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I. SITUATION ANALYSIS

After becoming independent in 1991, Uzbekistan has faced the major challenge of quickly building up its national institutions capable of formulating and implementing the policies in the areas formerly heavily controlled by the central authorities in Moscow. Foreign policy has been perhaps one of the most illustrative examples of such areas: Uzbek foreign policy practically did not exist and local participation in foreign policy of USSR had been limited to the logistical support, symbolic cultural relationship as well as processing of international travel documents. Apart from the need to provide traditional consular, protocol, and country representation services, Uzbekistan's Ministry of Foreign Affairs (MFA) faced a challenging task pursuing the foreign policy and providing the rapid and comprehensive response to ever changing complex international and regional geopolitical environment.

There could not have been a more difficult time for the newly established MFA to start its work. The end of "cold war" was followed by an era of further complication in international relations, characterized by the emergence of new factors many of which directly affected Uzbekistan, including regional instability, international terrorism, drug and human trafficking, environmental disasters, emergence of new regional organizations and globalization.

These challenges were furthered by fact that pre-existed national MFA had inadequate institutional and human resource capacity to fulfil its new national mandate. Small in its size and staffed mostly by technical personnel and former Soviet diplomats, the MFA lacked the human resources to operate in the new environment. Strong efforts were required for its institutional establishment, identification and bringing up new talented young people capable to fill the human resource gap. . Today Uzbekistan has developed own international agenda on the most sensitive issues ranging from bilateral relations to international problems, including the fight against international terrorism, environment, drug trafficking, regional cooperation and so on.

On the substantive front, Uzbekistan has brought up important initiatives that gained broad international support and recognition: "6+2" initiative on peaceful settlement of Afghanistan, the establishment of Central Asian Nuclear Weapons Free Zone (1993), International Centre for Combating the Terrorism. Apart from that, Uzbekistan was an initiator and founding member for the Organization for Central Asian Cooperation and Shanghai Organization for Cooperation with membership of Central Asian countries, Russia and China.

Since the outset of the war on terrorism, Uzbekistan has positioned itself and is being viewed by the international community as one of the key guarantors of regional security and an integral component for Central Asia's economic growth.

Uzbekistan is one of the signatories to UN Millennium Goals. In order to address emerging challenges which Uzbekistan faces as a global partner strongly committed to peace and development, there is a need to strengthen the institutional and human resource capacities of the Ministry of Foreign Affairs to effectively implement the country's foreign policy. Whilst the country's foreign policy priorities are clearly formulated, their implementation in a comprehensive and timely fashion requires further strengthening of institutional capacities. This includes thoughtful policy response to changes in the international political and economic situation, improved ability to safeguard interests of the country in organizations for regional and international cooperation, ability to clearly present the policy position of the country as well as further improvement of the image of the Republic as an open and secular state.

During the period of May 2005 – December 2009 the Office of the United Nations Development Programme in Uzbekistan together with MFA has designed and implemented a capacity building project aimed to improve ICT basis, furtherance of human resources, sharpening of institutional and knowledge platforms for the comprehensive, thoughtful and timely provision of foreign policy response in line with Uzbekistan's national priorities.

Although in general the project was partially successful in strengthening of the institutional capacities of the Ministry, largely due to the lack of the adequate financial resources limited opportunities to tackle the number of tasks in area of improved operational efficiency and strengthened human capacities. This includes need for additional benefits of IT tools being part of the MFA's daily operations, development of the legal framework for a sustainable mechanism of selection, recruitment, promotion and professional development of diplomats.

Overall, MFA is very well positioned to further build its institutional capacity. It is a sufficiently open organization with well-established operational procedures, strong leadership and staffed with a good mix of experienced diplomats and talented youth. MFA's human resource endowments and overall commitment to constant improvement augur well for its success in establishing itself as an efficient advocate of Uzbekistan's national interests to the benefit of its people.

II. STRATEGY

Based on the achievements and lessons learned from the implementation of the Project during the previous period, the Ministry of Foreign Affairs and the Office of the United Nations Development Programme in Uzbekistan mutually agreed to continue their joint efforts on further building the institutional capacity of the Ministry. Previous project document was substantially revised and extended until December 2011.

The project contributes to meeting the objectives as set out in the Country Programme Action Plan for Uzbekistan, and will be implemented within the Country Programme Action Plan.

