

SIGNATURE PAGE

Country: Uzbekistan

UNDAF Outcome(s)/Indicator(s): Sustainable economic development of rural areas through establishment of reciprocal cooperation and partnership among the community, local authorities, universities, private and non-for-profit organizations

Expected Outcome(s)/Indicator(s): Welfare improvement and increased living standards of the population, in particular in rural areas of disadvantaged areas in Uzbekistan, through the establishment of reciprocal cooperation and partnership mechanisms among the community, local authorities, universities, private and not-for-profit sectors with a view to increase efficiency and generate new income and employment opportunities towards sustainable human and economic development.

Expected Output(s)/Indicator(s): Strengthened national and local level capacity to develop, implement, and monitor strategies for improving living standards

Core Results: Replicable local poverty initiative(s) linked to policy change

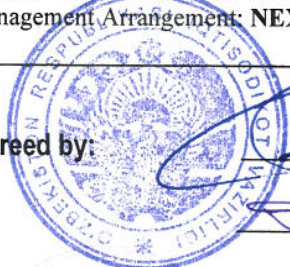
Implementing partner: Ministry of Economy

Responsible Partner: Government (Khokimiyat) of Kashkadarya region
Other Partners: State Committee on Demonopolization, Support to Competition and Entrepreneurship; Ministry of Labor; Local Authorities of Kashkadarya region; Local Authorities of the selected districts; Chamber of Commerce and Industry; Association of farmers; Local Business Incubators; UN agencies; other International donors

Program Period: **Country Program 2005-2009**
Program Component: **MYFF Service Line 1.3. - Local Poverty initiatives, including microfinance**
Title: **Area-Based Development Program/PROSPECTS**
ID: **00056795**
Duration: **June 2007 – December 2009**
Management Arrangement: **NEX**

Budget: **USD 541,000 (Five hundred forty one thousand US dollars)**
General Management Support Fee: **0**
Total budget: **USD 541,000 (Five hundred forty one thousand US dollars)**
Allocated resources: **UNDP (TRAC) USD 541,000**

Agreed by:







R. Shoabdurahmanov, Deputy Minister of Economy

N. Zayniev, Governor of Kashkadarya Region

Fikret Akcura, UNDP Resident Representative

Government of the Republic of Uzbekistan

United Nations Development Program

Proposal # 00047315

Project # 00056795

AREA-BASED DEVELOPMENT PROGRAM

**Project on Raising Opportunities for Social Partnership and
Entrepreneurship in the Countryside Towards Sustainability**

PROSPECTS

**Ижтимоий Сафарбарлик ва Тадбиркорлик Имкониятлари орқали
Қишлоқларда Барқарорликни Ошириш Лойиҳаси**

ИСТИҚБОЛ

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehqan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

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Part I. BACKGROUND

1.1. Situation Analysis

The effort of developing and transition countries to reduce poverty has taken on a heightened priority in the wake of the Millennium Declaration. In order to reach the goal of halving extreme income poverty by 2015, countries have to identify public policies that can effectively combine both more rapid growth and greater equity. This task is more comprehensive than simply implementing targeted interventions against poverty. It involves making economic strategies and general socio-economic development policies more pro-poor.

While there have been some notable recent improvements, such as the introduction of currency convertibility, institutional reforms in agriculture and tax system improving environment for small business and private entrepreneurship development accompanied by tightening of macroeconomic management, reform process to approach transition remains slow and uneven. The reform process still needs a great deal of attention and support for a smooth transition to a market economy that provides a viable welfare system to the citizens. Among the principal areas for attention and support are employment generation for an increasing population that is largely rural, engaged in low-productivity agriculture and confined to low incomes, and the creation of a vibrant private sector that can generate productive jobs which together can sustain the high GDP growth rates that will help Uzbekistan realize its potential as a major Central Asian country.

Since 2003, the policy dialogue between the international donor community and the Government on poverty issues has intensified and resulted in production of:

- Living Standards Assessment (LSA) Report in 2003 producing the first ever profile of poverty in Uzbekistan.
- Linking Macroeconomic Policy to Poverty Reduction in Uzbekistan study in 2003, highlighting the need for Uzbekistan's development strategy to become more pro-poor.
- Comprehensive Mid-Term Strategy for Improving the Living Standards of the People of Uzbekistan (LSS) for 2004-2006 and period up to 2010.

Following the feedback received at a donor and civil society roundtable the LSS has been transformed into Interim Welfare Improvement Strategy paper for 2005-2010 (I-WISP), becoming the first national comprehensive social and economic strategy document.

Notably, the Government of Uzbekistan realizes that poverty reduction and sustainable human development requires more attention to regional development, further decentralization of state management and strengthening the capacity of local authorities and governance structures in order to reduce discrepancies between regions, between rural and urban areas and between levels of income in general.

Moreover, programs and projects that focus on regional and local poverty alleviation and development, in particular in rural areas, can have an important impact in terms of demonstrating and piloting concrete actions that can help to raise living standards and reduce regional disparities that can provide valuable inputs to future policy making on promoting regional development and decentralized management. In this regard, UNDP's Area Based Development Program is both timely and topical.

1.2 What is Area-Based Development?

Area-Based Development has emerged as an amalgamation of three main development approaches that have been successfully tried and tested in the past, but were found to have their limitations as well in responding to the complex challenges of disadvantaged regions:

- Community Development and Integrated Rural Development programs
- Regional Planning, Decentralization and Local Governance programs
- Programs responding to crises, emergencies and post-conflict situations

An Area-Based Development program, in turn, aims at integrating these three approaches, where appropriate, into one comprehensive framework. ABD programs have been around since at least the late eighties of the last century. For example, in Eastern Europe and the CIS, ABDs are currently running in Bosnia & Herzegovina, Serbia, Macedonia, Turkey, Ukraine, Armenia, and other countries. These programs can differ considerably from each other in line with the specific challenges faced by the areas they serve. However, effective ABDs have the following in common:

- ABD approaches are "inclusive" in the sense that activities target "communities" or the widest possible range of groups within a population, rather than one or a few specific target groups, even though the target communities may have been selected because of the high prevalence of a particular disadvantaged group. However, by targeting entire communities, the ABD approach is non-discriminatory;
- ABD approaches are "participatory" in the sense that successfully tackling the area-specific problem requires the inclusion and participation of all stakeholders in the area in the process that leads to the resolution of the problem;
- In this respect, successful ABD programs apply a "bottom-up approach" to development that through horizontal linkages (i.e. networking between peers and stakeholders at the same level) and vertical linkages (i.e. between different levels of planning and decision-making) feeds into policy and institutional reform at the national level, thereby linking micro-level with macro-level considerations;
- Finally, ABD Programs must be "flexible" in the sense that they must be highly responsive to changes in the area that may affect the problem so that its interventions remain relevant. An example could be an ABD designed to respond to a post-conflict situation that eventually transitions into an ABD that supports local governance and economic development in that area or even in the entire country.

On the other hand, "integrated" and "multi-sectoral" does not mean that an ABD must address each and every issue in an area. It should of course never try to replace the role of the Government. Rather, it should support the Government in identifying those issues that are most relevant for addressing the area-specific problem and in developing and applying the most appropriate strategies and methodologies for its resolution. As soon as results can be shown, efforts should be made to integrate and institutionalize these strategies and methodologies within the Government's regular programs, to be funded through regular budgetary resources.

1.3 Potential for Area-Based Development in Uzbekistan:

As we have seen, in Uzbekistan there are significant discrepancies in living standards and economic growth between regions, within regions and between urban and rural areas. Pronounced income discrepancies between individuals and groups in society are also a matter of concern. While there are matters of national policy, as outlined in the Interim Welfare Improvement Strategy, that will need to be put in place, including the articulation and implementation of regional development and decentralized management strategies, there is at the same time a need to work proactively in the most disadvantaged areas of the country in order to find local, tailor-made solutions for increasing living standards and promoting economic development.

According to the World Bank's Living Standard Assessment of 2003, Kashkadarya region has the highest incidence of poverty in the country (actually, about 20% of the poor population of the country lives in Kashkadarya, whereas its share in the total population of the country is less than 9%), followed by Namangan region and the Republic of Karakalpakstan. In the latter two areas, UNDP completed the Enhancement of Living Standards programs in 2006, funded by the European Commission and is currently working on the second phase, whereas in Kashkadarya region, UNDP completed its Sustainable Income Generation Program in 2005. It has been therefore logical to select Kashkadarya region as the first location for an Area-Based Program in the country since within Preparatory Assistance phase project implementation support infrastructure established and qualified staff hired have been.

After successful implementation the program can subsequently expand to Namangan and Karakalpakstan as a logical follow up to the completion of the Enhancement of Living Standards Programs and/or to other appropriate regions. It can also be decided to expand the Program to regions that are not necessarily among the poorest, but face different socio-economic challenges and opportunities (such as Bukhara or Ferghana) for which the tools and methodologies developed under the Kashkadarya ABD might be considered to be appropriate as well.

PART II. STRATEGY

2.1. Objective and Duration of the PROSPECTS Program:

The overall (development) objective or outcome of PROSPECTS is therefore:

Welfare improvement and increased living standards of the population, in particular in rural areas of disadvantaged areas in Uzbekistan, through the establishment of reciprocal cooperation and partnership mechanisms among the community, local authorities, universities, private and not-for-profit sectors with a view to increase efficiency and generate new income and employment opportunities towards sustainable human and economic development.

Key to success of the program is that partnerships and cooperation are voluntary and inspired by healthy self-interest of those involved and that the program focuses on providing opportunities for income and employment, rather than the creation of income and employment generation activities. Only then it is possible to truly encourage people to invest and pool the resources they have available and ensure ownership (and sustainability) of the initiatives undertaken.

In the Nishan and Kitob districts of Kashkadarya region the local authorities are interested and stay committed in participating in the program, which will in turn encourage other districts to take part as well at a later stage.

