

United Nations Development Programme

Country: Uzbekistan

Project Document

Project Title Uzbekistan Aid Effectiveness Project

UNDAF Outcome(s): Economic well-being of vulnerable groups is improved

Expected CP Outcome(s): Capacity of the central and local authorities enhanced to develop and implement economic and social security policies aimed at welfare improvement of vulnerable groups

Expected Output(s): Improved Public Financial Management and Aid Coordination

Implementing Partner: Ministry of Finance of the Republic of Uzbekistan

Responsible Parties: UNDP, Oliy Majlis, Cabinet of Ministers, Ministry of Economy, Ministry for Foreign Economic Relations, Investments and Trade, Ministry of Foreign Affairs

Brief Description

The overall objective of the project is to improve effectiveness of aid flowing into Uzbekistan in the long-term perspective and strengthen capacities of the relevant Government institutions in better coordination, management and mobilization of external resources at country and sector levels. In particular, the objective of the project is to set up mechanisms, systems, policy guidelines and government procedures regulating delivery, analysis and implementation of externally funded programs and projects towards enhanced ownership of the results, harmonization, alignment, results orientation and accountability of external aid by, inter alia, customizing the best international practices and solutions in aid coordination and management.

Programme Period:	2010 - 2015	Total resources required:	US\$ 400,000
Key Result Area (Strategic Plan)	- 7.4. Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing	Total allocated resources:	US\$ 400,000
Atlas Award ID:	00078415	• UNDP (core)	US\$ 400,000
Atlas Project ID:	00088700	• Other:	
Start date:	January 2014	○ Donor	_____
End Date	December 2015	○ Government	in-kind
PAC Meeting Date	<u>January 29, 2014</u>		
Management Arrangements	NIM		

Agreed by (Ministry of Finance)

*Bakhrom Ashrafkhanov, Deputy
minister of finance*

Agreed by (UNDP):

Stefan Presner, UNDP RR

19 FEB 2014

I. SITUATION ANALYSIS

General country and development context. Uzbekistan is classified among lower middle income countries, with GDP per capita estimated at US\$3,536¹ in 2012. The country has been reporting not less than 8% annual economic growth for several years and maintains manageable level of public debt of 8.8% of GDP². Along with this, a measurable progress has been reported in education, health, water and sanitation sectors, as well as in building the capacity of public sector in general. A comprehensive reform agenda was proposed to encourage private sector development, foreign economic policy targeting increased competitiveness of the domestic industrial production, and promoting foreign direct investments, as the key means of economic growth. However, there are also considerable challenges in achieving these goals. Uzbekistan occupies relatively low places in international rankings, in particular, in Doing Business – 146³ (out of 185 and the lowest among CIS countries), in Human Development Index – 114⁴ (out of 187) and etc. In this regard, among others the country is committed to improve business environment and investment climate, modernize and improve public service delivery, continue with institutional reforms to establish responsive and accountable governance, implement an effective employment program to accommodate growing young population and address income disparities.

Addressing these development challenges requires mobilizing additional development resources beyond the current level of aid flows as well as enhancing effectiveness of development aid provided to Uzbekistan and its alignment with national priorities. Given the importance that Uzbekistan attaches to exchange of knowledge and experiences in development cooperation this will have multiplier effect on development results. Although, by its ODA/GNI ratio, Uzbekistan receives currently less than 1%⁵ of ODA, the trend has been gradually increasing. According to the available statistics, the volume of grants, technical assistance and humanitarian aid provided to Uzbekistan has increased by 2.8 times since 2008, reaching \$ 173.1 million in 2012. This is roughly 8.5% of the investment portion of the State Budget in 2012, which shows that ODA is having a measurable role in the long-term development of the country. The Government of Uzbekistan also seeks to enhance systems and procedures for effective mobilization and management of development cooperation to ensure that the quality and quantity of assistance provided improves over time.

Enhancing Development Cooperation and Aid coordination in Uzbekistan. Aid coordination and management at country level is the Government function to plan, negotiate, procure, implement and monitor projects and programs funded by external sources. In line with the overall development effectiveness principles, this assumes management, of a single authority responsible for effective utilization of external aid resources. In this context, it is of high significance, that the aid coordination and management capacity of the Government is strengthened to ensure effective planning, implementation, tracking, monitoring and evaluation of externally funded programs and projects, in line with the key principles of Paris Declaration on Aid Effectiveness (PDAE), Accra Agenda for Action as well as the Busan Partnership Agreement.

¹ based on purchasing-power-parity (PPP), IMF estimate available at <http://www.imf.org/external/pubs/ft/weo/2012/01/weodata/index.aspx>

² IMF estimate available at <http://www.imf.org/external/pubs/ft/weo/2012/01/weodata/index.aspx>

³ <http://www.doingbusiness.org/rankings>

⁴ <http://hdrstats.undp.org/en/countries/profiles/UZB>

⁵ About 0.5% (official ODA as a fraction of GNI in 2011) according to OECD data available at <http://www.oecd.org/dac/stats/daclistofodarecipients.htm>

A brief look at economies with per capita GDP comparable with that of Uzbekistan (within the range US\$3,000-5,000) - India (US\$3,830), Pakistan (US\$2,881), Philippines (US\$4,430), and Indonesia (US\$4,977)⁶ shows that all have achieved remarkable results in the area of aid coordination and management, initially with the donors' support, thereafter primarily through their own funding. The aid coordination policies in those countries demonstrate the key role of the Government in the entire process of design, negotiation, disbursement, execution and appraisal of external aid flows and in the promotion of national ownership and leadership. Those countries have also established a common platform for reporting and analysis of external aid with an ultimate objective of recording the same on their national budgets.

In this respect, the Government of Uzbekistan has established the institutional structures with clear roles and functions to ensure that priority development/investment projects and programs are adequately funded and monitored during their implementation, with regards of both financial and physical progress.