The objective of the project will be to provide necessary financial support to the Ministry of Foreign Affairs for the purpose of strengthening its technological and human capacities that should lead to efficient development and effective implementation of a foreign policy of the Government of Uzbekistan. To produce this objective, the project will facilitate the delivery of main inputs required for the effective formulation and implementation of foreign policy. These inputs include the delivery of the adequate (1) technological tools, (2) human resources training opportunities, (3) institutional support and (4) knowledge platforms for the comprehensive, thoughtful and timely provision of foreign policy response in line with Uzbekistan's national priorities.

Consequently, the proposed project would produce the following main output:

PROJECT OUTPUT: Enhanced capacity of the Ministry of Foreign Affairs of Uzbekistan to develop and effectively implement the foreign policy of Uzbekistan and to contribute to Uzbekistan's effective cooperation within the community of nations.

INDICATORS:

- Higher political stature of Uzbekistan in the world as judged by its continuing accession to major organizations, conventions and treaties
- Uzbekistan's achievements in its major international obligations under the UN, such as the Millennium Development Goals
- Increased public awareness about Uzbekistan foreign policy both on national and international levels.

The following activities will be undertaken to produce the final project output:

Activity 1: Modernization of ICT tools of the Ministry and introduction of IT-based management systems.

Sub-activities will include:

Since the initiation and implementing of the project in the period of 2005-2009, multiple results were achieved. These results include improvement of technological, institutional and professional aspects, which had positively reflected in the work of the MFA.

In terms of technological development number of office equipment was procured, including high-end servers, PCs, printers, scanners, copy machines. Regarding information work-flow within the ministry Electronic Document Workflow system was introduced which improved efficiency of MFA's internal document processing. Also, Electronic visa application processing system was implemented, which can be counted as the most important output of the project. Moreover, project has organized number of professional training courses for MFA ICT department staff, which led to improvement of internal information security, smooth work-flow and improvement of MFA's official web site on the Internet. Based on the need assessment conducted by MFA specialists and considering fast-paced IT software and technical environment there are a number of activities to be implemented in order to further improve Ministry's ICT capacity:

- Procurement of PCs
- Establishing/improving LAN
- Upgrading software
- Establishing Intranet and its policies
- Improvement of the Internet site of the Ministry and Embassies Uzbekistan and introduction of online services to citizens

Activity 2: Professional skills capacity development

Sub-activities will include:

- Building up MFA's in-house training capacity through methodological support and curriculum development for the Academy of Diplomatic Service
- Study tours for the MFA staff (program developed by the project and UNDP)
- Training workshops on key international issues

Activity 3: Public diplomacy capacity building

Sub-activities will include:

- Assistance in building and enhancing the professional capacity of the MFA Spokesperson's Office and Press-service;
- Administrative, logistic and thematic support to participation of Uzbek students in the "Model UN" programme;
- Raising public awareness about the MFA through the official website www.mfa.uz
- Assistance in developing effective Public Diplomacy capacities.
- Establishment of national league of "Model UN"

The project and its personnel should serve as best practice model in order to contribute towards building partnership between the Ministry of Foreign Affairs and UNDP, thus positioning UN as a core partner of this key government institution. The project will remain the first of its kind in the MFA, as the MFA has not previously received any capacity development assistance, and it is envisaged that the project will also contribute to strengthening the policy dialogue between the MFA and the UN.

The project will also establish partnership with national think tanks and education institutions for the provision of services to the MFA in the field of research in selected areas as well as training of career diplomats.

