project Assistant will undertake the following tasks and responsibilities:

Key tasks and responsibilities

- Assist the Project Manager in planning, monitoring, executing and reporting of project activities;
- Maintain project's expenditures and balances monitoring through regular reconciliation with UNDP CO's financial records and advise the PM on project budget and funds availability, develop budget revisions;
- Assist the Project Manager in compilation of data on the online APA system, maintain the commitments as well as monitoring of the project delivery and in preparation of the delivery estimation sheets;
- Contribute to research studies and formulation of documents related to the national ICT strategies, policies, action plans as a proofreader and editor;
- Provide administrative and logistical support in organizing training events, conferences, seminars and workshops with participation of representatives from the Government, private sector, NGOs;
- Directly supervise the work of driver/logistics, security guards and cleaner/caterer;
- Ensure that all actions on project activities are performed according to UNDP rules and procedures;
- Ensure the preparation of all administrative and financial documents (RDPs, TAs, RPAs with relevant supporting documentation) and ensure their timely submission to UNDP CO for further processing;
- Assist the Project Manager in drafting and implementation of the workplan to ensure timely delivery of Project outputs;
- Ensure smooth functioning of the project by timely addressing any administrative issues related to the Project premises (payment for utilities, communications etc) and office vehicle (payment for gasoline, maintenance etc);
- Arrange timely recruitment/extension/separation of the Project staff, including short-term assignments;
- Arrange study tours and travels of project staff/counterparts, as required;
- Arrange the preparation of required documents for RAP/CAP reviews and short term recruitments and ensure their timely submission;
- Organize project personnel training sessions and capacity building in accordance with staff learning plan needs and as requested by the PM;
- Provide overall support to the GG unit and projects in providing training sessions for newcomers and other personnel as requested by the GG unit respective staff;
- Assist in organization of different GG Unit related events for all projects (Quarterly or bi-monthly meetings, compile agenda and list of participants, when requested);
- Ensure leave monitoring of Project staff, prepare Monthly Leave Reports;
- Assist the Project Manager in organizing the round tables;
- Maintain, update and transmit inventory records of non-expendable equipment in accordance with UNDP rules;
- Maintain and keep updated the project files and records, including personnel records;
- Perform other duties related to personnel, administrative and financial issues of project as required.

REQUIRED SKILLS AND COMPETENCIES

- Higher education (university degree in business administration is an asset);
- Practical administrative experience (experience with UNDP projects is an asset);
- Strong interpersonal and communication skills, client-orientation, ability to work in a team;
- Initiative, analytical judgement, ability to work under pressure, ethics and honesty;
- Proficiency in Microsoft Office suite applications, particularly in Word, Excel, Power Point;
- Ability to use information and communication technology as a tool and resource;
- Fluency in English and Russian, knowledge of Uzbek and other languages is an asset.

TERMS OF REFERENCE

Post Title:	Specialist on PR & Outreach
Project Title:	Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy
Duty Station:	Tashkent, Uzbekistan

Post Profile

Under the direct supervision of the Project Manager, the Specialist will be responsible for the satisfactory achievement of the entrusted tasks, as described below.