The Presidential Decree #1005 of 2008 defines the general framework for aid coordination in the country, and assigns the overall technical responsibility for management of aid to the Ministry of Finance. The operational wing of the Ministry is the Department of Coordination and Control over the Targeted Use of Humanitarian and Technical Assistance (hereinafter referred to as the Aid Coordination Department) established by the same decree.

A number of subsequent decrees and resolutions, other regulatory documents (such as Decree of the Cabinet of Ministers #251 of 2005, Joint Resolution of the Ministry of Finance, the Central Bank, the State Statistics Committee, the Ministry of Foreign Economic Relations, Investments and Trade and the State Customs Committee #1892 of 2009, and the Resolution of the Ministry of Finance with registration #1960 of 2009) further specify institutional set up to manage external aid, through assignment of functional responsibilities for coordination, formulation, implementation, monitoring, and oversight of externally funded projects to respective ministries, with a distinct claim for ownership over the development priorities. Resource mobilization is assumed to be undertaken by the Ministry of Foreign Economic Relations, Investments and Trade, the Ministry of Foreign Affairs through diplomatic missions of the country abroad, and respective line ministries. Responsibility for alignment of nationally defined projects to the needs of the economy and people is assigned to the Ministry of Economy.

Such a well-defined institutional set-up is essential, but certainly not sufficient for effective use of aid resources. A key element of the aid coordination which ensures mutual accountability and inclusive partnership is the multi-stakeholder dialogue mechanism. The focus also needs to shift from the individual project level to a broader development cooperation framework around the country's development results.

Results and lessons learnt from previous interventions. Support given to Uzbekistan in the area of aid coordination dates back to 1998 and the most recent intervention was supported by UNDP during the period of 2009-2011. This latest project addressed a number of aspects of aid coordination and management, including, capacity building of the then created Aid coordination department, creation of a Government-Donor dialogue platform with participation of civil society and private sector organizations, upgrade of the already existing aid database and populating it with up-to-date information, and some others. Mapping of the planned results of this initiative show, that:

⁶ Country estimates by IMF also available at <http://www.imf.org/external/pubs/ft/weo/2012/01/weodata/index.aspx>

- The multi-stakeholder dialogue platform between the Government and international partners has not been sustainable, primarily because of not adequate formalization of partnership principles among stakeholders;
- Procedures for collection and submission of the project proposals to donor community for funding have been operational, but need further improvement in part of coordination among ministries and ministries and their international partners, for better alignment and prioritization, results orientation and transparency;
- The aid database accessible from www.devoid.uz did not provide highly relevant and up-to-date information about external aid to all stakeholders. It has not been updated for the last 2 years, and the functionality is only limited to storage of the aid projects, while analytical, decision making and reporting tools remain underdeveloped and not user friendly. These reasons in the opinion of the stakeholders prevented the database from becoming an effective collaboration platform;
- There have been a series of activities aimed at strengthening the capacity of the staff of the government institutions; but due to high turnover of the staff, this did not hold. So the capacity building should be embedded with the institute and strengthened with effective knowledge-management tools.

The collective opinion of the international aid community of Uzbekistan is that the absence/delay in official launch of the strategic development plan prevents many of donors from formulating medium or long term assistance and better aligning their support to the priority needs of the country.

There is almost unanimous recognition within the donor community and the Government alike, that a well-established multi-stakeholder dialogue platform is an essential instrument for trust building and, based on this, better coordination of external assistance, which eventually will lead to higher volumes of aid rendered to the country. Better sector coordination and dialogue would also contribute to achievement of desired results.

Another challenge identified relates to improvement of Government's communication strategy on external aid, which currently mostly focuses on financial properties of aid. Meanwhile, it is equally important to highlight the thematic orientation – both in communicating the needs and reporting of results, which will contribute towards enabling environment for more effective aid delivery and will help to avoid overcrowding in some sectors and/or regions, leaving the others unattended.

Importance of effective aid information management system (AIMS) has been specifically outlined by many national and international stakeholders. AIMS should allow on-line data management, analytical reporting of policy relevant aid information, transparency and accountability both ways, integration with other similar Government systems, distribution of information management and analytical functions among various Government ministries, etc.

It is further recognized, that in the foreseeable future external aid shall be reported on the national budget. This will reduce the chances of duplication of efforts on one hand, and will create essential organizational conditions for the integration of the AIMS with the national public financial management system, and ensure integrated presentation of all resources allocated to development. To this very end, it is also advised, that soft loans, that qualify for official development assistance be also recorded in the AIMS, while the right for the management of respective information could be retained by other than the Aid coordination department units of the Government.

Formal acceptance of principles and indicators of aid effectiveness agreed upon in respective global initiatives (Paris Declaration, Accra Agenda of Action, Busan Partnership Agreement, International Aid Transparency Initiative, etc.) would demonstrate the country's preparedness to manage and absorb large inflows of resources and thus joining these initiatives is highly recommended.

The official request of the Government of Uzbekistan as well as statements made during meetings at relevant ministries clearly demonstrate full commitment of the national authorities to take all necessary steps to further enhance aid coordination and improve aid effectiveness to achieve development priorities of the country.

II. STRATEGY

Overall strategy. There have been several initiatives to improve the performance of the public sector in Uzbekistan in aid coordination and effectiveness. The analysis above however shows that there is a window of opportunity for having a considerable impact with targeted input to fill in the gap in practical implementation mechanisms, which will be framed by the agreed partnership principles and their implementation plan.

The *specific purpose* of the intervention is formulated as follows: to improve aid coordination and effectiveness with a specific focus on creation of enabling environment for participatory decision making, results oriented programming and allocations of aid, ensuring transparency and accountability around external aid flows. As integral components of this, harmonization and alignment mechanisms and joint monitoring framework will be put in place supported by modern aid information management system.