The sustainability of the project outputs is ensured by the nature of these outputs and enhanced by the way this development intervention is structured. For example, material assets procured under the project will remain at the disposal of MFA and in the mid term will require only routine maintenance that can be financed out of MFA's own budget. Once introduced, professional diplomatic service procedures should ensure the core MFA staff remains motivated and committed thus minimizing the usual outflow of the personnel as a result of improved skills, networking, etc. Last but not least, the knowledge and learning resources generated by the project will remain with MFA as well and the latter will capitalize on them in the future through in-house research and education institutions whose institutional development will ultimately supported by the project.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:						
1. Strengthened public administration at all levels that exercises efficient, accountable and inclusive governance.						
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:						
<i>Indicators:</i> Progress in civil service reform						
<i>Baseline:</i> Comprehensive civil service reform, or law on public administration adopted.						
<i>Target:</i> Comprehensive strategy in place for civil services reform and shift towards results-based management.						
Applicable Key Result Area (from 2010-2015 Strategic Plan): 2.1 Fostering inclusive participation						
Partnership Strategy						
Implementing agency: Ministry of Foreign Affairs of the Republic of Uzbekistan						
Other partners: Centre for Political Studies; UWED; Diplomatic Courses						
Main beneficiaries: citizens of the Republic of Uzbekistan						
Project ID and title: 00044596 “Enhancing Capacity of the Ministry of Foreign Affairs to Better Respond to the Emerging Issues of the New Millennium”						
INTENDED OUTPUT(S)	OUTPUT BASELINE(S)	OUTPUT INDICATOR(S)	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Enhanced capacity of the Ministry of Foreign Affairs of Uzbekistan to develop and effectively implement the foreign policy of Uzbekistan	1. Obsolete base of IT equipment that hampers streamlining management and administrative procedures 2. Insufficient human resource capacities 3. Low public awareness about Uzbekistan at international levels	1. Efficiency of up-to-date IT equipment and software. 2. Quantity of trainings for diplomats and technical staff of MFA in key areas of professional development 3. Quality of outreach materials and by diplomats and specialists working in IA “Jakhon” and Press-Service of MFA and other respective subdivisions	Y2006 1. Initial concepts and training programs on human resources, legal and ICT capacity development to enhance the MFA potential designed. Y2007 1. Further support to the MFA and enhancement of its human resources, institutional and technological capacity through training programs and policy advice in certain areas provided.	1 Activity Result Modernization of ICT tools and introduction of e-governance: <ul style="list-style-type: none"> • Pilot database of International agreements of RUz, procurement of hardware (DB development, server, training); • Capital modernization of MFA's LAN system (switches, cables, connectors, NIC); • Improving e-visa system • Providing access to the Internet and electronic academic databases for MFA's academic institutions. • Improving the ICT literacy of the MFA diplomats and technical staff; • Raising public awareness about the MFA through the official website www.mfa.uz and making it an interactive tool of e-government; • Upgrading the website of the MFA 	UNDP, MFA	Total for the Activity 1 – 80 500,00 Y 2010 - \$ 54 500,00 Develop database of International agreements of RUz, procurement of server, conducting staff trainings; Modernization of MFA's LAN system; Develop a schedule and support to organize business trips for MFA's IT personnel to major Uzbekistan Consulates abroad to fulfill a mission on improving and debugging e-visa system; Access to the Internet and electronic academic databases for MFA's academic institutions; Inventory, evaluation and revision of the content and enhancing user friendliness of the official website of

