

## Preliminary Final Report

**Name of the country:** Republic of Uzbekistan  
**Project number (Atlas):** 00044565  
**Project name:** Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy (ICTP)  
**DGTF edition (year):** 2009  
**Implementation period:** April/2009 – December/2010

### PROJECT PERFORMANCE

Outcome areas under UNDP strategic plan 2008-2011 <sup>1</sup>	Purpose and expected output	Activities undertaken	RESULTS ACHIEVED	Reasons if progress below target
<p>4. National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services.</p>	<p>One-stop-shop (on a pilot basis (in one district) for the administrative services to citizens is established</p>	<p>Needs assessment conducted and the OSS Concept (covering broad issues of OSS implementation and maintenance) developed with a list of potential services, training plan and technical specifications for information systems;            International experience examined through online resources and in practice through a study tour to Vietnam;            OSS premises and technical infrastructure (including integrated information system and queue management system) prepared considering the needs of all types of visitors (incl.PWD);            Provisions regulating OSS operations developed and approved at district level;            Training plan implemented for OSS personnel in information system usage and customer service;            OSS officially launched in Sergeli district of Tashkent city on April 7, 2010;            Extensive PR-campaign is conducted using traditional and electronic media;            Monitoring system to oversee OSS activities established;            Republican seminar on OSS was conducted with participation of the representatives from all khokimiyats of the country to raise awareness and share OSS experience in Sergeli district.            OSS experience in Sergeli thoroughly examined and proposals for nationwide replication prepared and submitted to government counterparts.</p>	<p>The pilot One-Stop-Shop for government services in Sergeli district of Tashkent city was successfully launched and currently provides to the population more than 40 public services offered by 14 government departments. More than 14000 visitors were served by OSS during its first 8 months of operation. Survey conducted among OSS visitors showed that about 90% of them are satisfied with OSS services and quality of their provision; OSS experience in Sergeli was showcased to the government and administrations of other regions of the country; this resulted in the decision of the government to replicate the project across the country.</p>	<p>Progress is on target</p>

<sup>1</sup> Please state under which of the following nine outcome areas your project falls into:

1. Civil society, including civil society organizations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies
2. Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration
3. Access to information policies support accountability and transparency
4. National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services



## CUMULATIVE RESOURCES UTILIZED

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DGTTF resources: USD 200 000

Other resources (as applicable; please state sources of funding and amount):

UNDP: USD 50 000

Sergeli Khokimiyat: In-kind support (renovated premises, human resources, etc)

## PROJECT PERFORMANCE — MAIN CHALLENGES

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*The pilot initiative on establishment of One-Stop-Shop (OSS) was successfully undertaken and OSS was launched on April 7, 2010. Such factors as good planning (conceptual & organizational), prioritizing the pilot project by the senior level government management, followed by strong support and leadership willingness of both UzACI (partner agency) and Sergeli Khokimiyat contributed to the success. Regular meetings/discussions, presentations on the advantages of the new pilot project, as well as review of proper experience (study tour to learn best international practices) were also very important for the success.*

*Currently more than 40 public services offered by 14 government departments are being provided through OSS. More than 14000 visitors were served by OSS during its first 8 months of operation. Survey conducted among OSS visitors showed that about 90% of them are satisfied with OSS services and quality of their provision.*

*Meanwhile, the following main challenges were faced during implementation of the OSS initiative:*

- *Unexpected difficulty in ensuring presence of certain public services in OSS due to very limited number of employees in public service entities and dual subordination*

*Response: Customized working hours have been worked out to ensure the presence of the effected service providers. To resolve the issues of dual subordination, an Interagency Working Group (representing key ministries and agencies) has been established. Following the findings of national functional analysis, an optimization of subordination issues should be addressed.*

- *Issues of overcoming expected resistance to change from public service providers.*

*Response: This challenge was avoided through identification of pioneers in the government agencies, and organization of a round of meetings and presentations on the advantages of the new pilot project for all stakeholders.*

- *Difficulty in ensuring sustainability of established OSS and implementation of adequate exit strategy for UNDP.*

*Response: Showcasing of the pilot initiative and awareness raising on the advantages of the OSS among government officials and beneficiaries resulted in Cabinet of Ministers Coordinating Committee decision (dated July 15, 2010) to establish OSS centers in all regions in Uzbekistan by 2013. As ICTP project was completed in December 2010, which turned out to be a bit early for UNDP exit, it was decided that monitoring of the OSS pilot initiative will be further implemented by another UNDP project focused on public administration.*

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5. Legislatures, regional elected bodies, and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively

6. Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups.

7. Strengthened capacities of national human rights institutions

8. Strengthened national, regional and local level capacity to mainstream gender equality and women's empowerment in government policies and institutions

9. Strengthened national, regional and local level capacity to implement anti-corruption initiatives



**Internal factors:**

- *As the idea of OSS establishment in Uzbekistan was quite innovative, more time was required for development of country-specific approach and procurement of necessary equipment and software. Delays in actual start up of OSS operation resulted in insufficient monitoring time available till the end of the project.*

**External factors:**

- *OSS legal status, personnel arrangements and financial mechanisms should be determined and approved at the government level to ensure the OSS sustainability in the future.*
- *ICT in public administration is still seen by the Government as standalone area with oversight by Communication and Information Agency of Uzbekistan (UzACI), whereas UNDP tried to show ICT's embedded in Public Administration Reform. For instance, public service cannot be supplied through e-doc flow, until procedures are streamlined and any gaps of duplications between different departments and agencies are eliminated.*

**PROJECT PERFORMANCE — MAIN OPPORTUNITIES**

Please list the main opportunities which have been the key enabling factors to support the implementation of the project.