The following 3 components are foreseen:

1. Support at central Government level to development and practical implementation of the Partnership Principles (PP). The partnership principles and their implementation plan constitute the overall agreed framework for enhanced aid effectiveness in Uzbekistan. The implementation plan sets primary targets for national level planning, policy making, monitoring systems and aid effectiveness indicators measurement/assessment practices. All activities designed within this result area are tailored to support and strengthen institutional set up and capacity of relevant government employees to lead aid coordination and management dialogue, improve aid architecture and provide Government regulatory framework (decrees, resolutions, and acts) for the same. For this commitment and efforts of both Government and international aid community will be required, with the leading and coordinating role of the Ministry of Finance, the Ministry of Economy and other designated national institutions. Other Government institutions, specifically those leading and responsible for sectorial development must have their clear roles and be accountable to a designated high level official nominated by the Government. This will establish clear discipline in aid resource mobilization, negotiation, utilization and reporting.

Result area 1. Development and implementation of Partnership Agreement between the Government and Development Partners to provide a framework for the joint work towards improvement of aid coordination and effectiveness. This will be achieved through improved aid architecture, introduction of a results framework and customization of aid effectiveness indicators and respective assessment processes.

Scope of activities related to result area 1. The project will assist the Government in developing partnership principles and respective agreement, which will provide a frame for improving and formalizing aid architecture in Uzbekistan, establishing a multi-stakeholder dialogue platform both at high and sector levels. Government's institutional and regulatory set up has to be adjusted to institutionalize the so defined aid architecture. Results framework, customized aid effectiveness indicators and assessment mechanisms, and joint M&E procedures will also be articulated to guide the coordination process. Capacity building in this area will include learning from best international practices.

The dialogue platform at all levels will be facilitated by the Aid coordination department designated by the Government as the Secretariat. In order to ensure high-level engagement both from the Government and donors, the aim is to have at least 1 high-level meeting per annum attended by representatives of the Oliy Majlis, key ministries, and heads of international development partners, diplomatic corps and other selected invitees. Sector group meetings should also be conducted at regular intervals (at least once per annum) and chaired from the Government part at the policy decision-makers level or other designated official as should be defined in the TORs for each group. The sector groups can also conduct working meetings represented by experts and organize subgroups if necessary.

2. Support to improve aid effectiveness at sector level. The analysis shows that while there is a general progress at central level on donor coordination and agreement on principle, there are considerable challenges at sector level. It will require more efforts to manage further improvements in relation to the aid effectiveness principles at sector level, especially in the field of alignment and harmonization, as at the end it is progress at sector level which will eventually aggregates into an overall progress.

Interventions at sector level will follow two main goals: (1) improve coordination and portfolio formulation and management within the current project support modality; (2) create conditions and precedence for a more effective sector support instruments, such as sector wide approaches, by applying best practices in the pilot sector, most prepared for such an intervention. In both cases, improved coordination at technical level will be a prerequisite for more comprehensive and strategic approach, including preparation of project proposals prioritized to the maximum extent possible. Improvement in formulation and planning at sector level itself shall include:

- Development of sector strategies and plans;
- A sector institutional framework;
- Sector budget with medium term perspective;
- Monitoring and reporting systems and;
- Sector and donor coordination mechanisms.

The different components are mutually supportive, and without one of them or one of them poorly developed, it is difficult to establish effective aid delivery mechanisms. It should be noted, that sectors shall not be financed from many different sources or composed of many different projects, but they are primarily financed by the national budgets. The analysis of the situation in sectors show that many of the elements mentioned above are either in place in sectors or are being put in place, but that they are not used as frames for management of aid. Similarly the dialogue with donors do not use the existing components of sector programs, i.e. sector strategies, sector expenditure plans and sector monitoring reports but is deviated to discussions with donors on individual uncoordinated projects, instead of seeking joint funding of larger programs.

The proposed strategy on more efficient aid at sector level is therefore to develop good sector indicator and monitoring systems to use these as frames for joint assessment of progress. Annual assessments will provide the mechanism to measure progress towards more efficient aid at sector level. Development of sector specific road maps for moving to sector approaches will be applied. Pooled funding has internationally emerged as a way of joint donor funding to sector programs in parallel to traditional project funding. These financing forms use country management systems to a higher degree than projects and account for an increasing proportion of aid today.

Result area 2. Aid effectiveness at sector level improved though enhanced capacity in formulation and management of project portfolios, better prioritization and improved results based orientation.

Scope of activities related to result area 2. Sector groups composed of relevant ministries and aid agencies should be established to discuss and adopt principles of joint decision making and monitoring. This will eventually serve as a platform for better coordination and formulation of project proposals to be submitted to aid community for funding. Sector groups will be supported in developing sector roadmaps for preparation of project portfolios. For one pilot sector 3-year results framework will be developed and sector wide funding strategy designed. Project will also recommend ways and principles for the aid projects and programs to be reported on the national budget, as external aid resources are to be considered as part of the development resources available to the country. The project will support discussions on the impact of aid flows on gender equality in at least three sector groups (sharing this practice with all other groups). In addition to that a separate group dedicated to gender equality in the country will be proposed to the relevant government and international partners, and effective functioning of such group if established will be facilitated.

