



PROJECT DOCUMENT

Uzbekistan

Project Title: "Support to Civil Service Training in Uzbekistan"

Project Number: 00098820

Implementing Partner: The Academy of Public Administration under the President of the Republic of Uzbekistan

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Brief Description

This project is a part of wider UNDP support to ensuring democratic, inclusive and efficient governance and merit-based civil service in Uzbekistan. The purpose of the project is to support and enhance institutional mechanism for continuous training of future government leaders and civil servants in public sector of Uzbekistan.

To this end, Project primarily aims at strengthening the institutional and individual capacities of the Academy of Public Administration under the President of the Republic of Uzbekistan through: enhancing the efficiency of civil service training, contribution to further capacity building of managers in public sector which would increase their professional ability to perform their duties effectively in response to the needs of citizens, society and state, as well as in accordance with international standards and the best practices pertaining to the innovative public administration for sustainable development goals.

<p>UNDAF (United Nations Development Assistance Framework for the Republic of Uzbekistan) Outcome 7: By 2020, the quality of public administration is improved for equitable access to quality public services for all.</p> <p>CPD (Country Programme Document) Output 1: Strengthened institutional capacities for integrated strategic planning.</p>	Total resources required:	\$ 350,000	
	Total resources allocated:	UNDP TRAC:	\$ 90,000
		UK FCO:	\$ 50,000
		Government:	\$ 210,000
	APA In-Kind contribution:	Office premises, communications, Internet	



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Date: 04 NOV 2016

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ACRONYMS

APA	Academy of Public Administration under the President of the Republic of Uzbekistan
AWP	Annual Work Plan
CDTA	Capacity Development Technical Assistance
CDR	Combined Delivery Report
CO	Country Office
CPD	Country Programme Document
NIM	National Implementation Modality
GGU	UNDP Good Governance Unit
LPAC	Local Project Appraisal Committee
M&E	Monitoring & Evaluation
MFA	Ministry of Foreign Affairs of the Republic of Uzbekistan
NIM	National Implementation Modality
NPC	National Project Coordinator
PAC	Project Appraisal Committee
PATA	Policy and Advisory Technical Assistance (PATA)
PM	Project Manager
PR	Public Relations
QPR	Quarterly Progress Reports
RMG	Results Management Guide
RMU	UNDP Resource Mobilization Unit
SBAA	Standard Basic Assistance Agreement
SC	Supreme Court of Uzbekistan
TOR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UPL	Universal Price List

I. DEVELOPMENT CHALLENGE

Development of effective and professional civil service through enhancing the capacities and skills of future management staff in public institutions, organizing their continuous training has a critical role in overall modernization of public administration, as well as implementing administrative, economic and social reforms. Raising demand for professional and competent staff in the civil service has coincided with growing problems in their retention and recruitment of talented new generation, especially those with technical and professional expertise.

Since civil servants are at the forefront in interaction with citizens, CSOs and business communities, the quality and integrity of civil service affects the nature of communication between state, citizens, business and wider society. In that sense the capacity of civil servants has a crucial role in ensuring the success of reforms aimed at economic development, enhancing entrepreneurship, favorable investment climate and social capital as a whole.

Like other transitional economies, key development challenges Uzbekistan is facing are largely linked with institutional capacities of government and therefore country needs to improve constantly its system of governance. In the process of further enhancing democratic reforms and establishing civil society in Uzbekistan, government strives to meet the requirements of the modern public administration system. Uzbekistan's reforms of public administration are part of the implementation of the President's "Concept of further deepening democratic reforms and establishing civil society in the country," with a view to continue and to further strengthen the capacity of existing and new institutions.

As international practice suggests (Singapore, Germany, UK, Republic of Korea, Malaysia, Japan, India, US and others) institutional reforms of public sector management and increasing quality of public administration are prerequisites for implementing successful economic reforms and ensuring competitiveness of a country the global market. In other words, the quality of public institutions alongside with developing market relationships can have significant positive impact on social and economic development of a country.

In Uzbekistan, The Academy of Public Administration (Academy) under the President of Uzbekistan is the single and main higher educational establishment in the system of training, in-service training and advance training of civil servants and local government officials.

The Academy was established in April 1995 under the name of the Academy of State and Public Development to prepare civil servants for managerial positions in central and local government. It was mandated to fundamentally improve political, cultural, and professional training and re-training of civil servants in public administration bodies, ministries, agencies, local governments. Alongside with professional capacity building of civil servants, Academy was responsible to coordinate and enhance research and studies on public administration reform agenda in Uzbekistan.

Professors from national and foreign universities, as well as ambassadors and high-level experts are regularly invited to give lectures and training for middle-level managers and young entrepreneurs aspiring for a career in public sector. The administration of the Academy conducted study of top international schools on governance and created network of partnership with selected institutions and international organizations, funds, particularly UNDP, World Bank, EU TACIS programme, JICA and Konrad Adenauer Foundation and others.

In April 2012 the Academy of State and Public Development was reorganized in accordance with President's decision No.PF-4435 as of 10.04.2012 as Academy of Public Administration (APA). The decision was intended to fundamentally rethink the system of training and re-training of public organizations' officials in line with modern requirements for ongoing socio-economic and political reforms aimed at democratization and development of civil society.

In August 2015, Presidential Decree №4745 granted APA with more enhanced mandate, as well as a new objective on introduction of new educational curriculum based on international standards and training methods which would reflect contemporary challenges in public administration; engaging high-caliber professors from foreign universities in APA programs; implementing joint programmes on public administration with foreign think-tank and universities; organization of comprehensive study of international best practice in public sector management and designing recommendations for further enhancement of public administration system in Uzbekistan.

Currently the Academy offers Master in Public Administration (MPA) degree programme with three different majors: economic sector management, social sector management and regional management. The Academy accepts 90 students to its Master's programs (50% provided as government grant and 30 students for each major). Overall number of students in APA is more than 230, 170 of which are Master's students, 15 – PhDs candidates, 50 – students of re-training courses. Students who have successfully completed the study receive a master's degree and diploma certified by the state.

The educational process in the Academy is organized taking into consideration of national reform agenda, particularly deepening democratic and economic reforms, structural transformations and diversification of Uzbek economy, introduction of successfully applied methodologies in educational process of developed countries on public administration and management to ensure improving the effectiveness of public agencies' activity. In this regard, Academy intends to introduce modern standards, teaching methodologies devised in accordance with government educational requirements for curriculum with the use of leading pedagogical, ICT and innovative technologies.

The Master programme contains 21 subjects, including 7 universal and mandatory for all majors. Each major has 5 specific modules are taught only to students of a particular direction, and 9 optional modules. Availability of teaching of general and specialized subjects are to be considered in planning of future study tours and invitation of visiting foreign lecturers and experts.

APA has also implemented a new preliminary selection procedure of candidates in order to ensure the qualitative admission process. Admission to Master's Programme is based on open competition among the citizens of the Republic of Uzbekistan under the age of 35 years with higher education, at least two years of managerial experience in public administration bodies, who are required to pass written tests. Candidates who successfully complete the test are invited to competency based interviews to identify and evaluate their managerial skills, psychological agility and ability to work in a team, as well as to ensure fairness of selection process and provide unified assessment for each incumbent.