The duration of the program will be three years initially from the date of approval. During this period the program will be fully developed in the Nishan and Kitob districts of Kashkadarya region and will have expanded to two or three other districts in Kashkadarya region (more if financial means allow). Depending on successful implementation and donor interest, the program can start expanding to one or two other regions of Uzbekistan after 12 to 18 months. After 30 months, the program's experience in Kashkadarya will be evaluated and the desirability of a second phase will be assessed.

2.2. The Main Achievements of the Preparatory Assistance Phase of PROSPECTS:

The Preparatory Assistance Phase of the PROSPECTS Program (PA Phase) was launched in March 2006 that contributed a great deal to promoting wider dialogue on issues related to design and implementation of integrated rural development initiatives aimed at improving living standards of population, particularly in rural areas of the country. The Preparatory Assistance Phase was instrumental in preparing a ground for

producing a full fledged Area Based Development program PROSPECTS in Kashkadarya region to be implemented in strong coalition with local partners, central authorities and international community.

Within the framework of implementation of Preparatory Assistance Phase UNDP established regional level and district level infrastructure to support the management and implementation of the full fledged Area Based Development Program PROSPECTS and support development and implementation of various decentralized initiatives. In the Karshi town, administrative center of Kashkadarya region, Program Support Unit (PSU), Agricultural Extension Service and Training Center (AESTC) within the Karshi State Engineering and Economic University and Rural Development Centers (RDC) in Nishan and Kitab districts of Kashkadarya region have been established. The office premises of these development institutions have been renovated, equipment, furniture and necessary qualified project staff has been recruited. RDCs in both pilot districts already providing various business development services to private farms, dehkans farms and SMEs. New pilot products were created (such as simplified accounting system for private farms, drip irrigation for grapes producers, microfinance products) within the project and presented to government institutions, professional and business associations and entrepreneurs within PA phase.

The RDCs will be major hubs for technical assistance, information and knowledge sharing, facilitating participation and effective cooperation of the project local beneficiaries (farmers, dehkans¹, rural cooperatives, microentrepreneurs, community leaders, local authorities, etc.) as well as between these stakeholders and the wider community of support structures and service providers, including banks, MFI, business service providers; universities, vocational and technical training centers, NGOs, the international donor community and others. The AESTC will render practical research and training on demand by farmers, rural entrepreneurs and other community members. The AESTC with the help of the program will assist farmers and entrepreneurs to substantiate their agribusiness, production and marketing ideas through research, consulting and training. During the program implementation the institutional capacity of both, RDCs and AESTC will be substantially enhanced to provide paid business development services and gradually move to self financing starting from the first quarter of 2008.

During the PA Phase the capacity of local community leaders, farmers and entrepreneurs, microfinance organizations in the Nishan and Kitab pilot districts have been enhanced by conducting number of training workshops and seminars on community and business facilitation, financial analysis and business planning topics. Simplified accounting system for private farmers was developed and approved by the government and professional organizations. Training on new accounting system was conducted for a number of accountants and consultants in pilot districts. In order to further disseminate gained experience on simplified accounting to other regions a Training of Trainers was conducted in cooperation with National Association of accountants and auditors of Uzbekistan and over 20 trainers were trained from provinces of Uzbekistan.

Besides, a number of activities on program components have been piloted in Zarkent Village, Parkent district of Tashkent oblast. Thus, program supported renovating, equipping and launching of new secondary school in the village. In the 'Zarkent Universal' private farm a drip irrigation system for growing grape in dry zone was installed. In cooperation with Microcreditbank new microcredit products are being introduced targeting increased value of grape crops, production of vegetables in the greenhouses and raising cattle. All of these projects have been implemented with active participation of the local community and in close partnership with local self-governance bodies and local government.

¹ *Dehkans –owners of dehkan farms. Dehkan farm is a family-based small-scale enterprise(average size of these dehkan farms is 0.12 ha) that produces and markets agricultural products using labor of family members on a household land plot (tomorka) transferred to the head of family for lifelong inheritable ownership, registered or not registered officially as a legal entity. Dehkans are free to sell their product in the market and not subject to State procurement quota.*

2.3 Main Areas of Intervention, Outputs and Activities of PROSPECTS:

The following provides an outline of the main proposed areas of intervention of the PROSPECTS program, including the possible actions that the program would have to undertake. These are formulated primarily for the two pilot districts in Kashkadarya region but should be by and large applicable to other districts and parts of the country as well.

2.3.1. Community-based infrastructure and services.

Community mobilization component of project aimed at helping communities to develop sustainable solutions to address challenges of the transition period, their needs and problems. This depends upon the active participation of local leaders, community organizations, and community members to achieve self-sufficiency, self-reliance and self-empowerment. The primary focus of the component, however, is the development of people and communities - not projects. The essence of this work is a learning process that will continue throughout the lives of the communities and the individuals themselves, not simply the duration of a specific health or water projects. Education, training, practice, accompaniment, and evaluation are the basis for this work. Therefore, strengthening of existing self-governance bodies – makhallas and village citizens' assemblies² is one of the essential components of this work.

One of the main goals of the component is to promote community self-development as a process in which local community leaders, makhallas and people, define their problems and identify solutions or ways to address them. As PROSPECTS project through established local RDCs accompanies and helps to train these community organizations they will go on to become leaders and decision-makers in a local level affecting their communities.

This component is essentially people-centered and participatory. The basic pillars of the component are social mobilization, which combine increased knowledge, information and skills building (through community mobilization and development) with access to resources and means of production (through micro-finance and linkages to various organizations) and assistance in strengthening citizens' self-governance organizations through the capacity building of these organizations. Taking a holistic area-based approach, the component will help communities to identify their needs, and they will be in a better position to improve their incomes, deal with issues such as water, sanitation, rural connectivity, agriculture, etc.

Main Output:

Improved social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social, communal and economic infrastructure and services, and developed capacity of local people and local self-governance bodies (makhallas) to manage their common property resources and to implement own development plans.

In general, community mobilization for undertaking self-help initiatives proceeds in accordance with the following activities or steps, to be facilitated by ABD project and RDC community mobilization facilitators:

² At present, citizens' self-governance bodies - assemblies of citizens of villages and makhallas representing the interests of local populations and making decisions on their behalf. According to the Law "On Citizens' Self-Governance Bodies", citizens' assemblies are to a) address issues related to the protection of citizens' interests and rights, b) support the development of small businesses, c) promote public assistance and charity funds, d) provide various forms of social support, and e) contribute to the development of social infrastructure within their areas of competence.

- Establishment of the Community Coordination Council under the RDC, including 9 or 11 people from representatives of the above mentioned community stakeholders;
- Identification and prioritization of needs and preparation of consensus-based development plan by the community; preparation of detailed project proposals, including determination of community and local government contributions (in cash and/or kind) and operation & maintenance strategy, and formal submission to the Community Coordination Council under the RDC and ABD project for review and approval;
- If approved by Community Coordination Council, provision of seed grant by ABD project to community or selection of contractor through local competitive tender bidding;
- Implementation of project with joint monitoring by the by Community Coordination Council, ABD project, local authority and mahalla;
- Official handover of facility upon completion to kengash or other appropriate structure;
- Evaluating best practices and preparation of manuals and guidelines for disseminating the experience to other areas.

In addition, the following *activities* aimed at improving environment to enable community strengthening, and community management training to develop capacity of communities and local self-governance bodies in managing their common property resources to be facilitated by ABD project:

- Study of real financial status of self-governance bodies in pilot districts, conducting social research;
- Development of tools and mechanisms for ensuring financial sustainability of self-governance bodies, in cooperation with community leaders and local government representatives for their piloting during the project;
- In cooperation with government of pilot district, development of simplified mechanisms for opening special accounts for self-governance bodies and their implementation;
- Building capacity and improving financial management and fundraising skills of self-governance bodies' staff;
- Upon piloting new mechanisms and tools, preparation of policy paper for presenting to process stakeholders.

2.3.2. Support private commercial farming development based on cooperation and integration.

Further efficiencies of farms can be gained by improving farm input and output management, including bulk procurement of seeds, fertilizer, pesticides and other inputs, sharing and micro-leasing arrangements for agricultural machinery and equipment, bulk storage and packaging, transport arrangements, and marketing (including entering into contractual arrangements with large retailers and processing facilities both inside and outside the country).

For most of these activities, cooperative arrangements between groups of farmers in the same area would make much sense. As a cooperative, they can benefit from economies of scale, the spreading of risk among the members and increase their negotiation power vis-à-vis suppliers, potential buyers and financial institutions. As a group they are more likely to obtain access to credit than as individuals and in a better position to arrange for technical expertise and extension services if and when required. They will also be in a better position as a group to liaise with local authorities and discuss the opportunities and constraints they are facing.

In fact, informal farmer cooperative arrangements do already exist, in particular for bulk procurement of farm inputs and managing machinery and equipment through sharing and lease arrangements. However, their numbers are still small. This has to do with the fact that in many districts the conversion of shirkats into private commercial farms has only recently been completed. As a result, most farmers still have little experience in commercial farming and strategy of farming development. Also, many farmers cherish the idea of working for themselves and are hesitant to give up this freedom for cooperative arrangements which they think might lead them back to some kind of shirkat. Lack of agro business management skills of farmers and limited social capital of rural economy administrators is one of the constraints of cooperation and integration of farming. Encouraging farmers to set up cooperatives will therefore take time, as many would first like to see with their own eyes how a successful cooperative operates. In this respect it may be useful to study the experience of the ongoing program for the establishment of farmers' cooperatives in Turkey, Greece, Malaysia and other countries.

Nevertheless, support to private commercial farming and farm cooperatives is one of the cornerstones for local economic development as these farmers have in principle the land and resources available to generate large quantities of marketable products and make substantial investments in their farms as well as in processing facilities. Apart from the potential for generating employment, such processing facilities would also benefit dehkan farmers in the same area.