Duties and responsibilities

- Responsible for overall coordination of all project-related press-releases, media-advisories, public information and news bulletins;
- Planning and arrangement of periodic thematic project PR-events and campaigns in newspapers and other media channels;
- Regularly updating the content of Project website and coordinating the work of temporary web designers, and maintaining digest of ICT news and events in Uzbekistan;
- Ensuring translation of all project press-releases, news, bulletins, website follow-up stories in three languages (English, Russian, Uzbek);
- Photographing and taking video of each project-related event for press-releases, website follow-ups stories;
- Assisting in identifying and establishing partnership with potential co-financiers, contributing to resource mobilization for Project activities;
- Planning and organization of fund-raising meetings to promote sustainability and active multilateral involvement in project activities.
- Responsible for common style and coordination of design and usage of project information and logo in all project printing materials and publications;
- Assisting in the organization and planning media coverage, preparation of media-kit for each project-related workshops, seminars, and round-tables;
- Preparation of TV-Show themes, writing (editing) TV-Scripts for each TV-Show, as well as gathering up-to-date local and international ICT news and events for each TV-Show;
- Preparation of the website review for the TV-Show "Website of the month" section, locating relevant companies/interviewers (experts) for the Show based on theme, as well as supervising/participating in simple/advanced montages of each show;
- Regular communication with TV-viewers, replying to inquires, as well as evaluation of each TV-quiz participants' submission to determine candidates for the TV-Show awards;
- Regularly adding news articles to News database, events to Events calendar in UNDP Intranet, as well as timely informing about changes in brief information about project in Projects database and Partner contacts in Partners Database of UNDP website;
- Active participation in overall UNDP PR and Outreach activities in cooperation with UNDP Communication and outreach specialist;
- Performing other duties related to the scope of work of the Specialist on PR & Outreach as required.

Professional Requirements:

- University degree in one of the following areas: Media, PR, Public or Business Administration; Economics, Development Studies, ICT, telecommunications or legal/regulatory issues;
- At least 3 years of progressively responsible experience in the field of mass communication media;
- Work experience with UN or other international/donor agencies is preferable;
- Proven inter-personal and cross cultural communication skills;
- Experience in project management and/or resource mobilization is desirable;
- Proficiency in Office applications (text editor, spreadsheet, presentations);
- Results oriented, ability to meet deadlines and work under pressure.

TERMS OF REFERENCE

Post title: System Administrator/Developer
Project Title: Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy
Duty station: Tashkent, Uzbekistan

Post Profile

Under the direct supervision of the Project Manager the incumbent will be responsible for the satisfactory fulfilment of the duties, as described below:

- Project LAN administration
- Providing technical support to staff members
- Participating in discussions and providing technical consultations on different project initiatives (researches, publications, pilots)
- Projecting and developing web-applications for the Project
- Testing and debugging web-applications
- Deploying web-applications on the relevant portals and web sites developed by the Project and placed on information server
- Developing technical documentation
- Supporting web-servers software
- Supporting e-mail server of the Project
- Providing security framework (virus protection, hackers attacks prevention etc.)
- User access rights administration
- Participating in consultation on development of web-applications for various UNDP projects
- Producing of teaching and learning material on using web applications
- Support of anti-virus software, operation systems and computer equipment of Project
- Participation in tenders for deployment of information systems and procurement of IT equipments
- Administrating of Database Management System of information server of the project
- Normalizing database structure, creation of monthly backup of databases
- Providing technical assistance to IT Volunteers
- Performing other duties related to the scope of work of the System Administrator as required.

Professional requirements:

- At least 5 years of the relevant working experience in Web-application developing and System administration
- Strong familiarity with the Internet and Intranet technologies
- Skills of prototyping, software development and user testing, including the development of web applications
- Ability to work in a team
- Good interpersonal and cross cultural communication skills
- Analytical thinking, planning and organizational skills
- Creative innovation approach and technological awareness
- Client-orientated mentality
- Ability to work under pressure and meet deadlines

Technical skills required:

- Good knowledge of web oriented programming languages (Java, Servlets, JSP, JavaScript, PHP, Perl, HTML, XML, XSL etc.);
- Good knowledge of Linux operation system;
- Good knowledge of Microsoft Windows Server Software (SQL Server, Internet Information Server, Active Directory, SharePoint Services etc);
- Knowledge of Unix-oriented applications (Apache, Tomcat, MySQL, Samba etc.);
- Strong knowledge of information security concepts;
- Knowledge of network protocols (TCP/IP, HTTP, SSL, FTP, SMTP, POP3 etc);

TERMS OF REFERENCE

Post Title:	Driver/Logistics
Programme Title:	Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy
Duty station:	Tashkent, Uzbekistan