This pre-selection process allows determine not only theoretical knowledge of candidates, ICT and English language skills, but also identify analytical skills and leadership qualities. In addition, the panel takes into account references from candidate's workplace, level of foreign language and ICT skills. Candidates are required to have broad knowledge, erudition, analytical skills, and high moral standing.

During entire period of study in the Academy, students reserve their workplace position and salary.

Apart from Masters Programme APA is entrusted with the principal mandate of effective re-training system of management cadres for the national and municipal government bodies within special 4 months programme with official certificate granting upon completion.

In order to strengthen capacity of both central and local government bodies, APA faculty chairs develop new curricula and courses, and teaching methods. Furthermore, APA faculty chairs undertake fundamental and applied research activities in the subject areas of public administration and public sector management with special focus on best international practice of civil service and management to devise recommendations and proposal to the Government.

Civil servants capacity building training in APA

The Republic of Uzbekistan has been gradually implementing modernization and democratization of public administration, enhancement of civil service system through training and retraining of government specialists, which generally contributes capacity development of government agencies at the national and local level. However, management practices, functioning style and formation of civil service retain some elements that hinder further development of good governance and a true market economy. In January 2014 the First President of the Republic Uzbekistan Islam Karimov called for **“firmly getting rid of officials who obviously do not want or cannot abandon old management practices”** and to **“rely on well-trained and modern managers”**.

According to Presidential decree #4745 in order to radically enhance system of training and re-training of civil servants, who would capable of coherently resolve issues in accordance with current challenges and pressures, Academy is tasked with following:

- to provide best knowledge on public administration, latest and effective management methods, market economy, monetary policy, legal basis of administration, psychology, information-communication technologies;
- nurturing practical skills of strategic planning, solid analytical judgement in various situations, the ability to find best solutions in challenging environment, to increase their initiative, leadership skills, and more importantly the sense of responsibility and integrity for fulfilling entrusted duties and functions;
- introduction of international standards and methods of training of managerial staff, testing and appraisal system and evaluation of teaching quality into the educational process;
- special focus on issues of systematic analysis and reform of public administration based on best international practice, incorporation of new modules and courses and etc .

Thus, system of training of civil servants for managerial positions require further development taking into consideration:

- Innovative methodologies and concepts on public administration, international best-practices widely used in leading foreign universities, specializing in governance;
- Development of leadership and analytical skills;
- The ability of long-term planning and taking evidence-based decisions;
- The ability to navigate in a challenging environment;
- Ability to work in a team and interact with public authorities and management of different levels, including by ICT tools as well as e-government framework;
- The development of a holistic concept and improvement of civil service training system.

According to the OECD/ACN report¹ on the third round of Monitoring of the Istanbul Anti-Corruption Action Plan in 2015, in the area of public sector reforms Uzbekistan has taken a number of steps, including the development of Concept of the Law on Civil Service, the draft Law on Civil Service, the draft unified rules for competitive recruitment in public administration, draft code of public servants ethics², including conflict of interest issues. Regarding integrity in public sector the report also positively notes the increasing transparency about available vacancies in the public service after introducing the obligation to publish them in the Internet.

Uzbekistan put forward an ambitious goal to double country's GDP and to become an upper-middle-income country by 2030. The success of this objective, in turn, is directly linked with the capacities of public institutions successfully implement political and economic reform objectives outlined by the First President of Uzbekistan in the meeting of Government dedicated to the annual results for Y2015. Public administration bodies need qualified and competent staff possessing required knowledge, proven management abilities and technical skills, geared to advancing the common good, introducing, and maintain client oriented service tools in governance.

In addition, large-scale economic programs and bringing the reforms to their logical conclusion require creation favourable conditions for ensuring high level of training and forming management team with professional qualification and able to successfully implement reform agenda on further democratization of public administration, social and economic modernization and increasing livelihood of people.

The economic and social reforms conducted in the country expand the functions of local governments, their scope of performance and functions. This institution of local governance needs professionals, who possess new knowledge, skills and competence in modern public administration, and are able to operate effectively and efficiently, using new technologies of public administration and client-oriented public services.

Analysis of managerial preparedness of students in the Academy (conducted by APA administration) shows that the majority of civil servants having sufficient theoretical knowledge, nevertheless face challenges in application of their academic knowledge in practice. Considering a

¹<http://www.oecd.org/corruption/acn/Uzbekistan-Round-3-Monitoring-Report-ENG.pdf>

² Consequently adopted on 2 March 2016 as per Resolution of the Cabinet of Ministers # 62.

growing need for highly qualified team and staff for effective public administration, APA needs international support and expertise from foreign partners in following dimensions: developing professional skills and competencies of civil servants, enhancing the qualification of faculty staff members, curriculum development in compliance with international requirements and standards, and establishing continuous knowledge and best practice sharing platform with leading foreign universities including but not limited to study tours.

In order to facilitate abovementioned tasks, APA is interested in cooperation with international partners on the following areas.

1) Improvement of existing knowledge and methodological base. Proceeding from curriculum, feedback from faculty members and students, APA plans to increase volumes of purchases of foreign literature (textbook, manual and etc.) on various spheres of public administration. The following step is updating of APA's access to academic databases such as Web of Science, JSTOR, Taylor & Francis, Oxford University Press, Wiley Online Library, OECD Library, etc.

Within international cooperation with foreign partner universities on public administration, APA plans to gain access to their research networks and internal library resources (National school of administration of France, College of public service of Singapore, National institute of development of human resources of Korea etc.). Moreover, short-term study tours and tailor made training courses in leading international higher education institutions will contribute to enhance the quality and content of training capacities of government officials in APA.

2) Expansion of scales of international cooperation, academic networks through the improvement of quality of educational and methodical work in APA. To this end, it is essential to ensure further development of educational programme, delivering curricula and preparation of textbooks on public administration in cooperation with foreign experts. Faculty members annually elaborate recommendations on curricula development, however APA is keen to study the international practice, determine relevance of modules, as well as consider a possibility of introducing of new courses in accordance with the international best practices.

Due to the lack of specialized literature on public administration and public sector management in Uzbek language, in cooperation with visiting professors and scholars, APA plans to establish a process for the preparation of textbooks, teaching aids and translation of academic literature into Uzbek. In this regard, APA also plans to increase the number of joint publications with international experts and academic articles in national and international journals.

In recent years, APA significantly increased the number of visiting lectures of foreign experts and practitioners. However, at this stage APA is interested to institutionalize this practice – i.e., increase in the number of guest lectures and possible invitation to the short-term (from several months to a year and more) of foreign visiting scholars and professors to teach at the Academy. More prolonged station of visiting professor will give opportunity for students to deeply study and comprehend foreign practices in good governance and explore possibilities to adapt them in local context. Local faculty members, in turn, will have an opportunity to be acquainted with modern educational and innovative technologies to enrich their curricula, teaching skills, programmes and methodologies.

II. STRATEGY

Previous UNDP assistance to APA

The Academy of Public Administration has been consistently cooperating with a number of educational institutions and international organizations in order to prepare highly qualified personnel, training of civil servants, establishing an effective and transparent system of governance.