Main Output: The establishment of successful cooperatives of private commercial farmers has resulted in more efficient procurement, farming and marketing methods, new private processing facilities and non-farm SMEs, diversification of the local rural economy, increased income and employment, improved access to financial and technical services, raised social capital.

Possible **activities** in support of private commercial farming development based on cooperative would therefore include:

- Information dissemination to farmers on the advantages and opportunities for establishing cooperatives through RDC in pilot districts and booklets, radio announcements, etc;
- Focus group discussions in villages with farmers on the advantages and opportunities for establishing cooperatives;
- Workshops/trainings for farmers interested in setting up cooperatives, including business planning and management;
- Creation of cooperative module in cooperation with Association of farms, Chamber of commerce and industry based on current legislation and private initiative from the bottom;
- Provision of new services such as simplified accounting services for private farms, information communication services to newly established cooperatives through newly established RDC;
- Provision of access to locally available credit opportunities, extension services and research facilities;
- Diversification of agro business through cooperation and integration of farms, dehkan farms and SME;
- Study tour organization for cooperative leaders including in abroad so that they can learn the best cooperative practices;
- Explore the possibilities of setting up associations of farmer cooperatives and cooperation with dehkan farmers;

- Monitoring the impact of established cooperatives on production, income and employment generation and other key indicators;
- Provision of services on marketing and trade promotion goods of private farms and their cooperatives;
- Evaluating best practices and preparation of manuals and guidelines for disseminating the experience to other areas;

2.3.3. Dehkan farming development based on cooperation.

Creating cooperatives among dehkan farmers could have many benefits. As a group with a common business plan, they could increase their potential for receiving group-based micro loans and join forces on bulk procurement of inputs, storage, transport, marketing, etc. Micro-processing facilities could be jointly established or each member of the group could specialize in processing a certain type of product. As a group it would also be easier to enter into contracts with retailers and larger processing facilities. The creation of processing facilities in the area by cooperatives of private commercial farmers could provide further benefit to dehkan farmers and encourage them to specialize in products for which processing facilities are available nearby. There are of course many other options for increasing income as well.

Mutual trust and reliability are therefore essential if the cooperative is to succeed. Leadership and social capital with good management tools is a vital important. However, given that practically all rural households have a dehkan farm, increasing production and income from these farms is a crucial element of any poverty alleviation and welfare improvement strategy.

Main Output: The establishment of successful cooperatives of dehkan farmers has resulted in more efficient procurement, farming and marketing methods, new micro- and home-based processing facilities, diversification of the local rural economy, increased income and employment, improved access to financial and technical services.

Possible activities of PROSPECTS in support of dehkan farming would therefore include:

- Information dissemination to dehkan farmers on the advantages and opportunities for establishing cooperatives (booklets, radio announcements, etc.);
- Focus group discussions in villages with dehkan farmers on the advantages and opportunities for establishing cooperatives;
- Workshops/trainings for dehkan farmers interested in setting up cooperatives, including business planning and management;
- Study tour organization for cooperative leaders including in abroad so that they can learn best cooperative organization and management practices;
- Creation of cooperative module of dehkan farms in cooperation with Association of farms, Chamber of commerce and industry based on current legislation and private initiative from the bottom;
- Creation of new innovative products with RDC members: commercial farms, dehkan farms and SME;
- Provision of technical assistance to dehkan farms on agricultural cooperative establishment, strategy elaboration and network creation with partners;

- Provision of access to locally available credit opportunities, extension services and research facilities;
- Provision of services on marketing and trade promotion goods of dehqan farms and their cooperatives;
- Monitoring the impact of established cooperatives on production, income and employment generation and other key indicators;
- Evaluating best practices and preparation of manuals and guidelines for disseminating the experience to other areas;

2.3.4. Non-farm Micro, Small and Medium Enterprise.

The range and variety of existing and potential micro, small and medium enterprises is almost endless. In many countries they constitute the main motor of income and employment generation, in particular in urban areas but also in rural towns. Under the right conditions, the sector is highly flexible, continuously reinventing and adapting itself to new market opportunities, and a main source of innovation.

The Chamber of commerce and industry has regional departments in each region and "information centers". The material base of the district information centers is weak, but in each district, as well as at regional level, the Chamber runs so-called "expert councils" in which representatives of entrepreneurs and farmers, the tax department and other relevant stakeholders review the main constraints faced by entrepreneurs and prepare proposals for their resolution. The Chamber then presents these proposals to the Coordination Council for Entrepreneurship Development, which is chaired by the Hokim of the region. While this mechanism has not yet been able to bring about the fundamental changes required for creating a truly enabling environment for SME development, it is at least useful as a mechanism to obtain consensus and promote discussion on the most important issues.

Main Output: A more conducive environment for SME development has been established through better access of entrepreneurs to more demand-driven business services and through active participation in a "Private Sector Development Dialogue".

Possible activities of PROSPECTS in support of non-farm micro, small and medium enterprise development would therefore include:

- Encourage the establishment of a "Private Sector Development Dialogue" within the framework of the regional Coordinating Council for Entrepreneurship Development;
- Carrying out independent surveys into the main opportunities and constraints for SME development in the target districts that can be used as an input for discussions at the "public forums" and the "Private Sector Development Dialogue";
- Monitoring the impact on entrepreneurship development, income and employment generation and other key indicators;

2.3.5. Rural finance.

Lack of access to credit, both micro and larger sized loans, is often seen as a main bottleneck for aspiring and existing entrepreneurs and farmers. While access to credit in itself is no guarantee for successful business, a well-functioning and diversified rural financial system is one of the main drivers of economic development. The Government sees the expansion of providing financial resources and services to small

and micro enterprises and private farmers as well as providing access of wider groups of population to microfinance services, particularly in rural places as an important priority.

The creation of the Microcredit Bank is contributing to build infrastructure for micro-credit through the banking system. However, existing commercial banks remain reluctant to engage in microfinance, which is seen as costly, labor-intensive and hence unprofitable in comparison to larger-sized loans. Although a number of donors have provided funds and technical assistance to banks to open up microfinance credit lines this has not resulted in banks using their own capital to enter the microfinance segment of the market.

While farmers and entrepreneurs are in theory able to obtain larger loans through banks, there are many limitations to their ability to do so successfully. Collateral requirements are high and banks can fund only up to 50% of agricultural investments. Subsidized loan programs and tax offsets on foregone interest income reflect a more interventionist and administered approach to banking that has failed to provide sustainable lending to anything but a very small fraction of SMEs and households.

The PROSPECTS will identify existing experienced microcredit organizations and credit unions (MFIs) that are willing and able to set up operations in the target districts and pilot new demand-driven microfinance products. The PROSPECTS will also encourage local banks, particularly Microcredit Bank and provide technical assistance to launch more market-based lending practices.

The program will further support institutional capacity building of MFIs and enhance their ability to access commercial sources of funds, link MFIs that have expertise and flexibility to provide sustainable microfinance services with banks and their financial resources. The program will promote development of diverse range of financial services, moving beyond loans providing short-term working capital for petty trade to loans for medium and longer-term investments for production and agriculture activities and extending outreach to rural areas. In addition, the program will conduct feasibility studies on introduction and piloting of new technologies and delivery mechanisms as well as further invest in a positive enabling environment to enhance the viability of rural finance. Finally, the program will support cooperatives, associations of cooperatives and entrepreneur self-help organizations to establish credit unions.

Main Output: Improved access of private commercial farmers, dehkan farmers, SME owners and low-income households to rural finance through bank loans, micro credit and/or credit unions services.

Possible activities of PROSPECTS in support of rural finance would therefore include:

- Undertaking an in-depth analysis of available options for providing access to credit and microfinance in the target region;
- Facilitate contacts and linkages between local banks and input suppliers, processors, marketing intermediaries, newly established cooperatives, farmers, enterprises and households to explore broader range of financial services, such as loans for medium and longer-term investments for production and agriculture activities with particular emphasis on value-adding innovation;
- Enhancing institutional capacity of microfinance organizations to access commercial sources of funds, to design and pilot new products (savings facilities and transfer payments), to conduct market and client research, to introduce new technologies and delivery mechanisms and replicating proven approaches with different types of microfinance organizations;
- Researching and piloting innovative sources of collateral for the agricultural sector to allow farmers and rural low-asset households to qualify for loans;

- Evaluating best practices and preparation of manuals and guidelines for disseminating the experience to other areas.

2.3.6. Policy development and Institutionalization.

The supporting role of local authorities for example in the boards of the RDCs, the facilitation of community self-help initiatives and the Private Sector Development Dialogue are crucial in this respect. Regular networking and information-sharing meetings at district and regional level, as well as encouraging field visits by relevant national government officials, possibly in conjunction with key international organizations and donors, are important as well. Active involvement of the National Project Coordinator and the Ministry of Economy, as well as the program's Steering Committee is of paramount importance. Equally crucial is the development and maintenance of a sound monitoring and evaluation system by the program that can measure the effectiveness and impact of the various interventions, enable the extraction of lessons learned, the study of best practices and their translation into manuals and guidelines for disseminating the experience to other areas, as well as the preparation of policy guidelines and recommendations.

Main Output: Practical experiences and models of support to welfare improvement, private farming, SME development and community self-help have been translated into policy at regional (and possibly national) level and incorporated into the Government's regional development strategy.

Possible **activities** of PROSPECTS in support of policy development and institutionalization would therefore include:

- Facilitating the active involvement of the National Project Coordinator and the Ministry of Economy, as well as the Steering Committee in the execution of the program;
- Ensuring the active engagement and support of district and regional authorities for the program's initiatives, regular networking and information-sharing meetings hosted by district and regional authorities with other stakeholders of the program;
- Supporting the preparation of policy guidelines and recommendations and encouraging their incorporation into the regional development strategy;
- Mobilizing financial resources from state budget (and extra-budgetary) resources for supporting the initiatives and their expansion into other districts and parts of the country.