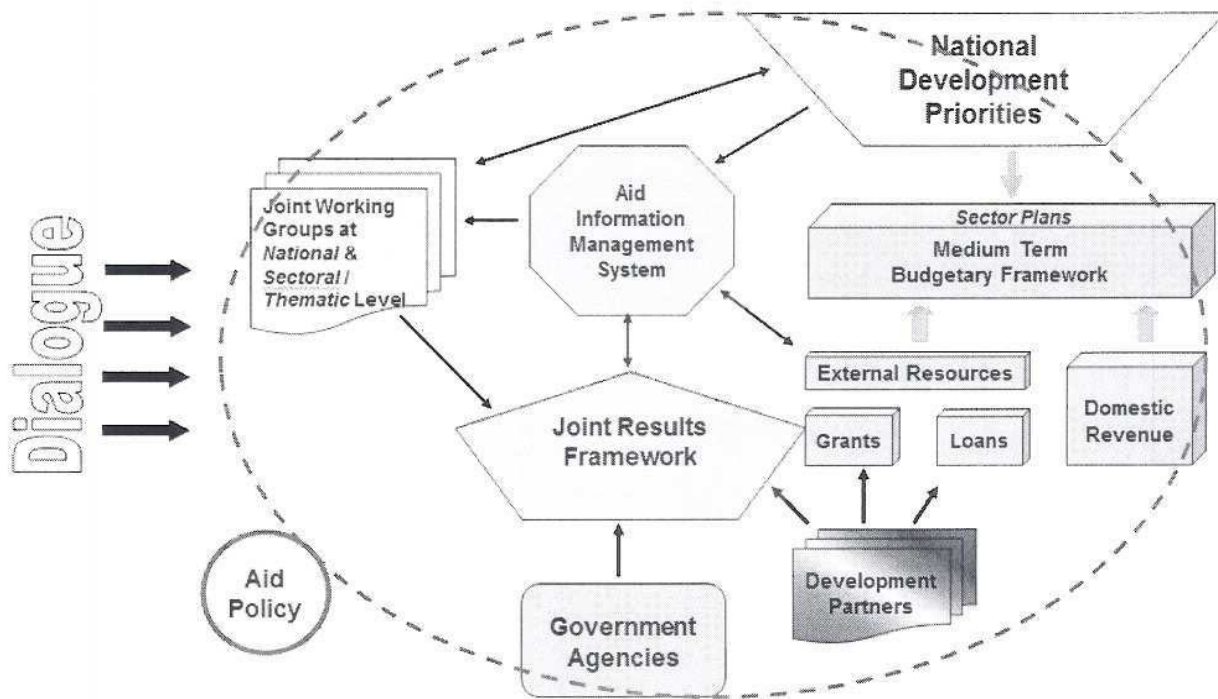
3. Support to the Government in improving aid information management system to ensure transparency and accountability in using development aid. National and international stakeholders alike acknowledged the need to improve aid information sharing and management in line with the Paris and Busan principles of transparency and accountability, especially to demonstrate alignment of aid flows to national priorities, serve as a tool for mutual accountability, joint M&E and communicate results achieved through implementation of externally funded programs and projects.

Result Area 3. Establish an Aid Information Management System in line with international standards to allow recording, financial and thematic tracking, results monitoring of projects and programs and transparent sharing of aid related information.

Support will be provided to help the Ministry of Finance to upgrade the AIMS of Uzbekistan. This could be achieved through knowledge transfer by deploying a short-term international expertise, as well as studies on the best implementations of such systems. Overall objective of this result area is to make AIMS an official source of development assistance information, by putting in place procedures and mechanisms to ensure accuracy, timeliness and completeness of aid information and establishing a sustainable process of information sharing among national and international stakeholders. The AIMS should have whenever possible data on aid beneficiaries disaggregated by gender.

Conclusion. In schematic form the whole aid coordination architecture can be presented as follows:

Aid Coordination Architecture



A key starting element is the availability of well-articulated national development priorities with which foreign aid should be aligned. Based on this strategic document sector development plans can be developed and further linked to medium term budgeting. It is important to re-emphasize here that foreign assistance (grants, TA and loans) should be viewed as a general pool of resources available to the country, thus planned and reflected in such way.

Development partners together with relevant government agencies and other stakeholders can develop joint results framework which would enable both sides to align their activities to achieve sector priorities and ultimately national development goals. Taking into account diverse sectors and areas where development partners are active these discussions need to take at regular intervals at sector working groups. AIMS will serve as an information and analytical resource for the decision-makers of development partners and government side to make informed decisions regarding programme focus areas and corresponding resource allocations.

This web of relationships and arrangements should be formalized in the Government's aid policy to provide development partners with well-defined, longer-term structure to interact with and ensure mutual accountability in the process. As aid allocations as well as development priorities are dynamic in nature and continuously fine-tuned the whole coordination process should be built on open and results-oriented dialogue platform.

III. RESULTS AND RESOURCE FRAMEWORK

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

- Enhanced capacity of the central and local authorities to develop and implement economic and social security policies aimed at welfare improvement of vulnerable groups;

Applicable output: Enhanced aid effectiveness and development coordination.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Number and quality of government policies and programmes promoting inclusive growth in line with Millennium Development Goals.

Baseline: Welfare Improvement Strategy; **Target:** At least three development policy documents promoting inclusive growth in line with Millennium Development Goals.

Applicable output indicator as per CPD: Enhanced capacity of the Government system to effectively coordinate and manage aid;

Baseline: Not available; **Target:** Available

Applicable Key Result Area (from 2008-11 Strategic Plan): 7.4. Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing

Partnership Strategy: Ministry of Finance – implementing partner; other responsible – UNDP, Oliy Majlis, Cabinet of Ministers, Ministry of Economy, Ministry of Foreign Affairs, Ministry for Foreign Economic Relations, Investments and Trade, international and bilateral providers of aid to Uzbekistan