UNDP "Local governance support project" Phase II (LGSP-2) actively cooperates works with Academy on strengthening the functional and technical capacities of local civil servants of regional and district level authorities and development of joint recommendations on civil service system enhancement in Uzbekistan.

In addition, in March 2013, LGSP-II project provided technical assistance for training of faculty members, students and library staff in academic networks usage and Internet for research activities. Training sessions contained an introduction to basic information literacy and critical

analysis of electronic resources, operation with the searching engine of Google and its resources (Google Scholar, Google Doc, Google Lab), as well as use of international database of UNDESA (United Nations Department of Economic and Social Affairs)/UNPAN (United Nations for Public Administration Network) for searching free-to-use research materials and modern electronic library resources. UNDP Project has also funded the annual subscription of the Academy for online libraries such as JSTOR and OECD-ilibrary resources.

The trainings on Result-Based Management (RBM) was jointly organized with APA for employees of khokimiyats and members of working group on local development strategies.

UNDP has also assisted to introduce Distance Education Portal (max.dba.uz) to build the capacity of APA to perform new functions and tasks, in particular to organize and implement online education through elaboration of online courses on ICT skills, and result-based management. Today, online education portal has 15 modules.

UNDP facilitated visit of international consultant in cooperation with LGSP-II project with aim to prepare Concept note of Academy's e-journal.

With LGSP/Phase-2 support, international expert from UK visited APA for advisory support and expertise on governance reforms and conducted training needs assessment and proposes new curriculum addressing current challenges for public administration. After the visit, expert developed and presented for considerations several courses for introduction in the Academy.

LGSP-Phase II project also provided assistance in organizing the visit of the APA delegation to the National School of Administration (ENA, France), including to understand the policies and practices of France regarding civil service system, training of civil servants and introducing and promotion of e-journal and publications in electronic databases and international e-libraries.

Apart from abovementioned activities, UNDP organized following events and conferences:

- Round-table discussion on «Modernization of public administration system» in 2013;
- "Legal basis of civil service reform in Uzbekistan" in 2014;
- Seminar on "Current issues of enhancement of rule-making and oversight powers, and openness of the local Kengashes of people's deputies" in 2015.

An important milestone was reached in 2013, when UNDP has signed a Memorandum of understanding (MoU) and Joint Action Plan with Academy of Public Administration to develop its capacity as both a leading civil service training institution and think-tank on public administration reform in Uzbekistan. MoU established solid and clear framework for cooperation between UNDP and APA within the promotion of public administration reform and development of the professional capacity of civil servants and agreed to cooperate in the following areas:

1. Training and knowledge sharing with Academy students on the best international practice in the field of public administration and civil service, regional development strategy, sustainable development principles;
2. Training students of the Academy on advanced technologies in the field of land, water, energy and biological resources management, in order to obtain value-added product and the benefits and country population;
3. Development of textbooks on civil service, effective interaction of civil society and public institutions, introduction of the electronic document management system;
4. Conducting regular learning hours for different groups of students on various best practices in public administration;
5. Further development of Academy's online academic journal "Society and Governance".

New Project with APA "Support to Civil Service Training in Uzbekistan" will contribute to meeting the objectives set out in the United Nations Development Assistance Framework for Uzbekistan 2016-2020 (UNDAF), and the UNDP Country Programme Document (CPD) for Uzbekistan for 2016-2020. In particular, the project will contribute to CPD Output 1. "Strengthened institutional capacities for integrated strategic planning" and UNDAF Outcome 7 "By 2020, the quality of public administration is improved for equitable access to quality public services for all".

Moreover, the Project will support a number of the objectives set out in the Presidential Decree of the Republic of Uzbekistan #4745 (August, 2015) regarding reorganization and enhancement of the Academy's activity.

Consequently, the proposed project will produce the following **main output**:

The institutional mechanism is enhanced for continuous and solid training of future government leaders and civil servants in public sector of Uzbekistan.

In addition, Project will contribute to implementation of systemic activities aimed at capacity development of civil servants to further progress and increasing the efficiency of public services to people, business in economic and social sector, as well as at the local level. To reach this objective, the project will facilitate the delivery of main inputs required for the improvement of APA's capacity including the enhancement of its (1) human resources, (2) knowledge platforms, including curriculum development, and (3) international cooperation frameworks.

Project is funded on a basis of cost-sharing agreement with Academy of Public Administration. Travel costs, including possible host university fees for study tours as well as costs of visiting professors will be covered by financial resources allocated by the Government of Uzbekistan.

III. RESULTS AND PARTNERSHIPS

Expected Results:

- Enhanced efficiency and quality of leadership and management training in civil service
- Institutional knowledge management system is improved in educational process and and implementation international best practices on merit-based civil service, innovative public administration, and sustainable development

The following activities will be undertaken to produce the final project output: ***The institutional mechanism is enhanced for continuous training of future government leaders and civil servants in public sector in Uzbekistan.***

Activity result 1. Upgrading skills and competence of civil servants and faculty staff of the Academy through training and study tours in foreign countries with vast practical and successful experience in implementing public administration reforms.

Indicative actions will include:

- The organization of training courses and study tours for APA students and faculty members and staff in leading foreign institutions, primarily in partner universities;

- Showcase the international best practices and management in public administration on the following topics:

- Improving the efficiency of public institutions through optimization of their functions and administrative procedures;
- Improvement of mechanisms and forms of interaction of government agency with population, business entities and civil society, aimed at improving the quality and accessibility of public services;
- Successful implementation and functioning of e-Governance framework, One-Stop-Shops, Information Centers (press service), ensuring interoperability and interagency coordination;
- Civil servant or government official in foreign countries, their responsibility and duty to the country's population. Implementation and use of key performance indicators (KPI system) to measure efficiency of public agencies, units and civil servants;
- Transparency, openness and accountability of public authorities, prevention of corruption that has a negative impact on the success of reforms and economic stability;
- Effectiveness of local government, budget formation and distribution, decentralization of public administration, delegation of power to local government, regional development strategies;

Focus will be mainly given second-year master's students (in the run-up to dissertation preparation), to evaluate their knowledge and skills in practice, and to develop targeted recommendations for improving the public administration system in Uzbekistan.

The trainings will be of two types - academic and professional. In academic training, students should take a course in the partner organizations (universities.) within defined and consulted plans (local development, local budgets, public-private partnerships, the organization of the civil service and evaluation of civil servants, etc.). During study tours students familiarize themselves with the activities of any central or local public authority and its management practice (for example, regulation of business, e-government, etc.), if possible they should personally examine the agency's work process and interaction with the public. It is assumed that 70% of the internship will be for Master's students, whereas other 30% for faculty member staff.