2.3.7. Other initiatives and complementarities with other programs.

There are many other initiatives that are important for welfare improvement and income & employment generation that could eventually be incorporated into or linked with the program, such as water management, land quality improvement, but also investment in and management of larger infrastructure relevant for local economic development (roads, irrigation & drainage, communications, etc.). In both pilot districts improvement of irrigation and implementing the best business practices in water and land management are key and priority issues of further rural economy development except cotton and wheat. These key issues are common problems for many hundred private farmers in fruits and grapes production. While an ABD program should, in principle, engage in an as wide as possible range of activities that would contribute to addressing the key problems of the area, there are practical limitations in terms of financial, human and technical resources. At the initial stage of cooperative initiation, solving key problems of farms such as drip irrigation and improvement of irrigation system would unite many private farms in Kitab and Nishan districts for establishment of new style of cooperative.

PART III. MANAGEMENT ARRANGEMENTS

The program will be nationally executed. Ministry of Economy and Office of the Governor of Kashkadarya Region will jointly appoint a National Program Coordinator (NPC). The NPC will provide strategic guidance and oversight of the program. He/She will approve annual work plans and other planning and reporting documents of the program. The NPC will have the authority to appoint deputies to supervise different Program components at the national and regional levels.

A Program Steering Committee (SC), chaired by the NPC, will be responsible for strategic monitoring and oversight of the project and for linking the experience gained by the program with government policy and priorities. The SC will include representatives of key stakeholders, including from:

- Line ministries and agencies (Ministry of Economy, Ministry of Labor and Social Protection, State Committee on Demonopolization, Support to Competition and Entrepreneurship, Ministry of Agriculture, etc.);
- Regional local authorities participating in the program
- Chamber of Commerce *and Industry*, business/farmer associations, relevant NGOs
- UNDP
- Donor community

The SC will meet at least twice per year. The first meeting will take place within a month after the endorsement of the program document for the approval of annual work plans for the program and individual program components' baselines and indicators to monitor progress. The second meeting will take place *at the end of 2007*, preferably in Kashkadarya region, to assess progress in the field and make recommendations for next year's work plan (approve the 2008 annual work plan).

At the national level (Tashkent), a **Program Coordination Unit (PCU)** will be established, consisting of the following positions:

- A **Program Manager**, responsible for the overall management of the program and coordinating its activities in the various areas where it will (eventually) operate in order to ensure consistency in approach and methodology of implementation; overall work plan and budget preparation and management; building strategic partnerships with and networks between the National Program Coordinator, other relevant Government agencies, the UNDP Country Office, donor organizations, and other international and national organizations and programs that are relevant for the program; preparation of quarterly and annual progress reports; supervising, mentoring and appraising ABD staff and Area Manager; developing new methodologies and approaches as required; preparing policy recommendations for Government; preparing funding proposals for donors; etc.
- A **Business Development Advisor**, responsible with business facilitators of pilot districts for creation of various forms of cooperatives, diversification of business of private farms/ dehkans, creation of new pilot product and their dissemination in the country, encouraging partnership between commercial farms and farm support organization and SME
- A **Community Mobilization and Development Advisor**, responsible for the community development and vulnerable households component: assists community members in defining needs, priority goals and objectives, problem analysis, resolution search, supports community members in organization, planning, implementation and monitoring of projects;
- An **Assistant of Business Development Advisor/Rural Finance Advisor**, responsible for the SME development and rural finance: design and pilot new microfinance products and schemes,

provide support to microfinance institutions in developing, modifying, diversifying their products and services; establishment of financial cooperatives (credit unions) in pilot districts ensuring ownership, accountability and development impact etc;

- A **Public Relations Specialist**, responsible for organising the visibility and raising public awareness of project development objectives and accomplishments among general public, educational and scientific organizations, policy and decision-makers, key private and public sector partner organizations, current and potential donors through elaborating necessary products, preparing and disseminating information by using various electronic and media outreach tools and instruments;
- An **Administrative and Finance Assistant** and **other support staff** (driver, guards, cleaner, caterer) as required.

Because of the decentralized, localized character of the program and the intensive work required in the field, its main implementation offices should be located in the regions where it operates. This means that in the case of Kashkadarya, a **Program Support Unit (PSU)** has been established in the capital Karshi, with the following positions:

- An **Area Manager** (or Field Coordinator), responsible for managing and coordinating the implementation of the program's components in the area under his/her responsibility; area work plan preparation and management; building strategic partnerships with and networks between government and other stakeholders at regional and district levels; providing inputs for quarterly and annual progress reporting; supervising, mentoring and appraising AESTC and RDC staff; preparing and facilitating field visits of Government, UNDP and donor representatives to the area; conducting monitoring and preparing monitoring reports; etc.
- An **Information Technology Specialist** will set up and maintain IT and communication network between program offices and units, update an electronic and paper library of relevant information for the various stakeholders and ensure their dissemination, refer clients to service providers, etc.
- An **Administrative and Finance Assistant** and **other support staff** (driver, guards, cleaner) as required. The PSU will require one vehicle.

The RDCs will have the following positions:

- A **RDC Manager**, responsible for managing and coordinating the implementation of the program's components in the area under his/her responsibility; RDC work plan preparation and management; building strategic partnerships with and networks between government and other stakeholders at district levels; providing inputs for quarterly and annual progress reporting; supervising, mentoring and appraising RDC staff; preparing and facilitating field visits of Government, UNDP and donor representatives to the district; conducting monitoring and preparing monitoring reports; etc.
- A **Business development facilitator**, responsible for the commercial and dehqan farming components, for initiation and establishment of various cooperatives and business diversification.
- A **Rural finance facilitator**, responsible for the small and micro business development, agro business development and rural finance components
- A **Community mobilization and development facilitator**, responsible for the community development and vulnerable households component.
- **Other support staff** (driver, guards, cleaner) as required. The RDCs will require by one vehicle.

RDC will be registered as business entity by July 2008. All RDC facilitators will gradually be out of the core staff of the project by the end of December 2008 and generate their income by themselves after registration of the RDC

The AESTC will have the following positions:

- An **AESTC Coordinator**, responsible for research and training activities for agribusiness and SME development;
- An **Assistant for AESTC Coordinator** responsible for day to day operations and provides assistance to the coordinator
- **Other support staff** (cleaner)

Local consultants (on turn-key basis) that may be required: **legal advisor, civil engineer, water engineer, accountant, etc..**

UNDP will provide the following support services for the smooth implementation of the project:

- Recruitment of project personnel
- Procurement of goods and services in accordance with the UNDP regulations, rules, policies and procedures
- Access to the UNDP-managed global information systems, the network of UNDP country offices and specialized information systems, including rosters of consultants and providers of development services.

PART IV. MONITORING AND EVALUATION

The project will be subject to monitoring by CPAP monitoring instruments. Priority will be given to thematic outcome evaluations of major UNDP programs jointly with other UN agencies and partners.

Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and monitoring and evaluation plan. The Government and UNDP will be responsible for ensuring continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of program resources as well as accountability, transparency and integrity. The implementing partners, in this case UNDP, will provide periodic reports on the progress, achievements and results of their projects, outlining the lessons learned in project implementation as well as resource utilization as articulated in the AWP.

The project will be subject to monitoring by the UNDP Country Office in accordance with UNDP monitoring and evaluation guidelines. Annual and quarterly project work plans will be prepared. Such work plans will serve as a planning coordination and monitoring tool.

Project progress will be monitored through annual and quarterly project reports. The reports will cover technical, financial and other administrative aspects, as well as an overview of progress made on measurable indicators developed by the project for each component. The reports will ensure that the project is responding to its objectives in an effective and efficient manner. Based on monitoring activities, UNDP will advise on the planning of the future steps of the project. Adjustment of inputs, involving reallocation of resources and revision of work plans and timetables, will be approved by UNDP.

Annual and mid-year reviews will be undertaken to review the progress of the program. Furthermore, the program will be subject to a Terminal Review and an independent impact assessment/evaluation.

At the project level, a Quarterly Work Plan and Plan of Activities will be prepared which will be part of CPAP. Such work plans will basically serve as a planning, coordination and monitoring tool.

PART V. LEGAL CONTEXT

The Project shall be an instrument referred to as such in article one of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan and the United Nations Development Program, signed on 10 June 1993. The host country implementing agency (or executing agency) shall, for the purpose of the SBAA refer to the government cooperating agency described in the relevant country agreement.

The following types of revisions may be made to this project document with the signature of UNDP only, provided that the organization is assured that the other signatories of the project document have no objections to the proposed changes:

- Revisions in, or addition of any of the annexes of the project document;
- Revisions that do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation.