Project title and ID (ATLAS Award ID): Uzbekistan Aid Effectiveness Project

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1. Improved effectiveness of aid flowing into Uzbekistan in the long-term perspective and strengthened capacities of the relevant Government institutions in better coordination, management and mobilization of external resources at country and sector levels.</p> <p>Baseline 1.1. There is no formal agreement between the Government and development partners establishing the principles and framework of aid effectiveness agenda.</p> <p>Indicator 1.1. PA between the Government and development partners exists/available.</p> <p>Baseline 1.2. Lack of policies and Government decrees on aid effectiveness.</p> <p>Indicator 1.2. Policies and Government decrees to enhance aid effectiveness</p>	<p>Targets (year 2014)</p> <p>1.1.1. Partnership Agreement between Government and Development Partners (DP) developed and endorsed.</p> <p>1.1.2. Government-DP forums established/rehabilitated and operational.</p> <p>1.2.1. Draft Government resolution outlining institutional set up and key responsibilities of all institutions developed and submitted to the Government.</p> <p>1.2.2. Government's communication policy on external aid targeted to development results developed and put into operation.</p> <p>1.3.1. Results framework developed to facilitate participatory planning and</p>	<p>Activity result 1. Development and implementation of Partnership Agreement between the Government and Development Partners to provide a framework for the joint work towards improvement of aid coordination and effectiveness. Systems and mechanisms in place, including institutional and human resources capacity, to coordinate and regulate aid flows in Uzbekistan.</p> <p>1.1. Create a secretariat under the leadership of the Aid coordination department to facilitate the dialogue platform.</p> <p>1.2. Organize and facilitate the work of the Aid effectiveness working group's quarterly meetings to discuss aid coordination issues and develop proposals with key government agencies and donors.</p> <p>1.3. Develop Partnership principles and circulate it within a wide range of stakeholders for comments.</p> <p>1.4. Conduct a Government led workshop to</p>	<p>Ministry of Finance Oliy Majlis Ministry of Economy Ministry of Foreign Affairs Ministry for Foreign Economic Relations, Investments and Trade Line ministries International and bilateral providers of aid to Uzbekistan</p>	<p>International expert/trainer in aid effectiveness</p> <p>National experts on PDI survey</p> <p>Study tour to a country with best practices in institutional set up, procedures and dialogue mechanisms in place</p> <p>Workshops on technical issues of partnership principles, joint M&E and harmonization</p> <p>Surveys of PDI</p> <p>Government wide workshops to validate PA and Aid Policy of Uzbekistan</p>

<p>adopted.</p> <p>Baseline 1.3. There is no official document outlining medium to long term development strategy and priorities at national level, which hampers results based programming and monitoring of development assistance.</p> <p>Indicator 1.3. Results framework focusing on a list of key priorities developed in a participatory manner.</p> <p>Baseline 1.4. Uzbekistan is not a signatory to Paris Declaration on Aid effectiveness, and has not endorsed aid effectiveness principles.</p> <p>Indicator 1.4. Paris declaration indicators (PDI) customized for Uzbekistan.</p> <p>Baseline 1.5. No aid effectiveness surveys were conducted in the country, and there is no practice and methodology on evaluation of value-for-money properties of aid flows.</p> <p>Indicator 1.5. Number of PDI surveys conducted.</p>	<p>M&E.</p> <p>Targets (year 2015)</p> <p>1.2.3. Guidelines developed on integration of external aid flows with domestic budget to avoid duplication and to strengthen participatory planning of development interventions.</p> <p>1.4.1. Indicators of aid effectiveness defined/customized and used for assessments.</p> <p>1.5.1. At least 1 PDI survey conducted to assess progress in improving aid effectiveness and evaluating value-for-money properties of aid flows.</p>	<p>endorse the PPs and agree on the draft PFA.</p> <p>1.5. Development TOR of dialogue platform (should incorporate relevant gender considerations in focus areas).</p> <p>1.6. Preparation/amendment of a Government decree on institutional set up and key responsibilities for participatory aid coordination and management in Uzbekistan</p> <p>1.7. Review the national and sectorial development strategies, donors assistance strategies and plans and develop a guideline for the formulation of medium-term results framework</p> <p>1.8. Identify and agree upon the set of inclusive development indicators to be used for joint M&E.</p> <p>1.9. Development and introduction of the unified methodology on monitoring of implementation of technical assistance projects.</p> <p>1.10. Review and study methodological guidelines of OECD and UNDP in customizing PDIs and conducting a brief survey.</p> <p>1.11. Prepare a draft PDI framework for Uzbekistan and get Government's approval on the same.</p> <p>1.12. Conduct a workshop to discuss PDI framework.</p> <p>1.13. Conduct a baseline PDI survey and publish a report with recommendations on focus areas for further improvement of aid effectiveness.</p> <p>1.14. Conduct a follow up PDI surveys.</p> <p>1.15. Prepare recommendations for the Government on joining the PDAE.</p> <p>1.16. Study tour to country of choice to capture practical lessons on aid coordination and effectiveness related activities</p>	<p>Annual Government-Donor high level meetings on aid allocations and alignment, and discussion of results achieved/expected per year</p> <p>Activity 1: USD 95 000 Year 2014: USD 62 000 Year 2015: USD 33 000</p>
---	--	--	--

<p>Baseline 2.1. Most of the sectors lack results-orientation in developing their project portfolios and do not have development roadmaps.</p> <p>Indicator 2.1. Number of sectors developing project portfolios with results orientation based on the roadmaps and action plans.</p> <p>Baseline 2.2. No sectors with harmonized set of indicators for joint monitoring.</p> <p>Indicator 2.2. Number of sectors with harmonized set of indicators for joint monitoring.</p> <p>Baseline 2.3. Sector approaches are not used at all.</p> <p>Indicator 2.3. A pilot sector-wide approach implemented and evaluated.</p> <p>Baseline 2.4. No joint M&E activities aiming at assessment of achieved results conducted.</p> <p>Indicator 2.4. Number of joint M&E activities leading to assessment of achieved results.</p>	<p>Targets (year 2014)</p> <p>2.1.1. At least 1 sector group composed of relevant ministries and aid agencies established to discuss and prepare joint results oriented decisions making and monitoring principles.</p> <p>2.1.2. At least 1 sector development roadmap developed and methodology for preparation of project portfolios with the respective action plans institutionalized.</p> <p>2.2.1. At least 1 sector developed a harmonized set of indicators for joint monitoring (with specific indicators related to promoting gender equality).</p> <p>Targets (year 2015)</p> <p>2.3.1. For one pilot sector 3-year results framework is developed and sector wide funding strategy is designed (with specific indicators related to promoting gender equality).</p> <p>2.4.1. At least 1 joint M&E activities in 1 sector conducted and the sector-wide results assessed (with assessment of the impact on gender).</p>	<p>Activity Result 2. Aid effectiveness at sector level improved through enhanced capacity in formulation and management of project portfolios, better prioritization and improved results based orientation</p> <p><i>Line of activities related to ownership:</i></p> <p>2.1. Detailed analysis/review of key challenges and issues of sector level cooperation with recommendations prepared;</p> <p>2.2. TORs and guidelines will be developed in selected sectors for establishment of sector working groups;</p> <p>2.3. Aid mapping will be carried in selected sectors;</p> <p>2.4. Specific codes of conduct including how to arrange the yearly work program and develop project portfolios, how to work with donors etc.</p> <p>2.5. Specific sector action plans and roadmaps (with specific targets on promoting gender equality) will be developed for medium term and preparation of project portfolios done for submission and discussion in sector groups and taking up to high-level forum.</p> <p>2.6. This practice, after assessment, will be institutionalized and used year-after-year and replicated across all sectors.</p> <p><i>Line of activities related to Alignment</i></p> <p>2.7. Support will be given to record aid in the budget for selected sectors.</p> <p><i>Line of activities related to Managing for results</i></p> <p>2.8. Sets of harmonized indicators will be developed in selected sectors to be used in result based planning and monitoring of development interventions.</p> <p>2.9. The indicators should include a subset targeting gender considerations.</p> <p><i>Line of activities related to Mutual accountability</i></p>	<p>International consultant</p> <p>National experts</p> <p>Sector group meetings (at least 1 meeting per year for each group)</p> <p>Joint monitoring exercises in selected sectors/provinces</p> <p>Activity 2: USD 42 000 Year 2014: USD 11 000 Year 2015: USD 31 000</p>
--	---	---	--