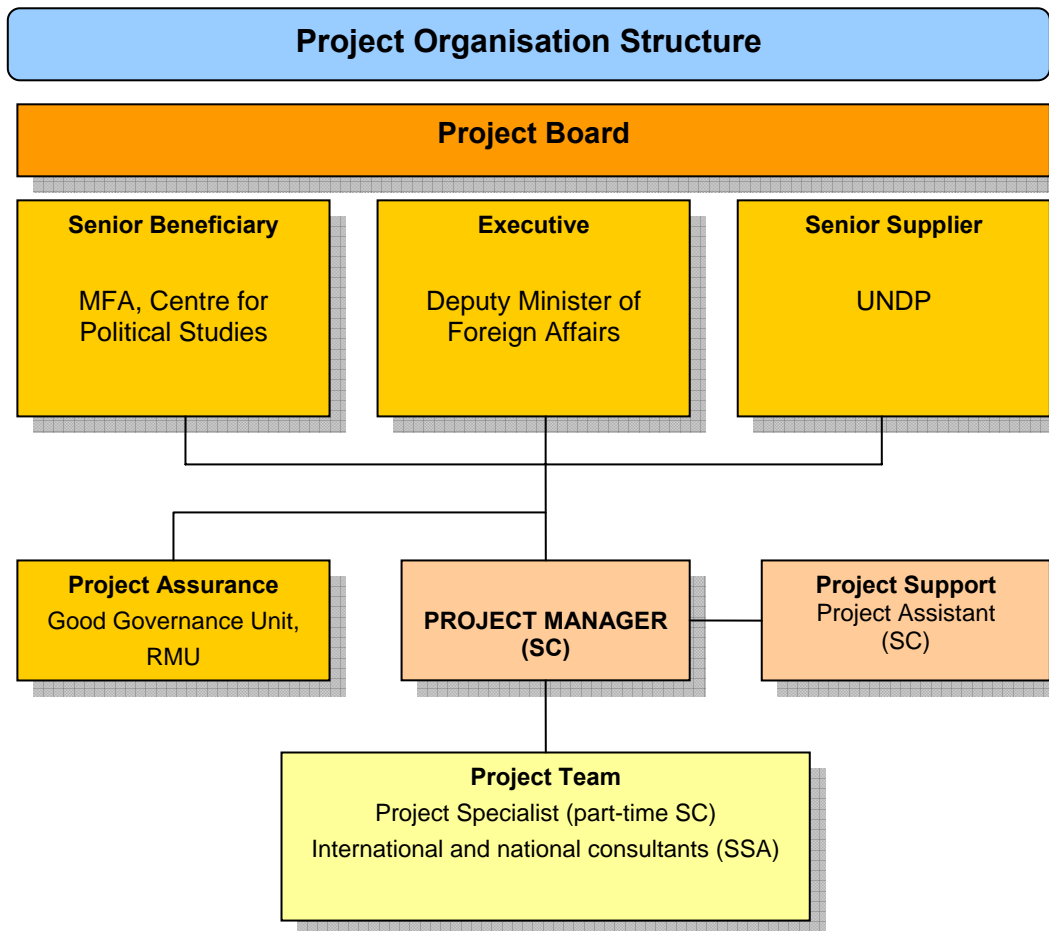
		<p>4. Institutionalization of "Model UN" programme under the lead of UWED</p> <p>5. Concept of Public Diplomacy is widely recognized</p>	<p>Y2008</p> <ol style="list-style-type: none"> Four courses on improvement of analytical and negotiation skills are provided to 40 mid-career diplomats of MFA; Induction Manual for young diplomats published, Concept paper and draft law on diplomatic service developed and submitted to the Gov't. Concept of visa applications electronic processing system developed. Company is selected to introduce relevant software. Official web site of MFA has been upgraded. <p>Y2009</p> <ol style="list-style-type: none"> Two training courses on improvement of professional skills of 40 MFA diplomats organized; Draft Law on Diplomatic Service in Uzbekistan drafted and submitted to the Government of Uzbekistan; Visa application electronic processing system for the MFA Consular Department and new electronic document flow system to improve the effectiveness of the 	<p>www.mfa.uz to better serve citizen's need;</p> <ul style="list-style-type: none"> Establishing of MFA INTRANET Procurement of PCs 		<p>MFA and its missions abroad;</p> <p>Procurement of PCs;</p> <p>Administrative and Finance Assistant (SC);</p> <p>Medical examinations & insurances</p> <p>Miscellaneous;</p> <p>Y2011 - \$ 26 000,00</p> <p>Support to organize business trips for MFA's IT personnel to major Uzbekistan Consulates abroad to fulfill a mission on improving and debugging e-visa system (airfare only);</p> <p>Access to the Internet and electronic academic databases for MFA's academic institutions;</p> <p>Upgrading the interface and content management of the website of the MFA www.mfa.uz (introduction of interactive service);</p> <p>Establishment and introduction of INTRANET;</p> <p>Administrative and Finance Assistant (SC);</p> <p>Medical examinations & insurances</p> <p>Miscellaneous</p>
				<p>2 Activity Result</p> <p>Professional skills capacity development</p> <ul style="list-style-type: none"> Organization of public discussion of draft Law on Diplomatic Service; Organization of professional development training courses based on the need assessment (diplomatic correspondence in English, negotiation skills); Assistance in building and enhancing the institutional and academic capacities of Diplomatic Courses under MFA; 	<p>UNDP, MFA, UWED, Centre for Political Studies</p>	<p>Total for the Activity 2 - \$138 500,00</p> <p>Y 2010 - \$77 500,00</p> <p>Round table on the first draft Law on Diplomatic Service;</p> <p>2 basic and advanced English language trainings for MFA diplomats and technical staff;</p> <p>Training on modern and classic documents of diplomatic correspondence;</p> <p>Inventory, evaluation and revision of the curriculum of DC, elaboration of the training and methodical materials</p>