PART VI. Results and Resources Framework

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Outcome 1. Strengthened national and local level capacity to develop, implement and monitor strategies for improving living standards</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Poor and vulnerable people's access to quality community-based social services improved and new source of income created</p> <p>Indicators: Sustainable economic development of rural areas through establishment of reciprocal cooperation and partnership among the community, local authorities, universities, private and non-for-profit organizations</p> <p>Baseline: Growing disparities in access to basic services and livelihood (70 per cent of poor live in rural areas)</p> <p>Target: Reduced poverty level and income disparities at national and sub-national levels</p> <p>Applicable MYFF Service Line: 1.3 Local Poverty Initiatives, including microfinance</p> <p>Core Result: Replicable local poverty initiative(s) linked to policy change</p> <p>Partnership Strategy: Ministry of Economy – Implementing Agency Government (Khokimiyat) of the Kashkadarya region – Responsible Partner UNDP – Executing Agency</p> <p>Other Partners: State Committee on Demonopolization, Support to Competition and Entrepreneurship; Ministry of Labor; Local Authorities of Kashkadarya region; Local Authorities of the selected districts; Chamber of Commerce and Industry; Association of farmers; Local Business Incubators; UN agencies; other international donors</p> <p>Also close cooperation with "Support to Reform Process in Uzbekistan", "Support to WIS Process" and ELS projects, as well as Good Governance and Environment and Energy units is envisaged.</p>				
<p>Project title and ID (ATLAS Award ID): # 00056795 Area-Based Development Program / PROSPECTS</p>				
<p>Intended Project Outputs</p> <p>Enhanced welfare and increased living standard of the population through sustainable social-economic development of target territories.</p> <p>Indicators: 1. Improved opportunities for increasing efficiency or agricultural production, development and diversification of rural economy</p> <p>2. Improved social and administrative infrastructure and services to strengthen the social cohesion and cooperation for improvement of living standards and living conditions in rural places</p>	<p>Output Targets</p> <p>1. Local Government capacities for formulating and implementing comprehensive national and regional development strategies using participatory approach are strengthened</p> <p>2. Rural Development Centers in 2 pilot districts are created ensuring mobilization of civil society and private sector into formulation and implementation of comprehensive national and regional development strategies</p> <p>3. Strengthened regional capacity for policy analysis and policy advice involving local research institutions, academia, professional associations, NGOs, private sector and community organizations.</p>	<p>Indicative Activities</p> <p>ACTIVITY 1. 1. Developing business, microfinance and community development initiatives and mobilization of financial and technical support from the local, national and international organizations</p> <p>ACTIVITY 2. 2. Providing research and training on agribusiness, production and marketing for farmers, rural entrepreneurs and other community members.</p>	<p>Responsible parties</p> <p>Ministry of Economy, State Committee on demonopolization, support to completion and entrepreneurship, Ministry of Labor, Local Authorities of the two selected pilot districts, Chamber of commerce and industry, Association of farmers, Accountants, Business women, Academia, NGOs, Private sector, Financial and credit institutions, Community organizations, Mass media, Consulting firms and international and local experts.</p>	<p>Inputs</p> <p>UNDP = \$ 481,261.10</p> <p>UNDP = \$ 59,738.90</p>

Annex 3. Terms of Reference

TERMS OF REFERENCE

Position:	Programme Manager
Duty Station:	Tashkent, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehkan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the UNDP Economic Governance Unit the Programme Manager will be responsible for the overall management of the program and coordinating its activities in the various areas where it will (eventually) operate in order to ensure consistency in approach and methodology of implementation.

Key tasks and responsibilities:

- Carry out the overall project coordination and implementation mechanism for the achievement of project objectives, including the proper work plan and budget preparation and management for optimal utilization of resources;
- Building strategic partnerships with and networks between the National Program Coordinator, other relevant Government agencies, the UNDP Country Office, donor organizations, and other international and national organizations and programs that are relevant for the program;
- Preparing funding proposals for donors and initiate signing of MOU (Agreement)s with donors and Government on cost-sharing and other technical and financial support;

- Monitor the daily implementation of designated project components, analyze problems that hamper their implementation and take appropriate measures so as to ensure timely delivery of required inputs and achievement of results project-wide;
- Preparation of quarterly and annual progress reports;
- Supervising, mentoring and appraising ABD staff and Area Manager; developing new methodologies and approaches as required;
- Provide input for the assessment of development impact by individual project interventions using a variety of monitoring and evaluation techniques;
- Liaise with the UNDP Country Office as well as other projects to ensure an interactive dialogue on substantive and operational issues pertaining to project implementation and results-based management;
- Maintain 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;
- Coordinate the process of advocacy and mass media outreach activities, and ensures wide dissemination of project results;
- Ensure compliance with UNDP and National Counterparts procedures;
- Preparing policy recommendations for Government;
- Perform other duties as requested.

Required skills and competences:

- Advanced university degree in any of the following areas: Management, Economics, Public or Business Administration;
- At least 5 years' managerial experience in administering cross-sectoral development projects within the Government and/or UN system, other development agencies;
- Experience in poverty reduction and rural/local development in transition countries, including business development and micro-finance.
- Strong leadership skills, results-orientation, ability to work under pressure, team-building skills;
- Articulateness, independence, analytical judgment and cross-cultural communication skills;
- Excellent networking and partnering competencies, fund-raising and negotiating skills;
- Ability to use information technology as a tool and resource;
- Fluency in written and spoken English, Uzbek and Russian.

TERMS OF REFERENCE

Position:	Community Mobilization and Development Advisor
Duty Station:	Tashkent, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural-economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehkan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the UNDP Economic Governance Unit, ABD Programme Manager and in cooperation with Area Manager, the incumbent will be responsible for the community development and vulnerable households component as well as mobilization of financial and technical support of the national, local and international donors. Furthermore, Community Mobilization and Development Advisor will be responsible for dissemination of project concept through mass media and Internet.

Key tasks and responsibilities:

- Carry out overall coordination of works on responsible for the community development and vulnerable households component and it's recourses for the implementation of project objectives and it's components;
- Monitor the daily implementation of designated project components on responsible for the community development and vulnerable households, analyze problems that hamper their implementation and takes appropriate measures so as to ensure timely realization of objectives on community mobilization;
- Identify partnership strategies on public relations and community mobilization with regard to providers of specialized expertise and possible co-financiers, and leads resource mobilization, technical and advisory support for project components;

- Regularly report to and provide other inputs on community mobilization for the meetings of Project Steering Committee, as well as other tripartite and other meetings concerning design, implementation, monitoring and evaluation of designated project components, and inform relevant counterparts about their activities;
- Provide information for the assessment of community mobilization impact on development of individual project interventions using a variety of monitoring and evaluation techniques;
- Maintain close cooperation with relevant Government bodies, UN Agencies and other development partners to ensure effective implementation of objectives on community mobilization;
- Work with local authority and autonomous citizen bodies on mobilization of resources and efforts on creation of Rural Development Center and Agriculture Extension Services and Training Center, as well as providing of methodological and organizational support for their sustainable interrelations with central, local bodies and interested sides;
- Supervise activities of facilitators on social mobilization, as well as general activities of RDC and AEST regarding community mobilization.
- Maintain relationships with the media and ensure timely coverage of various current and forthcoming project activities and events;
- Maintain relationships with the stakeholders and ensure timely supply of related information on project activities and events;
- Organize various PR events; including conferences, round tables, seminars;
- Ensure timely preparation and updating of the project website.
- Provide support to (and backstop if necessary) Business Development Advisor and Rural Finance Advisor;
- Provide required assistance in preparatory activities and during various events carried out within the framework of project activities, such as seminars, trainings, round table, conferences, workshops, etc.

Required skills and competences

- University degree in business, finance, economics or other related fields.
- Experience in working within the Government and/or UN system, other development agencies.
- Highly developed inter-personal and cross cultural communication skills
- Proven track record in project management and/or resource mobilization
- Ability to meet deadlines under pressure in a result-oriented environment
- Communication skills, punctuality, independent views, ability to analytical work, good interpersonal skills. Excellent ability to work in a team and ability to partnership.
- Ability to use information technologies as a tool and resource.
- Good knowledge of English, Russian and Uzbek languages.

TERMS OF REFERENCE

Position:	Business Development Advisor
Duty Station:	Tashkent, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehkan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the UNDP Economic Governance Unit, ABD Programme Manager and in cooperation with Area Manager, the incumbent will be responsible for mobilization of farmers/dehkans and creating various forms of cooperatives.

Key tasks and responsibilities

- Information dissemination to farmers on the advantages and opportunities for establishing cooperatives
- Organization of Focus group discussion in villages with farmers on the advantages and opportunities for establishing cooperatives
- Organization of Workshops/ Trainings for farmers interested in setting up cooperatives, including business planning and management
- Provision of services to newly established cooperatives through business incubators and business service providers
- Provision of access to locally available credit opportunities, extension services and research facilities
- Explore possibilities of setting up associations of farmer cooperatives and cooperation with dehkan farmers

- Monitor impact of established cooperatives on production, income and employment generation and other key indicators
- Evaluate best practices and prepare manuals and guidelines for disseminating the experience to other areas
- Provides regular advice, consultations to farmers and entrepreneurs to get loans and credits from banks and leasing companies, as well as from micro-finance organization;
- Provides assistance in preparation of project concept and project document, and make inputs into various project reports, including those to the Project Steering Committee, central and local governments, donors and other stakeholders;
- Conducts regular orientation courses for the project staff ;
- Liaises between the UNDP CO, Project Management and its components to ensure timely and full-scale delivery of inputs and production of outputs and report to the Project Management about the implementation status of activities;
- Establishes contacts and maintain good working relations with national/international NGOs, government authorities and donors, participate in national dialogue;
- Contributes to UNDP/Project's activities aimed at raising awareness on UNDP initiatives, best practices and lessons learned.

Required skills and competences

- University degree in economics, business administration, finance or development studies
- Experience in working within the Government and/or UN system, other development agencies.
- Highly developed inter-personal and cross cultural communication skills
- Proven track record in project management and/or resource mobilization
- Ability to meet deadlines under pressure in a result-oriented environment
- Communication skills, punctuality, independent views, ability to analytical work, good interpersonal skills. Excellent ability to work in a team and ability to partnership.
- Ability to use information technologies as a tool and resource.
- Good knowledge of English, Russian and Uzbek languages.

TERMS OF REFERENCE

Position:	Assitant Business Development Adviser//Rural Finance Advisor
Duty Station:	Tashkent, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehkans farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the UNDP Economic Governance Unit, ABD Programme manager and Business Development Advisor, the incumbent will be responsible for mobilization of farmers/dehkans and creating various forms of cooperatives.