Table 1. List of partner universities, which signed MoUs or agreements on cooperation with the Academy of Public Administration

No.	Country	University	Date	Validity
1.	Singapore	Civil service college of Singapore (MoU)	April 3, 2012	3 years
2.	France	National School of Administration (MoU)	October 16, 2012	3 years
3.	USA	Virginia polytechnic institute and state university (MoU)	January 31, 2013	3 years
4.	Czech Republic	University of Economics, Faculty of International Relations, Prague (MoU)	March 26, 2013	3 years
5.	The Republic of Korea	National Institute of human resource development (MoU)	April 28, 2014	5 years
6.	Japan	Center for Asian Legal exchange, University of Nagoya (MoU)	November 18, 2014	5 years
7.	Italy	The Italian National School of Administration (MoU)	November 13, 2015	3 years
8.	Belgium	International Institute of Administrative Sciences	Indicative partner	
9.	Netherlands	European Institute of Public Administration	Indicative partner	
10.	Germany	Federal Academy of Public Administration	Indicative partner	

Activity result 2. The quality of curriculum on public administration is enhanced through the involvement of the international expertise and standards.

Invitation of scholars, practitioners and professors to develop and deliver the internationally acceptable and benchmarked curricula on a medium-term basis on following topics:

Indicative actions will include:

- Lectures on public administration, e-governance and local governance, reflecting current challenges in public sector;
- Management theory and practice, management in economy, social sector, human resource management and change management;
- Examples of the practical implementation of the constitutional principle of separation of powers, creating an effective system of checks and balances system, strengthen the parliamentary role and authority in shaping and implementing both domestic policies;
- Administrative management and reform (the administrative process, public service issues, ethics and integrity in public administration);
- Improving the management system of socio-economic development of regions (improving the efficiency of local government, administrative and fiscal decentralization in the regions, the formation and control of budget spending, the organization of activity of local representative bodies, the development of free economic zones);
- Sociology and psychology of management (assessment of competency of leaders in public administration, evaluation and development of organizational culture, performance measurement;

- Monetary and fiscal policy;
- Issues of macroeconomic policy, public procurement system);
- ICT and e-government framework (strategy, interagency cooperation, popularization, overcoming the bureaucratic resistance, business process reengineering, change management);
- Civil society foundations (work with civil society institutions, citizens, working with the media and social networks);
- Public policy in innovation, science and technology;
- Public-private partnership (Public-Private Partnership);
- Studying, adapting and applying new teaching methodologies for existing and new courses in public administration;
- Training seminars with the participation of leading international experts and scholars on improving the efficiency of public administration, representatives of developed and developing countries (European countries, Singapore, Malaysia, Estonia and others.);
- Guest lectures of other international consultants and experts involved in the framework of the UNDP implementation of bilateral projects in the Republic of Uzbekistan;

The programmes of visiting scholars and professors will allow to expose APA students to existing best practices, reform success, and to compare the various approaches to make their own conclusions. This practice will be also helpful for APA professors in terms of further improving curricula, explore new approaches and methods required to bring APA programme in line with the curricula of leading international institutions, providing training for further professional development in the public service.

Table 2. APA faculty members' recommendations on visiting professors and lecturers

No.	Priority areas	Proposed countries	Required topics and subjects
1.	Legal basis of governance	Germany, Singapore, France, The Republic of Korea, Japan, Italy	- Public administration and management of economic and social sector, local and regional development - Legal issues of governance
2.	Principles of public administration	Japan, Germany, Russia USA	- administrative process - prevention of corruption - civil service issues - ethics and integrity in public administration - Quantitative analysis in decision-making
3.	ICT and e-government foundation	The Republic of Korea, UK, Estonia, Singapore	- e-Governance, business process reengineering, e-participation, open data - English language in public administration;
4.	Foreign languages	USA, UK	- Specific terminology in management of economic and social sphere, regional management, business administration and law
5.	Foundations of civil society, forms and methods of local governance	Japan, USA, India, Germany	- Local governance; - Decentralization; - Regional and local development; - Free economic zones;
6.	Sociology and psychology of management	USA, Italy	- Evaluation of competency of managerial staff in public administration - Evaluation and nurturing corporate culture

7.	Monetary and fiscal policy	France	<ul style="list-style-type: none"> - Macroeconomic policy of a state, - Public procurement - Change Management - Public policy in innovation, science and technology - Public policy in education
8.	Management: theory and practice	Germany, Singapore, USA, The Republic of Korea	<ul style="list-style-type: none"> - Public Administration, Public Sector Management, Project Management on Public Administration - Spatial Planning - Public-private Partnership - Enhancing management of social and economic development in regions

Activity result 3. Awareness raising and policy advice is provided to key decision-makers on modernization of public administration in Uzbekistan

Convening and organizing conferences and workshops on modernization of public administration with wider involvement of leading experts, practitioners and representatives of international organizations.

Sub-activities will include:

- Annual conferences on public administration and good governance;
- Conducting "round tables" on increasing the efficiency of public administration and civil service;
- Discussion of the most effective mechanisms for improving public service and recommendations for Uzbekistan;
- Preparation of analytical materials, policy briefs and publications (articles and presentations) on international experience in the field of civil service reform and management;
- Concept of deepening democratic reforms and formation of civil society as a key mechanism for the democratization of government and public administration;
- Knowledge sharing and studying international best practices on the application of constitutional principle of the separation of powers, establishing effective "check and balance" system, enhancing the role and authority of oversight functions of Parliament and representative institutions at the central and local level;
- Exchange of the best practices, improving the curricula and introduction of new technologies of teaching and learning on public administration;
- Involvement of civil society, mass media, academia and expert community in scientific and practical activities of APA for social partnership and increase transparency;
- Extensive coverage in the state and private media (newspapers, magazines and online publications) on the subjects, key points, and results of the public raising events conducted jointly with APA and other partners.

Resources Required to Achieve the Expected Results

Partnerships

The Academy of Public Administration is fostering a favorable enabling environment for engaging international partners with aim to exchange educational and scientific best practices. The Academy enjoys support from many partners across CIS, European and Asia-Pacific region.

APA closely collaborates with the University of Nagoya (Japan), the Parties have signed the 2014 Memorandum of Understanding, organized a series of lectures of Japanese experts to present and showcase Japan's practice in public administration. University of Nagoya also launched part-time PhD programme within APA in October 25, 2015.

The Korea International Cooperation Agency (KOICA) is also working on a new project for training of practitioners for public sector management. In February 2016, KOICA experts and Korean

university professors visited Uzbekistan as part of feasibility study and met with several stakeholder and international partners including UNDP, World Bank, ADB. Planned project is to be implemented in collaboration with Korean educational and scientific institutions in the framework of a special program of KOICA in 2017-2019 years.

The project involves, joint research on the development of new teaching methods, the development of new educational and methodical manuals, case studies and tutorials on various management disciplines. Secondly, the creation of a system of continuous professional development of faculty members. Third, improvement of curricula. Fourth, the organization of internships and study tours for APA students and professors staff in the National Human Resources Management Institute (NHI), the University of Sungkyunkwan and others related institutions.

Academy of public administration cooperates with the Asian Development Bank Mission (ADB), the German Agency for International Cooperation (GIZ), Regional Office of the Konrad Adenauer Foundation, the OSCE Project Coordinator in Uzbekistan, NATO regional office and the British Council, etc.

Within the framework of joint project between the Academy and UNDP "Support to Civil Service Training in Uzbekistan", it is planned to involve to various activities other UNDP projects in Uzbekistan, UN agencies in Uzbekistan, and other national and international partners to support the proposed initiatives and conduct joint activities. In particular, project will involve UNV expertise to identify and bring the international volunteers from well-known foreign universities for visiting professors programme of APA.