<p>Baseline 3.1. The existing Excel based database does not have many of the features of similar systems supporting decisions and analytical work on aid, used in more than 50 aid recipient countries.</p> <p>Indicator 3.1. AIMS developed and operational.</p> <p>Baseline 3.2. Unavailability of comprehensive and updated aid related information results in lack of transparency and awareness in making informed decisions.</p> <p>Indicator 3.2. Detailed and up to date development assistance information is available at/through AIMS.</p> <p>Baseline 3.3. No summary and analytical information is published.</p> <p>Indicator 3.3. Number of bulletins with summary information on aid and analytical reports published.</p>	<p>Targets (year 2014)</p> <p>3.1.1. AIMS is made publicly available to all stakeholders.</p> <p>3.2.1. External aid flows, including forward looking data (<i>should have gender disaggregated data</i>) are fully reported to AIMS.</p> <p>3.3.1. At least 1 bulletin on aid flows (<i>with gender disaggregated data</i>) disseminated among stakeholders.</p> <p>3.3.2. At least 1 report on aid flow analysis (<i>should have gender disaggregated data</i>) and recommendations published and disseminated among stakeholders.</p> <p>Targets (year 2015)</p> <p>3.3.3. At least 1 bulletin on aid flows (<i>should have gender disaggregated data</i>) disseminated among stakeholders.</p> <p>3.3.4. At least 1 report on aid flow analysis (<i>should have gender disaggregated data</i>) and recommendations published and disseminated among stakeholders.</p>	<p>2.10. Annual joint sector reviews and progress towards the Paris principles will be conducted.</p> <p><i>Line of activities related to Sector results</i></p> <p>2.11. A sector is selected and justified as pilot for implementation of sector approaches.</p> <p>2.12. Sector action plan and resource framework developed and funding mechanisms and sources identified for a 3-year period.</p> <p>2.13. Results monitoring guidelines developed and implemented.</p> <p>Activity Result 3. The aid information management system (AIMS) upgraded in line with international standards to allow recording, financial and thematic tracking, results monitoring of projects and programs and transparent sharing of aid related information. The AIMS hosted and administered by the Aid coordination department.</p> <p>3.1. A scoping analysis is conducted to assess the current situation in collecting and sharing aid information, needs and expectations on information sharing from stakeholders, and ensure that whatever investment for upgrading addresses key underlying causes of non-operational/functional systems.</p> <p>3.2. Develop TOR for the AIMS system.</p> <p>3.3. Procure hardware for AIMS.</p> <p>3.4. The upgraded system is expected to provide for online data entry, enhanced capacity for storing information and allow analytical reporting, advanced searches, include functionality for handling commitment and disbursement data on a quarterly basis, support joint monitoring and integration with national budgetary framework. Additionally, advanced user management tools will be provided to distribute operations in data management functionally among key Government ministries responsible for various aspects of aid</p>	<p>One international expert</p> <p>Contract for AIMS software</p> <p>Contract for AIMS hardware</p> <p>Small publications of aid bulletin</p> <p>Report of aid flow analysis and recommendations</p> <p>Missions/travels to global and/or regional meetings on aid effectiveness, transparency and information management</p> <p>Workshops on aid information sharing, use and management through AIMS</p> <p>Strengthening the Department's capacity</p> <p>Activity 3: USD 178 000 Year 2014: USD 150 000 Year 2015: USD 28 000</p>
--	---	--	--

		<p>coordination.</p> <p>3.5. Prepare recommendations for the Government on joining IATI.</p> <p>3.6. Aid bulletin of Uzbekistan is regularly published using both traditional and internet media.</p> <p>3.7. Analytical reports on the use and results of aid are disseminated through dialogue forums for improved decision making on allocations.</p> <p>3.8. Use information recorded in AIMS for PDI and other aid effectiveness surveys to save on expensive and time consuming exercises of traditional survey methods.</p> <p>3.9. Study of good practices in aid information management.</p> <p>3.10. Participation in global and regional meetings on aid information management.</p> <p>3.11. Preparation and issuance of a Government decree on open information sharing.</p>		<p>Project Adm: USD 85 000 Year 2014: USD 44 000 Year 2015: USD 41 000</p> <p>Total Budget: USD 400 000 Year 2014: USD 267 000 Year 2015: USD 133 000</p>
--	--	---	--	---