Key tasks and responsibilities

- Information dissemination to farmers on the advantages and opportunities for establishing cooperatives
- Organization of Workshops/ Trainings for farmers interested in setting up cooperatives, including business planning, micro financing, and micro – finance products creation
- Encouragement of establishment of micro – credit unions or cooperatives in pilot districts
- Provision of access to locally available credit opportunities, extension services and research facilities
- Explore possibilities of providing micro - finance products and financing investment projects in order to strengthening competitiveness of newly established cooperatives.
- Monitor impact of established cooperatives on production, income and employment generation and other key indicators

- Evaluate best practices in micro – finance of farms and SME prepare manuals and guidelines for disseminating the experience to other areas
- Provides regular advice, consultations to farmers and entrepreneurs to get loans, micro credits and credits from banks and leasing companies, as well as from micro-finance organization;
- Provides assistance in preparation of project concept and project document, and make inputs into various project reports, including those to the Project Steering Committee, central and local governments, donors and other stakeholders;
- Conducts regular orientation courses for the project staff on micro – finance and investment;
- Liaises between the UNDP CO, ABD Cluster Management, Business Development Advisor and Cluster project components to ensure timely and full-scale delivery of inputs and production of outputs and report to the Business Development Advisor about the implementation status of activities;
- Establishes contacts and maintain good working relations with national/international NGOs, government authorities and donors, participate in national dialogue;
- Contributes to UNDP/Project's activities aimed at raising awareness on UNDP initiatives, best practices and lessons learned.

Required skills and competences

- University degree in business administration, finance or development studies
- At least 3-5 years practical experience in business administration, project financing, business consulting, knowledge of UNDP and WB procedures would be an asset
- Experience in working within the Government and/or UN system, other development agencies.
- Highly developed inter-personal and cross cultural communication skills
- Proven track record in project management and/or resource mobilization
- Ability to meet deadlines under pressure in a result-oriented environment
- Communication skills, punctuality, independent views, ability to analytical work, good interpersonal skills. Excellent ability to work in a team and ability to partnership.
- Ability to use information technologies as a tool and resource.
- Good knowledge of English, Russian and Uzbek languages.

TERMS OF REFERENCE

Position:	Public Relations Specialist
Duty Station:	Tashkent, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehkan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the UNDP Economic Governance Unit, Programme Manager and in close cooperation with Area Manager, the incumbent will be responsible organization and implementation outreach and communications activities.

Key tasks and responsibilities:

- Development, implementation and monitoring of ABD PR and Outreach Strategy;
- Development, implementation and monitoring of Cluster PR and Outreach Strategy;
- Implementation of respective PR-campaigns;
- Providing organizational support to cluster-related events and activities (including but not limited to conferences, open discussions, round tables, workshops);
- Ensuring appropriate media coverage of cluster-related events and activities in local mass media;
- Developing and updating partnership databases (including but not limited to international organizations, NGOs, mass media);

- Ensuring coverage of cluster activities by local, regional and foreign Internet-resources through participatory in forums and dissemination of fact sheets, articles, briefs, etc.;
- Provide general assistance to preparation of project documentaion (such as progress reports, project documents, etc.)
- Provide information support to ABD advisors and cluster staff-members on required issues;
- Provide assistance to resource mobilization and fundrasing activities for cluster initiatives;
- Ensure effective communications within the cluster and among other clusters of UNDP EGU.

Required skills and competences:

- University degree in economics or other related fields.
- Experience in working within the Government and/or UN system, other development agencies.
- Highly developed inter-personal and cross cultural communication skills
- Ability to meet deadlines under pressure in a result-oriented environment
- Communication skills, punctuality, independent views, ability to analytical work, good interpersonal skills. Excellent ability to work in a team and ability to partnership.
- Ability to use information technologies as a tool and resource.
- Good knowledge of English and Russian languages.
- At least three years of practicap experience in arranging PR and outreach campaigns and activities.

TERMS OF REFERENCE

Position:	Administrative and Finance Assistant
Duty Station:	Tashkent, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehkan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the Cluster Manager and Programme Manager, Admin-finance Assistant will undertake a variety of administrative and financial tasks within the framework of ABD and fulfil the following tasks and responsibilities:

Key tasks and responsibilities:

- Ensure liaison with UNDP CO on administrative, personnel and financial issues;
- Prepare all financial and administrative documents related to the programme implementation in accordance with the UNDP rules and procedures for nationally executed programmes/projects (RDPs and RPAs together with relevant supporting documentation) and ensure their timely submission to UNDP CO for further processing;
- Maintain programme's expenditures & commitments shadow budget through regular reconciliation with UNDP CO's financial records and advise the Programme Manager on programme budget and funds availability;
- Prepare Certification for payment and ensure timely submission;

- Perform monitoring of monthly disbursements, quarterly and annual reports, reporting to UNDP CO on discrepancies if detected, and prepare proposals for charges reversals if required;
- Assist in preparation of proposals for budget revisions and progress reports on quarterly programme workplans;
- Perform Cash Custodian's duties being primarily responsible for programme's cash disbursements and maintain programme's petty cash book and payrolls;
- Arrange shipment and receipt of the programme supplies;
- Maintain and update the inventory of the programme non-expendable equipment;
- Assist in organizing seminars and workshops;
- Compile the required documents for RAP review and short term recruitment's and ensure timely submission;
- Ensure leave monitoring of programme staff, check the accuracy and proper completion of Monthly Leave Reports;
- Follow up on vacancy announcements for different positions and register them with Personnel Unit;
- Brief international experts/consultants on general administrative matters relating to visas, provide recommendations and ensure administrative support as required;
- Draft correspondence and reports in accordance with the standard procedures;
- Perform other duties related to administrative and financial issues of programme as required.

Required skills and competencies:

- Higher education;
- Minimum 2 years of practical experience in administration and/or finance (experience with UNDP projects is an asset);
- Strong communication skills, client-orientation, ability to work in a team;
- Initiative, analytical judgement, ability to work under pressure, ethics and honesty;
- Ability to use information and communication technology as a tool and resource;
- Fluency in English, Uzbek and Russian

TERMS OF REFERENCE

Position:	Driver
Duty Station:	Tashkent, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehqan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the Admin/Finance Assistant the Driver will be responsible for implementing and carrying out project activities within Tashkent and Tashkent region aimed at achievement of overall UNDP and project objectives as outlined above.

Key tasks and responsibilities:

The driver should assist in implementing of programmes' activities by providing transportation and logistic services. In the pursued of this general task under the Admin/Finance Assistant's direct supervision, the driver in particular will bear the following duties and responsibilities.

- Drive assigned vehicle for the transportation of authorized personnel/programme staff within the Tashkent and other regions, if required;
- Perform various support services to the project activities, like delivery of mail, documents and other items;
- Be responsible for logistics of programmes' guests, hotel reservation, registration of foreigners while arrival to the region;

- Be responsible for the day-to-day maintenance of the assigned vehicle, checks oil, water, battery, brakes, tires, etc;
- Perform minor repairs and arranges for another repairs;
- Ensure that the vehicle is kept clean, log official trips, daily mileage, gas consumption, oil changes, greasing;
- Report accidents and violations as per UNDP/EC rules and regulations, ensure that the steps required by rules and regulations are taken;
- Drive safely and responsibly at all times;
- Carry out additional functions incidental to logistic activities;
- Perform other duties as required.

Accountability and reporting:

- The Driver will work under the direct supervision of the Admin/Finance Assistant;
- The Driver is accountable and reports to Admin/Finance Assistant.

Required skills and competencies:

- Secondary education;
- Driving license (B'C');
- Minimum five years of work experience as a driver;
- Excellent knowledge of driving rules and regulations and skills in minor repair; safe driving record;
- Good communications skills, client-orientation, ability to work in a team;
- Punctuality, initiative, ability to work under pressure, ethics and honesty;
- Patience, tact and poise;
- Proficiency in Uzbek, Russian and knowledge of basic English.

TERMS OF REFERENCE

Position:	Area Manager
Duty Station:	Tashkent, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehkan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the Head of Economic Governance Unit and Programme Manager, the Area Manager will be responsible for implementing and carrying out project activities in Kashkadarya Region aimed at achievement of overall UNDP and project objectives as outlined above.

Key tasks and responsibilities:

- Sets up an overall coordination of the Karshi Regional Office and ensures timely delivery of required inputs and achievement of the UNDP projects objectives and expected outputs in the designated area;
- Preparation of area work plans and management;
- Provide inputs for quarterly and annual progress reporting
- Monitors the day-to-day implementation of the UNDP projects activities in the designated area, analyzes problems that hamper their implementation and takes appropriate measures so as to ensure timely delivery of required inputs and achievement of results project -wide;
- 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;

- Assists Project Management in conducting advocacy and mass media outreach activities, and ensures wide dissemination of project results;
- Supervises and appraises Karshi Regional Office staff;
- Serves as the contact person between Tashkent office and Rural Development Center and Agriculture Extension Services and Training Center, mentor and appraise Project and RDC staff;
- Prepare and facilitate field visits of Government, UNDP and donor representatives to the area;
- Conduct monitoring and prepare monitoring reports;
- Provides advice and assistance to the local government and partners in their efforts aimed at employment creation, promotion of micro and small entrepreneurship and improving livelihood in rural areas.
- Works closely with Kashkadarya Unit staff on carrying out project activities;
- Takes part in the meetings, round tables, dialogues on ABD in Kashkadarya region;
- Performs other tasks as entrusted by his/her supervisors.

Required skills and competences:

- University degree in finance, economics, Management or other related fields.
- At least 3 (three) years experience in administering cross-sectoral development projects within the Government and/or UN system, other development agencies.
- Strong interpersonal skills, results orientation, ability to work under pressure
- Ability to use information technologies as a tool and resource.
- Good knowledge of English, Russian and Uzbek languages.