			<p>MFA internal document work flow introduced.</p> <p>Y 2010</p> <ol style="list-style-type: none"> 1. Necessary IT equipment procured, software developed and installed 2. Trainings in key professional areas for MFA diplomats and technical staff conducted 3. Trainings on Public Diplomacy at the Diplomatic Courses with participation of International Experts conducted; 4. National leagues set up for "Model UN" programme under the lead of UWED 5. Professional discussion on importance of Public Diplomacy organized; <p>Y 2011</p> <ol style="list-style-type: none"> 1. Installation and debugging of e-visa system completed 2. At least one interactive service (in addition to e-visa) introduced on the MFA website to better serve needs of citizens 3. Trainings in key professional areas for MFA diplomats and technical staff conducted 	<ul style="list-style-type: none"> • Building and enhancing the institutional capacity of Human Resource Department of MFA; • Conduct feasibility study of the Advanced Interpretation Skills Center; 		<p>and organization of tailored training courses with participation of visiting professors and experts;</p> <p>Study tour for HR Department representatives to learn HR development and management experience in diplomatic service;</p> <p>Travels to UN events abroad (upon agreement in the beginning of the year);</p> <p>International consultant to conduct feasibility study of the AISC;</p> <p>Project Manager (SC);</p> <p>Medical examinations & insurances;</p> <p>Miscellaneous;</p> <p>Y 2011 - \$61 000,00</p> <p>2 basic and advanced English language trainings for MFA diplomats and technical staff;</p> <p>Training on analytical writing skills;</p> <p>Training on HR development and management;</p> <p>Tailored training courses at the Diplomatic Courses with participation of visiting professors and experts;</p> <p>Travels to UN events abroad (upon agreement in the beginning of the year);</p> <p>Project Manager (SC);</p> <p>Medical examinations & insurances;</p> <p>Miscellaneous;</p>
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			<p>4. Study tour for IA "Jakhon" and MFA's Press-Service to learn advanced public relations experience conducted;</p> <p>5. Trainings to develop professional skills of IA "Jakhon" and Press-Service of MFA</p> <p>6. First National Research Paper on Public Diplomacy finalized.</p> <p>7. Establishing of "PR orientation course for young diplomats" as a functional activity of the IA "Jakhon" and Press-Service of MFA</p>			
				<p>3 Activity Result</p> <p>Public diplomacy capacity building</p> <ul style="list-style-type: none"> • Assistance in building and enhancing the professional capacity of the MFA Spokesperson's Office and Press-service; • Administrative, logistic and thematic support to participation of Uzbek students in the "Model UN" programme; • Publication of IR magazine of the UWED; • Publication of "Uzbekistan and Central Asia magazine" with Center of Political Studies; • Organization of professional discussion on Public Diplomacy and development of National Strategy and action plan on Uzbek Public Diplomacy; 	UNDP, MFA, UWED, Centre for Political Studies	<p>Total for the Activity 3 – \$ 131 000,00</p> <p>Y 2010 - \$ 60 000,00</p> <p>Need Assessment for MFA's Public Diplomacy capacities building;</p> <p>Trainings on Public Diplomacy at the Diplomatic Courses with participation of International Experts;</p> <p>Tailored training for IA "Jakhon" and Press-service's specialists on writing web-articles;</p> <p>Administrative, logistic and thematic support to the establishment of the national league of Model UN at the universities and their participation in the "Model UN" competitions abroad;</p> <p>Support in publication of "International Relations" and "Uzbekistan and Central Asia" magazines;</p> <p>National Consultant (SC);</p> <p>Medical examinations & insurances;</p> <p>Miscellaneous;</p> <p>Mobile phone and communication costs;</p> <p>Y2011 - \$71 000,00</p> <p>Round Table on the National Strategy for Public Diplomacy;</p> <p>Study tour of MFA Press-service and IA "Jakhon" representatives to learn their experience in Public Diplomacy and PR services;</p> <p>Preparation of the First National Research Paper on Public</p>

						Diplomacy; Administrative, logistic and thematic support to participation of Uzbek students in the "Model UN" programme; Support in publication of "International Relations" and "Uzbekistan and Central Asia" magazines; National Consultant (SC); Medical examinations & insurances; Miscellaneous; Mobile phone and communication costs; TOTAL: \$350 000,00 2010 – \$ 192 000,00 2011 – \$ 158 000,00
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V. MANAGEMENT ARRANGEMENTS



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

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.