Risks and Assumptions

- Delay in transfer of government funds under cost-sharing agreement to UNDP may cause the postponement of the planned activities. The project will coordinate all financial matters regarding the cost-sharing agreement with APA focal points and NPC.
- Staff turnover in partner organizations may require the arrange flexible and adapting knowledge transfer on international best practices to ensure the continuity of quality curriculum development and delivery as well as transition of knowledge and skills from experienced faculty staff to newcomer staff members. The project will design international study tour programmes in close consultation with APA management and advise on individual follow-up plans of every participants of those tours.
- Long approval process for clearance and endorsement of foreign professors and experts might cause delays in development and delivery of lectures. The project team will collaborate with APA departments to facilitate the process of clearance and necessary permits.
- Insufficiency of project funds to deliver results and conduct activities. The UNDP will make efforts to mobilize donor resources for unfunded part of activities and collaborates with APA to bring more international and national partners on board to support the project actions.
- The project objectives and activities were intensively consulted with APA management. The proposed actions are in line with current national priorities on modernization of public administration system and train the effective government employees. The decision of President of Uzbekistan adopted in 2015 provides a legitimate basis for conducting the proposed activities jointly with APA and other international partners and donors.

Stakeholder Engagement

- Academy of Public Administration is a key stakeholder of this project, while other international and national partners will also be engaged in conducting joint research, educational and awareness raising activities
 - *Target Groups of the project activities are following:*
 - Master students of APA
 - APA faculty members
 - Trainees of short-term training courses of APA

Knowledge

- The project will produce the following knowledge products:
 - Access to international databases and online libraries
 - Research reports on results of study tours on governance issues
 - Concept papers and policy briefs on civil service
 - Handbooks, manuals and textbooks on public administrations for APA
 - Infographics and awareness raising products based on joint research activities
 - Lecture notes and presentations of visiting professors and experts
- All knowledge products will be made accessible to students and faculty members through APA intranet as well as uploaded in corporate website of APA.

Sustainability and Scaling Up

Increased ability of Master students to conduct applied research in public sector management will be used by graduated students in their professional career, since during education in APA their positions and salaries are kept unchanged. Immediately after graduation, all APA alumna will be able to apply their professional knowledge, skills and experience, gained through the different project activities and upgraded curriculum, in the their jobs in government agencies and ministriess, regional and local municipalities.

All upgraded and modernized courses and curriculum, with support of international experts and visiting professors, will be discussed and endorsed by the Scientific Board of APA, before being included in the official education plan and programme of the APA.

Faculty members, having mastered their skills through participation in different capacity development activities, will be able to retain and advance the courses themselves as a part of faculty plans for curriculum development.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

- The project activities, to be funded by the Government of Uzbekistan, will be identified and endorsed by APA in consultation with relevant government agencies and UNDP in Uzbekistan.
- The APA, with support of MFA of Uzbekistan, will mobilize the efforts of different stakeholders to identify and promptly clear the visiting experts and professors. All administrative costs dealt with involvement of foreign workforce will be handled by the APA.
- The APA will provide free boarding room, office, access to Internet and library, gym facilities and meals to all visiting professors involved under this project.
- The APA will help mobilize other donors and international partners to cost-share the project activities, especially, with regard to study-tours and visiting professor and experts, as well as preparation of knowledge products.
- All handbooks and textbooks prepared by this project will be printed out by APA, which will take all necessary measures to clear necessary endorsements and permits in line with national legislation of Uzbekistan, and with respect to copyright laws, including international copyrights and principles of academic integrity.
- UNDP will partner UNV as well as other international organizations in order to involve international volunteers-professors on fully or partially cost-shared basis. In addition, UNDP will collaborate with multi-lateral and bilateral donors to share the costs of study tours and visiting experts and professors.

Project Management

The project will be implemented under National Implementation Modality (NIM). The Academy of Public Administration (APA) will be the Implementing Partner. APA 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 and coordination of the project activity taking into account interests of APA.

APA and UNDP will be represented in the Project Board. The overall guidance and strategic decisions related to the project implementation will be made by the Project Board. The Project Board will be responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendations for UNDP/APA approval of project plans and revisions. All other Project management roles are presented in ANNEX II. Project Management Roles.

Project Board contains three roles, including:

- 1) An Executive: individual (National Project Coordinator from The Academy of Public Administration) representing the project ownership to chair the group.
- 2) Senior Supplier: UNDP (1 representative): The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: The Academy of Public Administration (1 representative) representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

In accordance with the provisions of the letter of agreement signed on November 2016 and the approved Country Programme Document 2016-2020, the UNDP Country Office shall provide services for the Project as described below.

Direct UNDP Country office Support Services to the Programme Implementation

The UNDP and APA have agreed that the UNDP Country Office will provide the following support services for the project activities at the request of the APA:

- (a) Identification and/or recruitment & solution of administrative issues related to the project personnel;
- (b) Procurement of commodities, labor 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 APA is strengthened to enable it to carry out such activities directly.

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

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

The goods procured within the framework of the Project and necessary for the implementation of the its activities, in particular IT equipment & office furniture shall be transferred to the ownership of the APA, unless the Project Board decides otherwise or the goods have been procured from the funds provided by third parties and the agreements with them stipulate other arrangements. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government

of Uzbekistan & the UNDP, signed by Parties on 10 June 1993, incl. the provisions on liability and privileges & immunities, shall apply to the provision of such support services.

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

Audit Arrangements: The Audit will be conducted in accordance with the established UNDP procedures set out in the Programming and Finance manuals by the legally recognized auditor.

Use of institutional logos on project deliverables: In order to accord proper acknowledgement to UNDP for providing funding, UNDP should appear on all relevant project publications, including among others, project hardware purchased with UNDP funds. The UNDP logo should be more prominent - and separated from any other logo, if possible, as UN visibility is important for security purposes. Only APA and UNDP's logo will be used in events and publications to be funded under this Project. In case of co-hosting of public events by other partner organizations, their official logo will also be listed in agenda, informational and promotional materials related to the event.

The Project will not develop its own logo.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

UNDAF Outcome 7: By 2020, the quality of public administration is improved for equitable access to quality public services for all

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

Output 1: Strengthened institutional capacities for integrated strategic planning.

Indicator 1.a: Availability of roadmaps for policy coherence, planning, resource management and operational coordination for equitable service delivery. Baseline: No. Current system of public sector management has sector approach for service provision that impedes reforms for access to quality public service provision Target: Yes.