TERMS OF REFERENCE

Position:	IT Specialist
Duty Station:	Kashkadarya region, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehkan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the Area Manager, IT Specialist will bear overall responsibility for the LAN and IT equipment within the ABD offices in Kashkadarya region (Karshi office, RDC#1, RDC#2, AEST) and fulfil the following tasks and responsibilities:

Key tasks and responsibilities:

- Installing and maintaining Local Area Network (LAN) between ABD offices (Karshi office, RDC#1, RDC#2, AESTC);
- Ensuring the proper work of the ABDs' LAN, IT and Communication equipments (fax, telephone and mini phone station) of ABD offices (Karshi office, RDC#1, RDC#2, AESTC);
- Performing security functions ensuring network system integrity and security;
- Makes purchase recommendations, including helping admin staff to assess needs and providing justification for IT equipment and services. Consulting the project administration in case of procurement (disposal) IT and LAN equipment;
- Installation and maintenance of relevant software;
- Coordination of the development of the ABD related websites;

- Coordination of office automation (finance, personnel, registry and etc.);
- Training of the personnel to use new software and work in the net;
- Participating in piloting of new procedures of the ABD;
- Data loss restoration;
- Connecting work station to local network;
- Cooperation with Internet providers companies;
- Consulting admin staff while purchasing IT equipment in part of specification development;
- Web designing of specific interface details needed on urgent basis;
- Designing and page-proofing of the publications and other promo materials;
- Working in accordance with UNDP rules and procedures;
- Performing other duties as required.

Required skills and competencies:

- Degree in programming (Higher education in Programming is an asset);
- Working experience (not less than 2 years) in the sphere of programming and/or web development/design;
- Fluency in Uzbek and Russian, English is a plus;
- Initiative, strong analytical judgment, ability to work under pressure, ethics and honesty;
- Good interpersonal and communication skills;
- High level of computer proficiency;
- Ability to work in stressful conditions;
- Good ability to work in a team;

TERMS OF REFERENCE

Position:	Administrative and Finance Assistant (Kashkadarya region)
Duty Station:	Kashkadarya region, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehkan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the Area Manager and AFA in Tashkent, Admin/Finance Assistant will undertake a variety of administrative and financial tasks within the ABD office in Kashkadarya region (Karshi office, RDC#1, RDC#2, AESTC) and fulfil the following tasks and responsibilities:

Key tasks and responsibilities:

- Prepare all financial and administrative documents related to the project implementation in Kashkadarya region (Karshi office, RDC#1, RDC#2, AESTC) in accordance with the UNDP rules and procedures for nationally executed programmes/projects (RDPs and RPAs together with relevant supporting documentation) and ensure their timely submission to ABD Tashkent Office for further processing;
- Maintain project's expenditures & commitments shadow budget through regular reconciliation with Tashkent offices' financial records and advise the Area Manager on project budget and funds availability;
- Prepare Certification for payment and ensure timely submission to Tashkent office;
- Perform monitoring of monthly disbursements reports and quarterly and annual CDRs, reporting to Tashkent office on discrepancies if detected, and prepare proposals for charges reversals if required;

- Assist to Area Manager in preparation of proposals for budget revisions and progress reports on quarterly and annual work plans;
- Perform Cash Custodian's duties being primarily responsible for project's cash disbursements and maintain project's petty cash book and payrolls related to Kashkadarya offices;
- Arrange shipment and receipt of the project supplies;
- Maintain and update the inventory of the project non-expendable equipment (Kashkadarya offices);
- Assist in organizing seminars and workshops;
- Compile the required documents for RAP review and short term recruitment's and ensure their timely submission to Tashkent office;
- Ensure leave monitoring of Project staff, check the accuracy and proper completion of Monthly Leave Reports (Kashkadarya offices);
- In close cooperation with Tashkent office follow up on vacancy announcements for different positions;
- Brief international experts/consultants on general administrative matters relating to visas, provide recommendations and ensure administrative support as required;
- Draft correspondence and reports in accordance with the standard procedures;
- Perform other duties related to administrative and financial issues of project as required.

Required skills and competencies:

- Higher education in the field of Business Administration, Finance, Economics or other fields related to the assignment;
- Not less than 2 years of practical experience in the field of administration and finance (experience within UNDP projects is an asset);
- Strong communication skills, client-orientation, ability to work in a team;
- Initiative, analytical judgement, ability to work under pressure and in stressful conditions, ethics and honesty;
- Ability to use information and communication technology as a tool and resource;
- Fluency in English, Uzbek and Russian;

TERMS OF REFERENCE

Position:	Driver (Kashkadarya region)
Duty Station:	Kashkadarya region, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehqan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the Area Manager Driver will be responsible for implementing and carrying out project activities in Kashkadarya Region aimed at achievement of overall UNDP and project objectives as outlined above.

Key tasks and responsibilities:

The driver should assist in implementing of programmes' activities by providing transportation and logistic services. In the pursued of this general task under the Area Manager and Admin/Finance Assistant's direct supervision, the driver in particular will bear the following duties and responsibilities.

- Drive assigned vehicle for the transportation of authorized personnel/programme staff within the Kashkadarya and other the regions, if required;
- Perform various support services to the project activities, like delivery of mail, documents and other items;
- Be responsible for logistics of programmes' guests, hotel reservation, registration of foreigners while arrival to the region;

- Be responsible for the day-to-day maintenance of the assigned vehicle, checks oil, water, battery, brakes, tires, etc;
- Perform minor repairs and arranges for another repairs;
- Ensure that the vehicle is kept clean, log official trips, daily mileage, gas consumption, oil changes, greasing;
- Report accidents and violations as per UNDP/EC rules and regulations, ensure that the steps required by rules and regulations are taken;
- Drive safely and responsibly at all times;
- Carry out additional functions incidental to logistic activities;
- Perform other duties as required.

Accountability and reporting:

- The Driver will work under supervision of the Area Manager;
- The Driver is accountable and reports to Admin/Finance Assistant.

Requirements:

- Secondary education;
- Driving license (B'C');
- Minimum five years of work experience as a driver;
- Excellent knowledge of driving rules and regulations and skills in minor repair; safe driving record;
- Good communications skills, client-orientation, ability to work in a team;
- Punctuality, initiative, ability to work under pressure, ethics and honesty;
- Patience, tact and poise;
- Proficiency in Uzbek, Russian and knowledge of basic English.

TERMS OF REFERENCE

Position:	Rural Development Center Manager
Duty Station:	Kashkadarya region, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehkan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the Area Manager, the Rural Development Center Manager will be responsible for overall coordination and implementation of all activities of rural development center.

Key tasks and responsibilities:

- Set up an overall coordination of the Rural development center and ensures timely delivery of required inputs and achievement of the objectives and expected outputs in the designated district;
- Prepare Rural Development centers' work plans and the management;
- Provide inputs for quarterly and annual progress reporting;
- Monitor day-to-day implementation of the RDC activities in the designated district, analyze problems that hamper their implementation and take appropriate measures so as to ensure timely delivery of required inputs and achievement of results;
- Regularly report to and provide other inputs for the meetings of Project Management, as well as other meetings concerning design, implementation, monitoring and evaluation of the project;
- Assist Area Manager in conducting advocacy and mass media outreach activities, and ensure wide dissemination of RDC results;

- Supervise and appraise RDC staff;
- Build strategic partnerships with and between networks, local government and other stakeholders at district level;
- Prepare and facilitate field visits of Government, UNDP and other donor representatives to the district;
- Conduct monitoring and prepare monitoring reports;
- Perform other tasks as entrusted by the supervisors;
- Work closely with RDC staff on carrying out RDC activities;
- Take part in the meetings, round tables, dialogues on ABD activities in pilot district;
- Study and analyze existing local experiences on cooperation and extracting positive and negative lessons from them;
- Provide required assistance in preparatory activities and during various events carried out within the framework of project activities, such as seminars, trainings, round table, conferences, workshops, etc.

Required skills and competences:

- Degree in economics, business, finance or other fields related to the assignment.
- Not less than 2 years of practical experience in the field of economy. Experience in the field of management within the Government and/or UN system, or other development agencies is an asset.
- Strong interpersonal skills, results orientation, ability to work under pressure.
- Excellent organization/administration skills.
- Ability to use information technologies as a tool and resource (computer literacy).
- Good working knowledge of English, Russian and Uzbek.

TERMS OF REFERENCE

Position:	Business development facilitator
Duty Station:	Kashkadarya region, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehkan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the RDC Manager, incumbent will bear overall responsibility for mobilization of farmers/dehkans, and establishing various forms of cooperatives and generate new income sources for indigents. Moreover, Business Development Facilitator will be responsible for the development of services sphere, trade and manufacture as an agriculture, and non-agriculture within the framework of the project in pilot area.

Key tasks and responsibilities:

- Information dissemination to farmers/dehkans on the advantages and opportunities for establishing cooperatives;
- Organization of Focus group discussion in villages with farmers on the advantages and opportunities for establishing cooperatives;
- Revealing new income sources for needy, on service sphere development;
- Provision of service to newly established cooperatives through business incubators and business service providers;

- Assisting in establishing cooperatives, new employment opportunities and in the development of private small business both in agriculture, and in the service sphere, trade, non-agricultural production;
- Monitoring impact of established cooperatives on production, income, employment generation and other key indicators.
- Maintaining close cooperation with RSU and UN Agencies, and other development partners to ensure effective implementation of objectives on farmer's mobilization in establishing various forms of cooperatives;
- Assisting RDC Manager in organization of various events, including conferences, round tables, seminars and trainings;
- Participation in RDC activities on development capacity of indigent for establishing private business;
- Providing support to (and backstop if necessary) Community Mobilization and Microfinance Facilitators;
- Establishing contacts and maintaining good working relations with government authorities, business sector and participation in national dialogue.
- Initiation of new kinds of services for farmers who promote scale economy;

Required skills and competencies:

- University degree in business, finance, economics and other related fields;
- Experience in working within Government and/or UN system, other development agencies;
- Ability to face to group without showing fear or arrogance;
- Desire to bring the contribution to development of village;
- Strong moral qualities, namely honesty, transparency, magnanimity, altruism, and respect;
- Ability to observe and analyze social and economic indicators;
- Result orientation;
- Ability to use information technologies as a tool and resource;
- Good knowledge of Uzbek and Russian languages, English is an asset;
- Respectful attitude to initiatives.