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 the Ministry of Foreign Affairs have agreed that the UNDP Country Office will provide the following support services for the project activities at the request of the Ministry Foreign Affairs:

1. Identification and/or recruitment and solution of administrative issues related to the project personnel;
2. Procurement of commodities, labor and services;
3. Identification and facilitation of training activities, seminars and workshops;
4. Financial monitoring and reporting;
5. Processing of direct payments;
6. 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 Ministry of Foreign Affairs 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 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 Ministry of Foreign Affairs.

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.

The Ministry Foreign Affairs shall retain overall responsibility for this nationally managed project and will appoint the National Project Coordinator (NPC). 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.

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.

VI. 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 Ministry of Foreign Affairs of Uzbekistan to develop and effectively implement the foreign policy of Uzbekistan and to contribute to Uzbekistan's effective cooperation within the community of nations		
Activity Result 1 (Atlas Activity ID)	<i>ICT base of the Ministry is developed</i>	Start Date: January 2010 End Date: December 2011
Purpose	According to the need assessment conducted by MFA ICT department, there are still number of activities need to be conducted, without excepting, achieved results during 2005-2009, but to be considered as a continuation of them. The purpose of improving ICT base of the Ministry is to provide with inputs which will help to perform tasks in a more efficient and qualitative manner.	
Description	In order to achieve the abovementioned result, the Project is planning to procure number of necessary equipment, including servers, PCs, printers, copy machines and etc., as well as organize special training courses for staff of ICT department and other involved departments. The Project will also assist in further development of installed Electronic Document Workflow System, particularly to expand its scope of features regarding implementation and control of appointed tasks of the Ministries staff.	
Quality Criteria	Quality Method	Date of Assessment
Number of procured equipment, including PCs, servers, printers, scanners, copy machines and etc.	Depending on which activity the equipment is used, success of the activity, stability of equipment (number of guaranteed repairs)	November 2011
Upgraded LAN system of MFA	Bidding process documentation, Act of Acceptance by MFA	July, 2010
Functioning E-visa system in 15 countries	Number of visa applications, travel documentation of MFA ICT department staff, Back to the office reports	December, 2010 December, 2011

OUTPUT: Enhanced capacity of the Ministry of Foreign Affairs of Uzbekistan to develop and effectively implement the foreign policy of Uzbekistan and to accelerate Uzbekistan's further integration into the community of nations		
Activity Result 2 (Atlas Activity ID)	<i>Professional capacities of MFA staff developed</i>	Start Date: January 2010 End Date: December 2011
Purpose	Improving the professional skills of the MFA personnel (both diplomats and technical staff) is a key objective for strengthening human resource capacities of MFA. Thus, it is of utmost importance for the project to represent sufficient resources and efforts to increase the professional knowledge and experience of MFA core staff.	
Description	To fulfill this objective the project will continue to organize and conduct professional development training in key areas.	
Quality Criteria	Quality Method	Date of Assessment
Training are provided by the international and local experts in the relevant areas of professional development	International and local expert are selected based on the UNDP public and competitive, international and local recruitment procedures. This would guarantee the "best price for the value" and diversity of options, as well as transparency and fairness of the selection process.	After each training event
Quantity of MFA diplomats and technical staff trained during the training courses	Questionnaires are used to identify how much the trainings were useful for participants.	After each training event

OUTPUT: Enhanced capacity of the Ministry of Foreign Affairs of Uzbekistan to develop and effectively implement the foreign policy of Uzbekistan and to contribute to Uzbekistan's effective cooperation within the community of nations		
Activity Result 3 (Atlas Activity ID)	<i>Capacity for carrying out effective Public Diplomacy established</i>	Start Date: January 2010 End Date: December 2011
Purpose	Realization of effective public diplomacy allows Uzbekistan to represent its values and national interests on international arena, to attract investors and tourists, which in turn helps to improve people's living standards.	
Description	The project will initiate a series of activities (including trainings and study-tours) to assist MFA in developing effective Public Diplomacy capacities.	
Quality Criteria	Quality Method	Date of Assessment
Identification of MFA needs for establishing effective Public Diplomacy	Need assessment involving leading MFA specialists are conducted	1 June 2010
First National Research Paper on Public Diplomacy	Experienced International and local consultants are selected based on the UNDP public and competitive, international and local recruitment procedures.	1 August 2011
Public Relations Handbook for young Diplomats	Experienced International and local consultants are selected based on the UNDP public and competitive, international and local recruitment procedures.	1 August 2010