Applicable Output(s) from the UNDP Strategic Plan:

Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic Governance

Output 2.2. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and Stakeholders

Output 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation

Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services

Output 3.2. Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public

Project title and Atlas Project Number: Support to Civil Service Training in Uzbekistan, ATLAS ID 00098820, Output ID 00102013

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	2016	2016	2017	2018	
Output 1 <i>The institutional mechanism is enhanced for continuous training of future government leaders and civil servants in public sector in Uzbekistan.</i>	1.1. <i>Number of APA students (male/female), local civil servants from regions with improved knowledge of public sector management and benefiting from leadership and management training.</i>	APA	number	0	10	30	40	Project report
	1.2. <i>Percent of positively assessment APA students, who completed their study tour plans, by evaluation commission of APA;</i>	APA commission report	Percentage	0	40%	60%	80%	Project report
	1.3. <i>The availability of practical recommendations by APA students' on improvement of public administration in Uzbekistan following study tours and participation in international conferences and seminars</i>	APA students' report	availability	0	No	Yes	Yes	Project report

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management to facilitate tracking and resolution of potential problems or requests for change which can be raised at the Project Board meetings; Periodic monitoring visits: Monthly Project visits will be conducted by the Head of Good Governance Unit and/or Focal point in the Good Governance Unit to discuss overall performance of the project, plans for future and other project issues.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively	Annually	Relevant lessons are captured by the project team and used to		

	sourced from other projects and partners and integrated back into the project.			inform management decisions.	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually		Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually		Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	
Project Report	A progress report will be prepared by the Project Manager and presented to the Project Board.	Annually, and at the end of the project (final report)		Report should consist of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually		Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	

VII. MULTI-YEAR WORK PLAN ³⁴

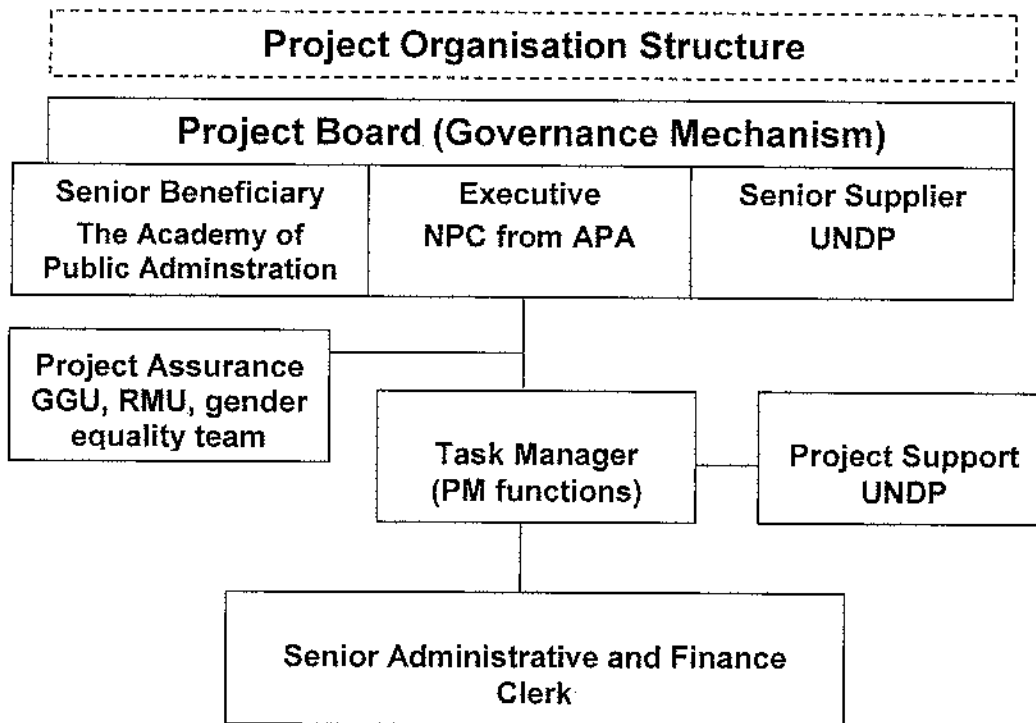
All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. Services that will result in direct project costs need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2016	2017	2018	Y4		Funding Source	Budget Description	Amount
Output 1. The institutional mechanism is enhanced for continuous training of future government leaders and civil servants in public sector in Uzbekistan.	Activity 1. Showcasing the international best practices in public governance for APA students and faculty members	30,000	50,000	20,000		APA, UNDP	APA		\$ 100,000
	Activity 2. The quality of curriculum on public administration is enhanced through the involvement of the international expertise and knowledge	40,000	50,000	20,000		APA, UNDP	APA		\$ 110,000
	Activity 3. Awareness raising and policy advice is provided to key decision-makers on modernization of public administration in Uzbekistan	25,000	50,000	15,000		APA, UNDP	UNDP, UK FCO		\$ 90,000 \$ 50,000
	MONITORING					APA, UNDP	UNDP		
Sub-Total for Output 1									
Evaluation (as relevant)	EVALUATION								
General Management Support	3%								
TOTAL									\$ 350,000

³ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁴ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



IX. LEGAL CONTEXT AND RISK MANAGEMENT

1. Legal Context:

- Country has signed the Standard Basic Assistance Agreement (SBAA) 1993
- Country has signed UNDAF Legal Annex in 2016, which shall be applicable to this project

2. Implementing Partner:

- Academy of Public Administration, Government Entity (NIM)

This project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan and UNDP, signed on June 10, 1993.

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

The executing agency shall:

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

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

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

X. ANNEXES

- 1. Project Management Roles: Project Board Terms of Reference**
- 2. TORs of Project's key management positions**

ANNEX I. PROJECT MANAGEMENT ROLES

I. PROJECT BOARD

Overall responsibilities

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Task Manager (Project Manager), including recommendation for UNDP/The Academy of Public Administration approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Resident Representative. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Task Manager (Project Manager). This group is consulted by the Task Manager Project Manager for decisions when Task Manager (Project Manager) tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Task Manager (Project Manager) and any delegation of its Project Assurance responsibilities.

Composition and organization

This group contains three roles, including:

- 1) **An Executive:** individual representing the project ownership to chair the group.
- 2) **Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC meeting. Efforts should be made to extent possible to ensure gender balance among the members of the Project Board.

Specific responsibilities:

Initiating a project

- Agree on Task Manager (Project Manager)'s Manager'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.

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 Task Manager (Project Manager)'s tolerances in the AWP 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 UNDP;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Project 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.

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board.

II. EXECUTIVE

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

Specific responsibilities (as part of the above responsibilities for the Project Board):

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

If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

III. SENIOR BENEFICIARY

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. 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. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific responsibilities (as part of the above responsibilities for the Project Board):

- Ensure the expected outputs 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;
- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Resolve priority conflicts.

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

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

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities.

IV. SENIOR SUPPLIER

The Senior Supplier represents the interests of the parties that 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 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 assurance responsibilities of the Senior Supplier are to:

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

If warranted, some of this assurance responsibility may be delegated.

V. TASK MANAGER (PROJECT MANAGER)

Overall responsibilities

The Task Manager (Project Manager) has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Task Manager (Project Manager) is responsible for day-to-day management and decision-making for the project. Task Manager (Project Manager)'s prime responsibility is to ensure that the project produces the

results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the PM is in place.

Specific responsibilities would include:

Overall project management:

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

Running a project

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

Closing a Project

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

VI. PROJECT ASSURANCE

Overall responsibility

Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Task Manager (Project Manager), therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.

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;
- Gender mainstreaming policy embedded into project and implemented;
- Any legislative constraints are being observed;
- Adherence to RMG monitoring and reporting requirements and standards;
- Quality management procedures are properly followed;
- Project Board’s decisions are followed and revisions are managed in line with the required procedures.

Specific responsibilities would include:

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.