IV. MANAGEMENT ARRANGEMENTS

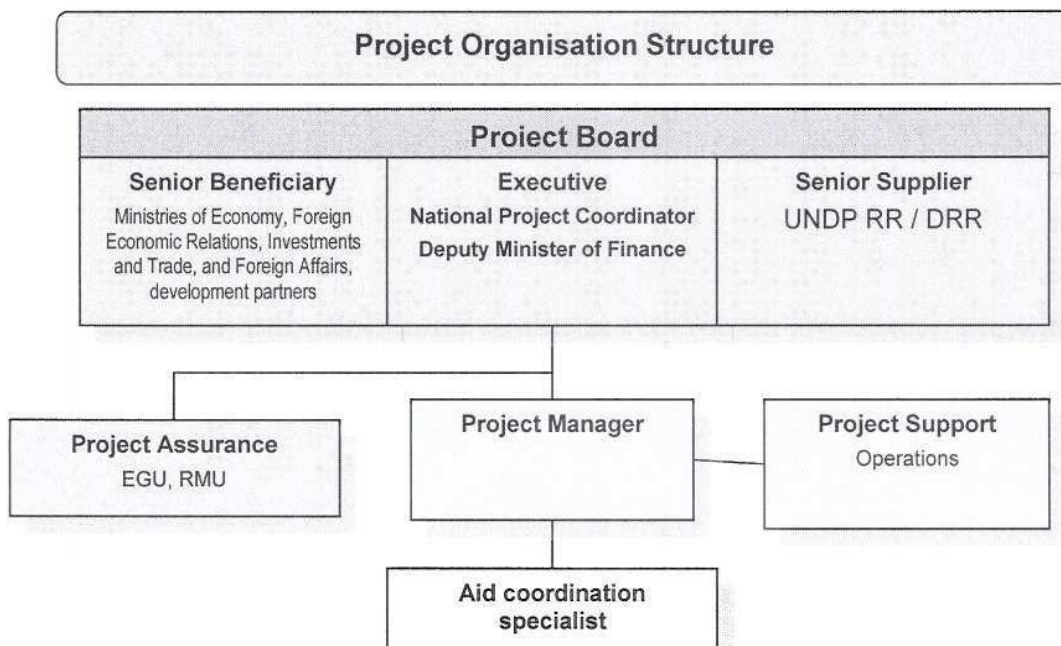
The project activities will be implemented according to the UNDP procedures for national implementation (NIM). The Ministry of Finance will be the implementing partner.

The Ministry of Finance shall retain overall responsibility for this nationally managed project and will appoint the National Project Coordinator (NPC). Direct responsibility of the NPC will be provision of strategic advice, as well as coordination of the project activity taking into account interests of the Government (for more details please see roles and responsibilities of the Project Board in the Annex B1).

Project Assurance is the responsibility of each Project Board member, however the role is delegated to the Economic Governance Programme Unit and the Resource Management Unit of UNDP. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that relevant project management milestones are planned and achieved.

The Ministry of Finance will provide in-kind contribution towards project costs in the form of:

1. Office premises;
2. Installed office telephone lines and support towards telecommunication costs.



In accordance with the provisions of the letter of agreement signed on 30 April, 2010 and the approved Country Programme Action Plan 2010-2015, the UNDP country office shall provide support services for the *Project* as described below.

Direct UNDP Country office Support Services to the project implementation

The UNDP and the Ministry of Finance have agreed that the UNDP Country Office will provide the following support services for the project activities at the request of the Ministry of Finance for the whole duration of the project cycle:

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

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

When providing the above support services, the UNDP Country Office will recover the costs for providing Implementation Support Services on the basis of actual costs and transaction fee based on the UNDP Universal Price List.

The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. If the requirements for support services by the country office change during the life of a project, the list UNDP country office support services is revised with the mutual agreement of the UNDP resident representative and the Ministry of Finance.

The goods procured within the framework of the project and necessary for the implementation of the project activities, in particular ICT equipment and office furniture shall be transferred to the ownership of the implementing partner, unless the Project Board decides otherwise or the goods have been procured from the funds provided by third parties and the agreements with them stipulate other arrangements.

The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan and the UNDP, signed by Parties on 10th June 1993, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services.

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

V. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

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

Annually

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

Quality Management for Project Activity Results

Activity Result 1.		Start Date:
		End Date:
Purpose		
Description		
Planned results	Means of Verification	Target date
Activity Result 2.		Start Date:
		End Date:
Purpose		
Description		
Planned results	Means of Verification	Target date
Activity Result 3		Start Date:
		End Date:
Purpose		
Description		
Planned Results	Means of Verification	Target Date

VI. LEGAL CONTEXT

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

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

Annex A. Offline risk log

#	Description	Date Identified	Type	Probability & Impact ¹ (low) - 5 (high)	Countermeasures / Management response	Owner	Submitted, updated by	Status
1	The political commitment of the key Government officials to transparent and accountable aid coordination and management practices may not sustain in case of significant changes in the political climate.	July 2013	Political	May hinder or delay the implementation part of the project activities P = 3 I = 3	The interventions are politically neutral and should be kept so and even if there would be a substantial political change, it is not expected that it in fact would affect the proposed project activities as such, although it may affect aid flows and aid relations.	Project team	Programme Associate	
2	Aid coordination and management by default depends on the will and commitments of many stakeholders, with varying political and economic agendas. There is a challenge in coordinating interests of those stakeholders to serve overall national development goals. There is a risk of non-compliance of some of the external, as well as internal players in improving effectiveness of aid.	July 2013	Policy	May hinder the implementation of project activities P = 3 I = 4	Government should demonstrate full commitment, and exercise its ownership in full to manage such risks, including through various transparent and objective tools, such as performance assessments of stakeholders, publications and become a true example of transparency and accountability. In order to mitigate this risk the project proposes necessary amendments to the Government policy documents to institutionalize aid coordination architecture	Project team	Programme Associate	
3	Turnover of the Government staff, as well as changes of the staffs in international aid community carries a significant risk towards sustainability of the results that were achieved through investments in capacity building.	July 2013	Operational	May hinder the implementation of project activities P = 4 I = 4	Measures will be developed to ensure a good institutional memory in place, both with the Government as well as with aid community. This may include on-line repositories/web-content of policies, procedures, aid data, analytics etc., as well as tutorials for brief self-trainings in key areas of aid effectiveness and coordination	Project team	Programme Associate	