VII. 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.

VIII. ANNEXES

Risk Analysis

Terms of Reference

ANNEX I. Risks log

№	Description	Category	Impact/ probability	Countermeasures/Mngt response	Owner	Author	Date identified	Last Update	Status
1	Low institutional memory and ability of MFA to summarize and consolidate the knowledge and experience obtained during the trainings	Programmatic	Probability = 4 Impact=4	Assign special task group consisting of representatives of Centre for Political Studies, Diplomatic Courses and University of World Economy and Diplomacy, who will be responsible for summarizing of knowledge obtained during the learning events organized by project and preparation of executive summaries, handbooks, articles and etc. for future use by diplomats.					
2	Long clearance procedures by the MFA management may cost delay in implementation of AWP	Programmatic	Probability = 2 Impact=4	All activities of the project are in line with existing legislations and responsibilities of ministry.					
3	Low capacities of diplomats and technical staff in learning and implementing of best practices.	Programmatic	Probability = 2 Impact=4	Training of diplomats and technical staff will be conducted on the competitive basis, after learning needs assessment.					

Annex II. ToRs of project staff

TERMS OF REFERENCE

Post Title:	Project Manager (SC-9, Step 1)
Project Title:	Enhancing the Capacity of the Ministry of Foreign Affairs to Better Respond to the Emerging Issues of the new Millennium
Duty station:	Tashkent, Uzbekistan
Duration:	Initially 6 months with possible extension to 1 year and renewable yearly (subject to satisfactory performance)

Background

The objective of the project will be to strengthen the capacity of the Ministry of Foreign Affairs to develop and implement a foreign policy of the Government of Uzbekistan. To produce this objective, the project will facilitate the delivery of additional inputs required for the effective formulation and implementation of foreign policy. These inputs include the establishment of the adequate

- (1) technological,
- (2) human resource,
- (3) institutional, and
- (4) knowledge

platforms for the comprehensive, thoughtful and timely provision of foreign policy response in line with Uzbekistan's national priorities. The PM will be working under direct supervision of the National Project Coordinator (NPC) from Executing Agency and in close cooperation with the UNDP Head of Good Governance Unit and Deputy NPC, The PM will be fully responsible for the operational management of the project according to the project document, UNDP corporate rules and procedures and for fulfilling the following:

Duties and Responsibilities

1. Provides necessary contribution and input into the strategic planning process for the project and its implementation in accordance with the signed project document;
2. Ensures timely formulation, preparation and submission of the documents on project planning and financial oversight;
3. Monitors the implementation of certain project components, analyses emerging problems that hamper their successful implementation and takes appropriate measures to ensure timely delivery of required inputs and achievement of project-wide results;
4. Monitors and reports to project's stakeholders on all financial and procurement matters of the project (including proper utilization of funds and level of delivery, budget revisions process, availability of funds, reconciliation of accounts, establishment of internal control mechanisms).
5. Acts as a focal point to liaise with auditors and ensures follow-up actions on their recommendations. Ensures the proper accuracy and reliability of submitted financial information and reporting;
6. Coordinates recruitment process of the local and/or international consultants; monitor timely delivery of their services and payments;
7. Formulate partnership strategies with regard to providers of specialised expertise and possible co-financiers, and leads the activities on resource mobilisation for certain project components;
8. Coordinates and supervises the work of the National Consultants, recruited within the project activities;
9. Liaises with other UNDP-funded projects to implement possible synergies and reports to UNDP and MFA on conducted activities;
10. Maintains close cooperation with relevant Government bodies, UN Agencies and other development partners to ensure effective interaction and follow up on matters related to project activities;
11. If applicable, acts as the certifying officer for all project expenditures according to UNDP Operational guidelines on National Execution;

12. Timely prepares and submits Annual Work-Plans, Quarterly Reports and Annual Project Reports (APR) and any other required progress reports;
13. Provides assistance with the overall monitoring and evaluation of the project.