TERMS OF REFERENCE

Position:	Rural finance facilitator
Duty Station:	Kashkadarya region, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehkan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of RDC Manager the incumbent will responsible for creating improved access of rural farm enterprises, small businesses and low-income households to financial services that are responsive to their needs and requirements, developing and piloting variety of flexible microfinance schemes and products, establishing financial cooperatives which will be widely adopted during the main phases of the project.

Key task and responsibilities:

Under the direct supervision of the RDC Manager the incumbent will be responsible for proper organization and implementation of relative activities to fulfill following duties and responsibilities:

- Undertake in-depth analysis of available options for providing access to credit and microfinance in the target region through supporting existing, experienced MFIs to set up operations in the target districts;
- Actively facilitate commercial farmers, dehkan enterprises and small business owners access to available credits opportunities from banks, leasing companies, and microfinance organizations;
- Organize focus group discussions in the vilages to identify advantages and opportunities for cooperation between financial institutions and newly established agricultural cooperatives;

- Explore possibilities and facilitate establishment of new credit unions (studying the feasibility of setting up a new MFI in line with the latest UNDP corporate policy guidelines) for creating new job places and developing private small businesses in agriculture as well as in service and trade sectors and non-agriculture production;
- Provide regular advice, consultations to farmers and entrepreneurs to get loans and credits from banks and leasing companies, as well as from micro-finance organization;
- Facilitate community members dehkans and farm enterprises to identify their needs for financial resources and management skills;
- Conduct assessment and analysis of limitations of financial services currently available;
- Participate in the elaboration of new sustainable microfinance products;
- Evaluate and analyse additional factors that may improve creditworthiness of clients and reduce transaction costs of getting financial services;
- Monitor performance quality of rural financial services supported by the programme, evaluate impact of rural finance on production, income and employment generation and other key indicators;
- Identify best practices and preparation of manuals and recommendations for disseminating the experience to other areas;
- Liaises between the regional office and UNDP CO, as well as other programs and projects for maintaining interactive dialog on means of providing/improving access of farmers and dehkans to various types of financial services;
- Assist RDC Manager in organizing various events and activities including conferences, round table meetings, seminars and trainings;
- Project Management and its components to ensure timely and full-scale delivery of inputs and production of outputs and report to the Project Management about the implementation status of activities;
- Participate in the activity of rural development center in enhancing capacity of low-income to set up their own businesses;
- Provide support (and backstop if necessary) to Business development and to Community mobilization facilitators;
- Establish contacts and maintain good working relations with local government authorities, business structures and participate in dialogues;
- Perform other duties as required.

Required skills and competencies:

- University degree in economics, finance, business or related fields;
- At least three years of experience in banking/financial system in Uzbekistan (experience in micro or small enterprise finance is strongly preferred);
- Experience in working within the Government and/or UN system, other development agencies;
- Excellent ability to work in teams and in diverse settings, including in the field;
- Excellent organization/administration skills and ability to manage multiple tasks;
- Strong interpersonal skills, results orientation, ability to work under pressure;
- Ability to observe and analyse social-economic indicators;
- Knowledge of writing and speaking in Russian and Uzbek languages (knowledge of English language is preferred);
- Ability to use information technologies as a tool and resource (computer literacy).

TERMS OF REFERENCE

Position:	Community mobilization and development facilitator
Duty Station:	Kashkadarya region, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehqan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the RDC Manager, incumbent will bear overall responsibility for development of communities and vulnerable households. Moreover, Facilitator on community mobilization will be responsible for social projects on development of an infrastructure of villages in pilot area.

Key tasks and responsibilities:

- Carry out works on community development and vulnerable groups for implementation of project objectives and its components: assist community members in definition of needs, the priority purposes and tasks, analyze problems, search of decisions, and support community members in the organization, planning, performance and monitoring of the projects;
- Regularly report to and provide information concerning program activity component to the RDC Manager, and at the meetings of Project Steering Committee;
- Provide information for the assessment of community mobilization impact on development of individual project interventions;
- Maintain close cooperation with RSU and UN Agencies, and other development partners to ensure effective implementation of objectives on community mobilization;

- Provide support to RDC Manager in the organization of PR events, including conferences, round tables, seminars and trainings;
- Ensure RDC's close cooperation with local communities and with other NGOs, local authorities and organizations for performance of a project's component;
- Provide support to (and backstop if necessary) Business Development and Microfinance Facilitators;

Required skills and competencies

- University degree in business, finance, economics and other related fields;
- Not less than 2 years of working experience within Government and/or UN system, other development agencies;
- Previous experience on community mobilization and/or training;
- Strong interpersonal skills, result orientation, ability to work under pressure and in stressful conditions;
- Ability to use information technologies as a tool and a resource (computer literacy);
- Good working knowledge of English, Russian and Uzbek.

TERMS OF REFERENCE

Position:	AESTC Coordinator
Duty Station:	Kashkadarya region, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehkan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of Programme Manager and Area Manager, Coordinator will be responsible for coordinating research, consulting and training activities, as well as for AESTC admin/financial activities.

Key tasks and responsibilities:

- Study and analyze the situation in pilot districts;
- Analyze farmers and entrepreneurs' business needs, provide them the necessary applied research products;
- Coordinate development of training materials and carry out trainings and consultative activities for capacity building of farmers, dehkans, entrepreneurs, community members and others;
- Carry out trainings on marketing, management, Internet usage for trade links and business plan writing, modern agro technologies;
- Responsible for dissemination of new methods and technologies in plant growing and cattle breeding, demonstration activity in testing new technologies

- Coordinate preparation of applications for grants and technical assistance programs of International Donors and Development banks for farmers, entrepreneurs and community, maintain database of donors;
- Work with donors and other UN projects on development and supporting research in the sphere of agriculture;
- In close cooperation with RDC Managers organize Agricultural fields for testing new agricultural products;
- Coordinate carrying out of applied researches on marketing, promotion and logistics of the products;
- Coordinate searching and creation of national and international market databases for product supply and marketing;
- Coordinate the process of providing services of agriculture experts (agronomists, irrigators, machine operators, experts in procession technologies);
- Work in close cooperation with rural development centers and carry out necessary research on their needs;
- Work closely with other research institutions;
- Organize regular publications of the results of applied research;
- Participate in forums devoted to the development of agriculture.

Required skills and competencies:

- Higher education in the field of Business Administration, Finance, Economics or other fields related to the assignment;
- Not less than 3 years of working experience within the Universities system, research institutions, and government agencies. Working experience within UNDP, or other international development organizations is an asset;
- Ability to work in team;
- Ability to create and manage teams;
- Result oriented;
- Ability to work under pressure and in stressful conditions;
- Ability to use information technologies as a tool and resource;
- Fluency in Uzbek, Russian and English languages.

TERMS OF REFERENCE

Position:	Assistant for AESTC Coordinator
Duty Station:	Kashkadarya region, Uzbekistan
Duration of contract:	7 months, with possible extension for the full cycle of the programme
Expected date of entry on duty:	01 June, 2007

BACKGROUND

The PROSPECTS Project will support the Government of Uzbekistan to adopt an Area-Based Development approach to the development of rural areas. It will engage in building of an understanding among national, regional and district level government agencies, private sector and international donors on current situation and needs for Area-Based Development in selected districts and develop partnerships with national government agencies and the donor community in elaborating and implementing a comprehensive Area Based Development Program with an appropriate cost-sharing in various districts and regions of Uzbekistan.

To demonstrate the potential for Area Based Development the project will support the welfare improvement support institutions in selected rural districts through enhancing capacity and improving sustainability of Rural Development Centers and Agricultural Extension and Training Center established in the PA phase of the project. It will continue developing community-based infrastructure and services to reach a social cohesion and active cooperation in rural communities for the improvement of living standards and living conditions, as well as better relations with local authorities, through community self-help initiatives towards improving social and economic infrastructure and services.

PROSPECTS Project will continue cross-cutting and empowering already enriched experience in rural development through piloting innovative agriculture and business development initiatives including establishment of cooperatives of private commercial farmers to achieve more efficient procurement, advanced farmer and marketing methods, new private processing facilities and non-farm SMEs and diversification of the local rural economy. In addition, the project will focus on creating opportunities for increased income and employment generation, improved access to financial and technical services as well as improved access of private commercial farmers, dehkan farmers, SME owners and others to rural finance through bank loans, micro credit and/or credit unions, thereby setting up models that can be disseminated in other districts and regions.

PURPOSE AND OBJECTIVES

Under the direct supervision of the AESTC Research Coordinator, incumbent will bear overall responsibility for organization and implementation of relevant issues and fulfill the following:

Key tasks and responsibilities:

- Assisting in day-to-day implementation of the AESTC activities;
- Ensuring preparation of all administrative and financial documents related to the implementation of the AESTC activities in accordance with UNDP rules and regulations as well as the Manual for National Execution (NEX) and ensuring their timely submission to ABD Karshi Office for further processing;
- Preparation of appropriate documents related to recruitment procedures:
 - responsible for development of comparative review tables, requests for personnel action with supporting documentation, issuance of contracts, etc;
 - insuring all relevant documentation to be filled in accordance with UN rules and procedures;
- Ensuring liaison with RSU on administrative, personnel and financial issues related to the Centers' activities;

- Providing administrative and logistics support in organizing workshops/seminars/round-tables/trainings and regular meetings planned within the AESTC;
- Monitoring and managing AESTC accounts/finance; and preparing regular progress reports on disbursements and other related issues to be presented to Research Coordinator;
- Providing assistance in sorting out research information for planned (assessment) reports of the AESTC;
- Participation in selection and evaluation of research-related literature in a teamwork with Coordinator and Research Group;
- Working in close cooperation with ABD administrative staff;
- To perform other duties as required.

Required skills and competencies:

- Higher education.
- At least 1 year experience in the relevant field. Working experience in any international development organization is an advantage;
- Communication and organizational skills;
- Computer literacy: Word, Excel;
- Fluent knowledge of Russian and Uzbek, English is an asset;
- Ability to work in stressful conditions, independent, active, energetic and time organized.
- Good ability to work in a team;