#	Description	Date Identified	Type	Probability & Impact ¹ (low) - 5 (high)	Countermeasures / Management response	Owner	Submitted, updated by	Status
4	Information sharing on aid related activities may be a challenge, if the globally recognized norms of transparency are not adequately communicated across the board of national and international stakeholders.	July 2013	Policy	May hinder the implementation of project activities P = 3 I = 4	Such risks could be addressed and mitigated at the stage of formulation of requirements for the AIMS, identification of the most relevant data to be used for aid coordination and effectiveness activities	Project team	Programme Associate	

Annex B1. Terms of Reference

PROJECT BOARD

Composition and organization: The Project Board contains three roles, including (1) **an executive**: individual representing the project ownership to chair the group; (2) **senior supplier**: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project; and (3) **senior beneficiary**: individual or group of individuals representing the interests of those who will ultimately benefit from the project.

I. Specific responsibilities

1. Initiating a project:

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

2. Running a project:

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

3. Closing a project:

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement);
- Notify operational completion of the project to the Outcome Board.

II. Executive

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

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

III. Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. Specific Responsibilities (as part of the above responsibilities for the Project Board)

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

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

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

IV. Senior Supplier

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

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

The supplier assurance role responsibilities are to:

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

Annex B2: TERMS OF REFERENCE

PROJECT MANAGER

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

PM will be recruited, and s/he cannot be the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the PM from the Implementing Partner is in place.

Specific responsibilities would include:

1. Overall project management:

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

2. Running a project

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

3. Closing a Project

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

Qualifications Requirements

- Advanced university degree related to overall project tasks (economics, business, public finance and management);
- At least five years of progressive work experience in the field of economics and/or project management. Work experience in any development organization is an advantage;
- Good knowledge about development issues and donor activities in the Republic of Uzbekistan;
- Strong managerial and communication skills, ability to take decisions and to prioritize multiple tasks, results-orientation, ability to work in a team and stressful conditions;
- Initiative, analytical thinking, ethics and honesty;
- Skills for using ICT as a tool and data source;
- Fluency in English, Uzbek and Russian.

AID COORDINATION SPECIALIST

Under the direct supervision of the Project Manager, the Aid Coordination Specialist will undertake the following tasks and responsibilities:

- Assist Project manager in day-to-day Project activities and its overall implementation process;
- Identify, collect and analyse information on macroeconomic indicators of Uzbekistan, policy priorities and programs adopted by the Government, and to keep abreast of the progress achievement of national Millennium Development Goals;
- Collect and analyse information about current state and trends in Uzbekistan's cooperation with donor community with detailed knowledge about loans, foreign aid and technical assistance provided to the country;
- Collect and analyse information on locally based donors and international development agencies, their assistance programs and their experience in providing aid to the country;
- Analyse institutional and policy framework of donor policies and procedures including terms and conditions of bilateral and multilateral development assistance to the country;
- Analyse national institutional and legal framework of bilateral and multilateral external development assistance to the country, procedures for planning, implementation and accounting of foreign aid and technical assistance;
- Prepare proposals on further development of cooperation with existing and potential donors so that it supports national goals, priorities and strategies; avoids duplication and overlap in efforts;
- Prepare proposals on development of methodology and tools for aid and technical assistance program/project design, appraisal, its monitoring, evaluation and impact assessment outlining key features of national experience and internationally recognized practices;
- Act as a resource on aid coordination and help UNDP CO in identifying challenges, opportunities to formulate programme interventions in this area;
- Guide the authors of the Development Cooperation Report and ensure quality publication;
- Coordinate the process of development and regular update of aid database covering technical assistance projects being implemented and aid provided to Uzbekistan;
- Coordinate the process of raising public awareness about the Project and related activities, including organizing trainings/seminars/workshops with participation of representatives from the Government, private sector, NGOs, mass media;
- Provide assistance with the overall monitoring and evaluation of the project and ensure that all activities are implemented efficiently as planned;
- Encourage awareness of and promotion of gender equality in all project activities;
- Prepare all financial and administrative documents related to the project implementation in accordance with the UNDP rules and procedures, maintain project's expenditures and commitments shadow budget;

- Develop quarterly and annual budget plans for recruitment of personnel; maintain financial records and monitoring systems to record and reconcile expenditures, balances, payments and other data for day-to-day transaction and reports;
- Advise and assist Project staff, experts and consultants on all respects of allowances, salary advances, travel claims and other financial and administrative matters, and calculates and authorizes payments due for claims and services;
- Prepare detailed cost estimates and participates in budget analysis and projections as required to handle all financial operations of the project office, make cash payments and reconcile all accounts in required time frame;
- Analyse the potential problems concerning administrative-financial issues and take respective measures to provide adequate project's resources in time for implementation of the project activities;
- Performs other duties as required.

Qualifications Requirements

- University degree, preferably in development studies, economics, social sciences, public or business administration. Master's degree would be desirable, but it is not a requirement;
- At least 3 years of progressive practical experience involving application of principles and concepts of economics and international development in various contexts and skills in conducting research studies and organizing training programs in areas relevant to development work;
- Specific experience/knowledge on aid and technical assistance will be considered as a definitive advantage for selection, if validated by a recognized certificate/diploma;
- Strong interpersonal and communication skills, client-orientation, ability to work in a team;
- Demonstrated ability to write clearly and concisely, initiative, diligence at work, sound judgment and ability to perform well under pressure;
- Fluency in English, Uzbek and Russian.

Annex B3: TERMS OF REFERENCE

PROJECT ASSURANCE

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

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

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

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed

- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

1. Initiating a project

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

2. Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

3. Closing a project

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