Professional requirements

- University degree in any of the following areas: International Relations or International Economic Relations, Public Administration, Management, Economics, and Business Administration.
- At least 3 years of progressive working experience as a Manager (Managerial experience in international organization and experience of working with governmental structures is an asset)
- Strong analytical, communication and management skills, client-orientation, ability to work in a team.
- Initiative, analytical judgment, ability to work under pressure
- Professional ethics and honesty.
- Ability to use information and communication technology (ICT) as a tool and resource
- Fluency in English and Uzbek, proficiency in Russian is an asset.

TERMS OF REFERENCE

Post Title:	Project Assistant (SC-6, Step 1)
Project Title:	Enhancing the Capacity of the Ministry of Foreign Affairs (MFA) to Better Respond to the Emerging Issues of the new Millennium
Duty Station:	Tashkent, Uzbekistan
Duration:	6 months (subject to satisfactory performance) with possible extension to 1 year

Background

The objective of the project will be to strengthen the capacity of the MFA to develop and implement a foreign policy of the Government of Uzbekistan. To produce this objective, the project will facilitate the delivery of main inputs required for the effective formulation and implementation of foreign policy. These inputs include the establishment of the adequate (1) technological, (2) human resource, (3) institutional and (4) knowledge platforms for the comprehensive, thoughtful and timely provision of foreign policy response in line with Uzbekistan's national priorities.

Post profile

Under direct supervision of the Project Manager, Administrative and Finance Assistant is fully responsible for fulfilling the following functions.

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

Required qualifications

- Education: Higher education in any of the following areas: Economics, Finance, Business administration, Management or a related field.
- Experience: At least 3-years relevant experience. Working experience in international organizations is an advantage.
- Language Requirements: Fluency in English, Russian and Uzbek
- Others: Strong analytical, communication and management skills, result and client-orientation, ability to work in a team;
- Ability to work under pressure and with tight deadlines, ethics and honesty;
- Ability to use information and communication technology as a tool and resource;
- Experience in handling web-based management systems
- Ability to handle multiple tasks simultaneously and ability to prioritize

TERMS OF REFERENCE

Post Title:	Project Specialist (part- time, SC-7, Step-1)
Project Title:	Enhancing the Capacity of the Ministry of Foreign Affairs (MFA) to Better Respond to the Emerging Issues of the new Millennium
Duty Station:	Tashkent, Uzbekistan
Duration:	Initially 6 months with possible extension to 1 year and renewable yearly (subject to satisfactory performance)

Background

The objective of the project will be to strengthen the capacity of the MFA to develop and implement a foreign policy of the Government of Uzbekistan. To produce this objective, the project will facilitate the delivery of main inputs required for the effective formulation and implementation of foreign policy. These inputs include the establishment of the adequate (1) technological, (2) human resource, (3) institutional and (4) knowledge platforms for the comprehensive, thoughtful and timely provision of foreign policy response in line with Uzbekistan's national priorities.

Post Profile

Under the direct supervision of the Project Manager and overall guidance of the Head of Good Governance Unit, the National Consultant will be responsible for the satisfactory achievement of the entrusted tasks, as described below.

- Conduct research an analysis of the current diplomatic service system and provide comprehensive recommendations on its further development;
- Implement recommendations through on-going cooperation with the Ministry management (through workshops, round tables, training activities, study tours and other initiatives);
- Initiate and oversee development of the draft Law on diplomatic service and facilitate its discussion with appropriate governmental structures;
- Organize conferences, workshops on key issues related to Uzbekistan's integration into the community of nations;
- Facilitate research, situation analysis and compile recommendations on foreign policy formulation for the Ministry's consideration;
- Develop recommendations for establishment of the performance management based system promoting objective criteria for the hiring and promotion of diplomats as well as equal rights for female diplomats;
- Develop recommendation for the reform of wage and incentive structures for the Ministry staff;
- Establish criteria for the personnel placement and compilation of an integrated human resource database;
- Develop and implement pilot project with selected department of the Ministry on performance based management system
- Cooperate closely with the Ministry staff, including other National consultants recruited for the implementation of specific activities within the project;
- Perform other duties related to the scope of work of the National Consultant as required

Professional Requirements:

- University degree in one of the following areas: International Law, International Relations, Public Administration, Management, Business Administration, or Economics;
- Proven track of at least 3 years of work experience in the field of Legal Development, and/or Diplomatic service, experience with an international organization is an asset;
- Ability to use information and communication 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;
- Fluency in written and spoken English, proficiency in Uzbek and Russian;