Key tasks and responsibilities:

Under the direct supervision of Project Assistant and overall supervision of Project Manager, the incumbent will perform the following duties:

- Drives office vehicle for the transportation of authorized personnel and delivery and collection of mail, documents and other items;
- Meets official personnel at the airport and facilitates immigration and custom formalities as and when required;
- Responsible for day-to-day maintenance of the assigned vehicle, checks oil, water, battery, brakes, tires, etc., performs minor repairs and arranges for other repairs and ensures that the vehicle is kept clean;
- Logs official trips, daily mileage, gas consumption, oil changes, greasing, etc.;
- Ensures that the steps required by rules and regulations are taken in the case of involvement in accident;
- Assists to relevant project staff in arranging custom clearance of goods, visa support and diplomatic accreditation for international staff and short term consultants;
- Bears personal responsibility for timely notification on any Vehicle damage/technical problem to related project staff (PM/PA)
- Assists Project in delivery of necessary items (publications, seminar materials etc).
- Provides logistical support in project activities, such as organization of seminars, conferences and summits;
- Assists PA in ensuring smooth functioning of the project by timely addressing any administrative issues related to the Project premises;
- Monitor proper delivery of periodicals from respective supplier;
- Monitor and advice PA on condition of office premises including utilities supply and project non-expendable property/equipment;
- Performs other duties as may be requested by supervisor.

Qualification requirements:

Knowledge and skills:

- Secondary education;
- Professional driving license;
- Deep knowledge of driving rules and regulations and skills in minor repair;
- Good communications skills, client-orientation, ability to work in a team;
- Initiative, ability to work under pressure, ethics and honesty.

Experience:

- Minimum five years of work experience as a driver;
- Safe driving record.

Languages: Proficiency in Uzbek, Russian and knowledge of basic English.

TERMS OF REFERENCE

Post Title: Cleaner/Caterer
Project Title: Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy

Under the direct supervision of Project Assistant and overall supervision of Project Manager, the incumbent will undertake the following duties and responsibilities:

Duties and Responsibilities:

- Wash, sweep, dust, clean surfaces, including floors, furniture, walls, doors, windows, carpets; empty and clean waste-paper baskets;
- Keep office rooms, toilets clean and hygienic;
- Serve tea/coffee for visitors/staff members during duty hours;
- Wash and keep office dishes clean and hygienic;
- A high standard of hygiene should be maintained at all times;
- Perform other duties as required

Required Skills and Competencies:

- Ability to operate office cleaning equipment;
- At least three years of working experience;
- Friendliness, open minded
- Tidiness and diligence

TERMS OF REFERENCE

Post Title: Security Guard
Project Title: Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy
Duty station: Tashkent, Uzbekistan

DUTIES AND RESPONSIBILITIES:

Under the direct supervision of the Project Assistant (PA), and overall supervision of Project Manager the Security Guard (SG) undertakes responsibility for a security of the Project office premises and will perform, among others, the following duties:

- Patrol & maintain security of the office premises & grounds, at night guard duties, and report any irregularities;
- Assure oneself that the building is empty in the night time, and the premises are secured;
- Screen incoming phone calls and divert them to respective project staff;
- Respond to emergencies affecting the safety of the premises & notify supervisor;
- Check that all office equipment, air conditioners, lights, etc., are turned off after working hours;
- Close & open the office. Maintain the security Post area in a clean & tidy manner;
- Keys-holding for the Project office;
- Keep the security ledger of personnel who access premises at time of work;
- Check the office premises every hour from inside and outside;
- Operate thief alarm system;
- Call police/fire services and PM/PA in case of emergency;
- Perform other duties as required and may be assigned by the PA.

REQUIRED SKILLS AND COMPETENCIES

- High school diploma
- Exemplary character, physically fit
- Have a good command of the Uzbek and Russian languages, knowledge of English is an advantage
- Have at least three years continual employment in manned guarding