Running a project

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

Closing a project

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

VII. PROJECT SUPPORT

Overall responsibilities

The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager.

Specific responsibilities would include:

Provision of administrative services:

- Set up and maintain project files;
- Collect project related information data;
- Update plans;
- Administer the quality review process;
- Administer Project Board meetings.

Project documentation management:

- Administer project revision control;
- Establish document control procedures;
- Compile, copy and distribute all project reports.

Financial Management, Monitoring and reporting

- Assist in the financial management tasks under the responsibility of the Project Manager;
- Provide support in the use of Atlas for monitoring and reporting.

Provision of technical support services

- Provide technical advices;
- Review technical reports;
- Monitor technical activities carried out by responsible parties.

Annex II. TORs for key project personnel

- 1) Task Manager on Capacity Building and Research (SC-7)
- 2) Senior Clerk on Administrative and Financial Issues (SC-5)



**UNITED NATIONS DEVELOPMENT PROGRAMME
TERMS OF REFERENCE/SERVICE CONTRACT**

I. Job Information

Job title:	Task Manager on Capacity Building and Research
Project Title/Department:	Support to civil service training in Uzbekistan
Type of contract:	SB4-1/SC-7
Work status (full time/part time):	Full time
Duration of the service:	6 months (with possible extension subject to satisfactory performance and availability of mobilized resources for the component)
Duty station:	Tashkent, Uzbekistan
Expected places of travel:	N/A
Reports to:	Head of Good Governance Unit

II. BACKGROUND INFORMATION

In 2012, the President of Uzbekistan initiated reorganization of the Academy in order to introduce current international practice in graduate programs in Public Administration and Public Sector management. The goal of the newly founded Academy of Public Administration (APA) under the President of the Republic of Uzbekistan is to create an effective system of training and retraining for managerial staff in civil service. Graduates of APA are to be trained specific skills and knowledge they need to become successful leaders in public sector and diverse industries, private and public organizations and institutions within Uzbekistan.

In 2015, started optimization process of the APA's activity. It was granted more enhanced mandate, a new task of introduction of new educational curriculum based on international standards and reflecting contemporary challenges in public administration. In detail, it gives specific focus on: introduction of international standards and methods of civil service training; inviting high-calibre professors from foreign universities; implementing joint programmes with foreign think-tanks and universities in public administration; organization of set of activities including comprehensive study of international best practice in public governance and designing recommendations applicable for Uzbekistan.

Now the Academy offers two-year Master's (MPA) programs and doctoral programs designed to meet the future needs of students at various stages of their academic and professional careers. Currently about 180 Master students are studying in Academy. Annual admission is 90 students. A number of short-term programs were designed for civil servants. Programs offer the students courses on decision-making, legal foundations of governance, problems of national security, economics, finance and others.

As part of its wider support to ensuring democratic, inclusive and efficient governance in Uzbekistan, UNDP implements jointly with Academy of Public Administration under the President of Republic of Uzbekistan the "Support to civil service training" project. The overall goal of the Project is to enhance capacities of civil servants (undergoing training in APA) in specified areas with the stated aim of creating more skilled, qualified and professional leaders that provide value for people and help to navigate the reform landscape. To this end project focuses on three major areas: 1) Invitation of visiting scholars and lecturers on public

administration and governance in order to provide APA students and faculty staff with insight and solid knowledge on selected subjects, as well as showcase existing reform success and curriculum development; 2) Organization of joint research, conferences and workshops on public administration and service, publication of knowledge products; 3) Study tours and training of APA students and professors in foreign institutions to showcase international best practice/case studies in public governance.

The Task Manager will be working under direct supervision of the UNDP Programme Analyst on Rule of Law and National Project Coordinator (NPC) from Executing Agency, APA. The Task Manager is fully responsible for operational management of the project according to the project document and UNDP corporate rules and procedures and for fulfilling the following:

III. FUNCTIONS / KEY OUTPUTS EXPECTED

Duties and responsibilities:

Under the direct supervision of the Head of Good Governance Unit and in close cooperation with the UNDP Programme Associate on Public Policy, Task Manager on Capacity building and Research will perform the following duties and responsibilities:

Project implementation:

- Take overall responsibility for the satisfactory execution and implementation of project toward achieving the outcomes and outputs;
- Implement the approved AWP and ensure compliance with the milestones and delivery targets, outlined in the Project Document;
- Analyses the implementation of project components, analyses problems that hamper their implementation and takes appropriate measures to ensure timely delivery of required inputs;
- Lead effective communication and coordination of activities between UNDP, Government, Executing Agency and other stakeholders to ensure consistent service delivery and to follow up on matters related to project activities;
- Work in close collaboration with the Government counterparts, UNDP to exchange information and ensure consistent service delivery;
- Coordinates recruitment process of international consultants/visiting professors and ensures timely delivery of services and payments;
- Monitor learning results of trainings, compile and review training evaluation records;
- Coordinate a pre-and post-testing for participants of the training sessions together with the trainers to collect data on learning results;
- Review existing course structure, course materials and training methodology for APA students against key objectives advised by APA and UNDP, and identified training needs;
- Develop a light-touch but regular training programme for counterpart staff, targeting key knowledge or skills relating to training (e.g. through regular but informal sessions).
- Advise UNDP trainers on appropriate exercises and appropriate case study presentation;
- Provide advice to senior APA staff on approaches in other countries to public sector training, and systems and approaches to training of civil servants;
- Identify and advise on the capacity development needs (in immediate and medium term) of the APA towards implementation of revised curricula;
- Advise APA staff and selected teaching staff on effective approaches to monitor and assess civil service training, and support the APA in gathering and analyzing training needs analysis and assessments for the senior and executive management courses;
- Provide managerial oversight over timely preparation and submission of analytical, administrative and financial reports and any other documents required by the UNDP;
- Facilitate advocacy and outreach activities, writing of success stories, press-releases, newspapers coverage, and other relevant PR campaigns;
- Liaise with other UNDP-funded projects within and international donors/partners to

implement possible synergies;

- Ensures that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- Perform other duties and tasks necessary to ensure effective implementation of project.

IV. Competencies and Critical Success Factors

I. Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Demonstrates corporate knowledge and sound judgment, self-development, initiative-taking;
- Ability to lead strategic planning, results-based management and reporting;
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources;
- Ability to perform a variety of task related to general administration, finance, contract, asset and procurement management;

II. Functional Competencies:

1. Communication and Networking

- Demonstrates maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government;
- Must be capable of combining efficient implementation of UNDP administrative process, ensuring and facilitating the coordination and collaboration of diverse stakeholder groups and good team work with national and international consultants;

2. Knowledge Management and Learning

- Documents lessons learned and best practices;
- Access global best practices, share them with relevant local and international stakeholders and ensure their incorporation into the project implementation and design process;
- Actively works towards continuing personal learning and development, acts on learning plan and applies newly acquired skills.