- *Strong commitment of the government at the national level (e.g. Communication and Information Agency of Uzbekistan) and will to champion the project of the local government (Sergeli district administration) highly contributed to its implementation. These also enabled accessing the right stakeholders, performing the needs assessment and getting the required information in a timely and efficient manner. In fact, district officials see in OSS the opportunity to eliminate superfluous documents, shorten processing time, simplify forms, and facilitate stronger customer service orientation.*
- *Experience of other UNDP Country Offices, qualification of project team and involvement of young specialists in work as OSS personnel were critical to the success of the project.*
- *Effective and participatory monitoring mechanism with realistic indicators was a key to the success of the project.*
- *The innovative experiences, shared by Vietnamese specialists during the study tour to Hanoi and Ho Chi Minh in terms of implementation of the public administration reform and establishment of one-stop-shops across the country, were good examples of southern solutions to southern challenges, thus demonstrating the real "south-south cooperation". Although it was clear that Uzbekistan had to work out its own model of OSS introduction and implementation, the extensive international experience was essential in terms of mapping the best practices to realities of Uzbekistan and was used to avoid possible risks and challenges.*

**RATING ON PROGRESS on PARTNERSHIPS**

Please describe the level to which the DGTTF project has contributed to strengthening partnership with different stakeholders and tick the boxes as appropriate:

	Strengthened	Somewhat Strengthened	Unchanged
1. Government	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Donors	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Civil society:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
a) Academia	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b) Unions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

c) Religious organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) NGO/CBOs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Private sector	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. UN system	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Other Int.organizations (like IMF, ADB, etc)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7. Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

## WAYS IN WHICH DGTTF FUNDED ACTIVITIES WERE CATALYTIC AND INNOVATIVE

Please indicate how DGTTF funds helped the CO advanced its agenda in Democratic Governance. How did DGTTF funds allow the CO to explore innovative approaches? Did other donors or the government provide additional funding as a result? Did the DGTTF funds allow UNDP to advance the dialogue or garner a leadership position?

- *In a highly centralized and unreformed public administration OSS project was innovative entry point that clearly demonstrated to the government advantages and ways to improve its service delivery to better respond to citizens requests through one window approach for public service delivery;*
- *In order to streamline functionality of One Stop Shop and move from one window to processing documents online UNDP offered to conduct functional analysis of the most popular public services (pension, registration of unemployed, cadastre, etc). Thus, mission by BRC colleagues and team of international and national consultants embarked on this initiative in February 2011. Major expected outcome of this mission will be recommendations for simplification of procedures that will enable to streamline the administrative procedures and internal work flow;*
- *Government through decree by the Cabinet of Ministers decided to scale up One Stop Shops in every district khokimiyat across the country by 2013;*
- *OSS initiative demonstrated how effective implementation of specific ICT applications provides better opportunities to leapfrog traditional development problems and public administration challenges, especially in a politically sensitive environment.*
- *Within the framework of the pilot initiative UNDP strengthened its role on the provision of knowledge, policy advice, advocacy, and technical support aimed at advancing the dialogue and building a strong partnership with the Government at the local level. This pilot project enhanced the image of the UNDP and established its credibility among the local communities in Sergeli district.*

## LESSONS LEARNED

Please elaborate on the three most important lessons learned during the project implementation.

- *Quality of team, its cohesion and internal dynamics were critical to the success of the project.*
- *An iterative management approach, learning from mistakes and adjusting project interventions based on the implementation realities contributed to the formulation of good working model.*
- *Participatory approach was vital for the success of the project.*
- *Visibility was necessary in order to involve citizens in the project.*
- *Effective and participatory monitoring mechanism with realistic indicators was a key to the success of the project.*

## SUPPORT FROM HQ/REGIONAL BUREAUS/REGIONAL SERVICE CENTRES

Please indicate the nature of support requested and received from HQ, Regional Bureaus, Regional Service Centers, DG-



net during the course of project implementation.

*Mr. Raul Zambrano, Senior Policy Advisor, UNDP HQ was supposed to visit Uzbekistan to provide specific assistance and advice towards development of OSS, however, was not able to make it due to logistical issues. Another UNDP Uzbekistan project (Local Governance Support project) that will continue piloting OSS in 2 regions of the country requested and received support of international expert to conduct functional analysis through Regional Bureau.*

## **GENDER MAINSTREAMING**

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Has your project contributed to gender mainstreaming? If so, please elaborate.

- *Reflecting the needs of women and men. Due to traditional power relations in the society and responsibility for household duties women are less mobile than men. Thus improved speed of services provided by OSS increased their accessibility to women (such as housewives, women with several children, women looking after elderly or sick). According to the attendance statistics, around 11,200(80%) female beneficiaries and around 2,800 (20%) male beneficiaries have been served up to date.*
- *Participatory project implementation. All activities of the project target and include both women and men (e.g. trainings and study tours members included at least 30% quota on the opposite gender). Total 17 OSS staff members (10 females and 7 males) have been trained on OSS operations and customer service. 9 government and UNDP representatives (2 females and 7 males) get acquainted with best practices on OSS implementation in Vietnam.*
- *Increasing awareness of gender issues. One day gender sensitivity training was conducted for 17 OSS staff members (10 females and 7 males) to enable them use non-discriminatory approach while rendering services to beneficiaries.*

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