3. Development and Operational Effectiveness

- Ability to perform a variety of specialized activities related to financial resources management, including formulating budgets, reporting and monitoring;
- Demonstrates ability to identify problems and propose solutions;
- Organizes and completes multiple tasks by establishing priorities;
- Handles when necessary a large volume of work possibly under time constraints.
- Demonstrates good knowledge of information technology and applies it in work assignments

4. Leadership and Self-Management

- Excellent managerial and leadership and presentation skills;
- Maintains strong relationships with clients, focuses on impact and results for the client;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills;
- Responds positively to feedback and differing points of view;
- Remains calm, in control and good humored even under pressure.

V. Qualifications Requirements

- University degree in a development related discipline (public administration, law, social sciences and other relevant areas);
- At least 5 years of proven practical experience in management of similar projects, preferably within international organizations;
- Work experience in a development organization and co-operation with government entities, scientific institutions is an asset;
- Strong organizational, networking, client-orientation and communication skills;
- Initiative, analytical thinking, ethics and integrity;
- Knowledge of public administration and civil service reform;
- Skills for using ICT as a tool and data source;
- Proficiency in English, Russian and Uzbek.

VI. Signatures- Post Description Certification

Incumbent:	Signature	Date
Prepared by:	Signature	Date
Approved by:	Signature	Date



**UNITED NATIONS DEVELOPMENT PROGRAMME
TERMS OF REFERENCE / SERVICE CONTRACT**

I. Job Information

Job title:	Senior Clerk on Administrative and Financial Issues
SC range:	SB3/1 (SC-5)
Project Title/Department:	Support to civil service training in Uzbekistan
Duration of the service:	6 months with possible extension (subject to satisfactory performance)
Duty station:	Tashkent city, Uzbekistan
Work status (full time / part time):	Full-time
Reports To:	Task Manager

II. Background Information

In 2012, the President of Uzbekistan initiated reorganization of the Academy in order to introduce current international practice in graduate programs in Public Administration and Public Sector management. The goal of the newly founded Academy of Public Administration (APA) under the President of the Republic of Uzbekistan is to create an effective system of training and retraining for managerial staff in civil service. Graduates of APA are to be trained specific skills and knowledge they need to become successful leaders in public sector and diverse industries, private and public organizations and institutions within Uzbekistan.

In 2015, started optimization process of the APA's activity. It was granted more enhanced mandate, a new task of introduction of new educational curriculum based on international standards and reflecting contemporary challenges in public administration. In detail, it gives specific focus on: introduction of international standards and methods of civil service training; inviting high-calibre professors from foreign universities; implementing joint programmes with foreign think-tanks and universities in public administration; organization of set of activities including comprehensive study of international best practice in public governance and designing recommendations applicable for Uzbekistan.

Now the Academy offers two-year Master's (MPA) programs and doctoral programs designed to meet the future needs of students at various stages of their academic and professional careers. Currently about 180 Master students are studying in Academy. Annual admission is 90 students. A number of short-term programs were designed for civil servants. Programs offer the students courses on decision-making, legal foundations of governance, problems of national security, economics, finance and others.

As part of its wider support to ensuring democratic, inclusive and efficient governance in Uzbekistan, UNDP implements jointly with Academy of Public Administration under the President of Republic of Uzbekistan the "Support to civil service training in Uzbekistan" project. The overall goal of the Project is to enhance capacities of civil servants

(undergoing training in APA) in specified areas with the stated aim of creating more skilled, qualified and professional leaders that provide value for people and help to navigate the reform landscape. To this end project focuses on three major areas: 1) Invitation of visiting scholars and lecturers on public administration and governance in order to provide APA students and faculty staff with insight and solid knowledge on selected subjects, as well as showcase existing reform success and curriculum development; 2) Organization of joint research, conferences and workshops on public administration and service, publication of knowledge products; 3) Study tours and training of APA students and professors in foreign institutions to showcase international best practice/case studies in public governance.

Under direct supervision of the Task Manager of Capacity Building and Research, Administrative and Finance Assistant will provide operational/financial and administrative services to the project ensuring high quality, accuracy and consistency of work according to the project document, UNDP Standard Operating Procedures (SOP) and for fulfilling the following functions:

III. Functions / Key Outputs Expected

- Bear responsibilities for logistics/travel, and recruitment for the project, in accordance with UNDP SOP;
 - Based on consultations with Project Manager and UNDP Operations Units to perform procurement related operations in accordance with UNDP SOP and procedures;
 - Prepare all financial and administrative documents related to the project implementation;
 - Carry out and organize logistical arrangements for training sessions;
 - Provide organizational and administrative support in implementation of project activities including organization of roundtables, workshops, trainings, working meetings and other events;
 - 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, , travel claims and other financial and administrative matters
 - Prepare detailed cost estimates and participates in budget analysis and projections as required to handle all financial operations of the project office and reconcile all accounts in required time frame;
 - Maintain, update and transmit inventory records of non-expendable equipment in accordance with UNDP SOP;
 - Ensure leave monitoring of project staff, check the accuracy and proper completion of monthly leave reports;
 - Analyze the potential problems concerning administrative-financial issues and take respective measures to provide adequate project's resources in time for implementation of the project activities;
 - Define the cost-effective measures for optimal use of resources of the project;
 - Ensure full compliance of administrative and financial processes and financial records with UNDP SOP, regulations, policies and strategies;
 - Encourage awareness of and promotion of gender equality among project staff and partners;
- Perform other duties related to personnel, administrative and financial issues of project as required

IV. Competencies

Corporate Competencies:	<ul style="list-style-type: none"> • Demonstrates commitment to UNDP's mission, vision and values; • Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
Functional Competencies:	<ul style="list-style-type: none"> • Fundamental knowledge of processes, methods and procedures; • Understands the main processes and methods of work regarding to the position; • Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks; • Demonstrates good knowledge of information technology and applies it in work assignments; • Presentation of information on best practices in organizational change; • Demonstrates ability to identify problems and proposes solutions
Core Competencies:	<ul style="list-style-type: none"> • Demonstrating/safeguarding ethics and integrity; • Demonstrate corporate knowledge and sound judgment; • Self-development, initiative-taking; • Acting as a team player and facilitating team work; • Facilitating and encouraging open communication in the team, communicating effectively; • Creating synergies through self-control; • Managing conflict; • Learning and sharing knowledge and encourage the learning of others. Promoting learning and knowledge management/sharing is the responsibility of each staff member; • Informed and transparent decision-making.

V. Qualifications Requirements

Education:	Bachelor degree in Business Administration, Finance, Economics and Accounting and/or Public Policy-relevant education in above areas.
Experience:	At least 2years relevant work experience in administration and finance. Working experience in international organizations is a strong advantage.
Language Requirements:	Excellent command of spoken and written English, Uzbek and Russian are essential
Others:	<p>Good communication skills;</p> <p>Strong financial and administrative skills, result and client-orientation, ability to work in a team;</p> <p>Ability to work under pressure and with tight deadlines, ethics and integrity;</p> <p>Ability to use information and communication technology as a tool and resource;</p> <p>Experience in handling web-based management systems;</p> <p>Ability to handle multiple tasks simultaneously and ability to prioritize</p> <p>Knowledge of and experience in public sector reform,</p>

gender mainstreaming

V. Signatures- Post Description Certification
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Incumbent <i>(if applicable)</i>

Name	Signature	Date
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Prepared by:

Name / Title	Signature	Date
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Approved by:

Name / Title	Signature	Date
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