

Country: Uzbekistan
Initiation Plan

Project Title: Enhancing capacities of central and local authorities to formulate and implement long-term strategies and programmes in Uzbekistan

Expected CP Outcome: 1.1. Capacity of the central and local authorities enhanced to develop and implement economic and social security policies aimed at welfare improvement of vulnerable groups

Initiation Plan Start Date: 10 December 2013

Initiation Plan End Date: 9 December, 2014

Implementing Partner: UNDP

Brief Description

In 2013, a number of strategic initiatives have opened up for UNDP to participate and enhance its development agenda in Uzbekistan. These initiatives will allow the Government of Uzbekistan to articulate a development strategy to become an industrialized upper middle-income country by the year 2030. These ambitions are commendable because prosperity should bring about better opportunities not only for businesses but also and most importantly for its people. The development strategy needs to ensure that the benefits of the economic growth are distributed more evenly among the people of Uzbekistan, without contributing to regional and income disparities between men and women, between rural and urban, as well as within specific groups of population.

This project will contribute to the overall initiative on strategic positioning of the country through producing concrete outputs that will be used as inputs to the overall strategy. It will also help UNDP position itself vis-à-vis Government's priorities and strategic directions of reforms.

Programme Period: 2010-2015

Atlas Award ID: 00077736

Atlas Project ID: 00088358

PAC Meeting Date: 26 November, 2013

Total resources required \$296,000

Total allocated resources: \$296,000

• Regular \$296,000

• Other:

○ Donor _____

Unfunded budget: _____

In-kind Contributions _____

Agreed by UNDP:


Mr. Stefan Priesner, Resident Representative

I. SITUATION ANALYSIS

Uzbekistan has made considerable economic progress since the mid-2000s, both in terms of growth and poverty reduction. GDP growth has averaged 8 percent per year since 2004. Per capita income has more than doubled in real terms since then, and poverty declined from 26 percent of the population to about 18 percent in 2010. Over the past decade, growth has been mostly driven by commodity exports (cotton, gold and gas) and there has been some economic diversification.

In 2012-13, the Uzbek authorities have started to articulate a development strategy whose main objective is to define the strategic choices that would allow Uzbekistan to become an industrialized upper middle-income country by the year 2030. With this goal in mind, the Government of Uzbekistan initially invited the World Bank to assist with the elaboration of the long-term development strategy of the country, titled Vision 2030. Two national think tanks - the Center for Economic Research (CER) and the Institute for Forecasting and Macroeconomic Research (IFMR) – have been identified as main national partners given their technical capacity and prominent roles in socio-economic analysis and planning. World Bank has approached UNDP for a partnership agreement to bring in its broad perspective to development and substantive support to the Vision 2030 preparation process through its existing partnerships with CER and IFMR.

In April 2013, given UNDP's global experience in promoting the principles of sustainable development and local knowledge on the ground, the Government of Uzbekistan and the World Bank invited UNDP to join the exercise as an equal partner. UNDP shares Government's vision to become an industrialized upper middle-income country by the year 2030 through policy dialogue and development of a long-term strategy. On August 26, UNDP and WB signed a memorandum of understanding which outlines areas of cooperation, broad division of labour and mutual cooperation between agencies. Committed to the principles of sustainable economic growth, UNDP has proposed to take a lead in developing the following chapters of the strategic document – social protection, environmental sustainability and governance. These chapters will be developed together with IFMR and CER, as well as other development partners, which have expertise in specific areas.

The Government of Uzbekistan declared 2013 as the year of wellbeing and prosperity. One of the long-standing goals of the government is to foster rural development. The Government intends to invest significant amount of resources into a rural housing programme and build in excess of 10,000 houses annually. UNDP can capitalize on this and other development programmes by bringing international and national experience on local development, accumulated through its interventions such as area-based development programme, local governance project, energy efficiency projects. Through these projects UNDP has acquired experience and local knowledge in community development, public service delivery and environmental protection. It is necessary to operationalize this knowledge and develop a comprehensive/integrated approach to local development, which targets the vulnerable and aims to improve economic, social and environmental aspects of local communities.

Uzbekistan's national poverty line is based on a food consumption of 2,100 kilocalories per day, and thus essentially represents an extreme poverty. In March 2013, the Government of Uzbekistan requested UN agencies in collaboration with the Institute of Social Research to study alternative measures of poverty and prepare a report with proposals and recommendations. It is expected that the study will explore broader group of alternative poverty measures with subsequent absolute/relative poverty thresholds, which would go beyond minimal food-energy intake, minimal income or consumption, but would also confront inequalities, factor exclusion of individuals from public life, polarization and marginalization. Within the United Nations Country Team (UNCT) and the Government, the expectations are that UNDP and the World Bank are best positioned to provide expertise needed to assist the Government in this area. Within UNDAF Economic Well-Being Theme Group, UNDP and the World Bank have agreed to work together to prepare a report on poverty measurement, which contains policy recommendations for revision of the poverty line.

Another strategic initiative for Uzbekistan is MDG report on achievements and challenges of nationalized goals. Preliminary assessments show good progress by Uzbekistan in achieving the most of the MDGs with some exceptions in terms of targets on halting the HIV/AIDS incidence. In 2011, the Government adopted an Action plan on acceleration of MDG achievement in Uzbekistan for the period of 2011-2015

on the way to the attainment of MDGs. In 2006, UNDP assisted the Government of Uzbekistan to prepare and publish the 1st MDG report. While national averages are to a large extent on track, closer look is needed on the level of MDG achievement at sub-national level where disparities and inequalities may exist. Therefore the 2nd MDG report is envisioned to focus on regional disparities in achieving the MDGs.

UNDP has been at the forefront of community-based interventions in poverty reduction, empowerment of people and environmental protection. But these interventions have not been tightly knit and integrated. The current concept of local development in Uzbekistan is primarily focused on "hardware" (housing, infrastructure development) and may only to a limited level be able to achieve integrated local development. To have a far-reaching effect, local development initiatives should be comprehensive and aim to improve efficiency of natural resource use, create right incentives, increase productivity and unleash entrepreneurial potential at local levels. It is necessary to develop comprehensive approach to local development and reflect it in the draft UNDP project document on integrated local development.

Human development has become a main paradigm of development for UNDP since publication of the 1st human development report in 1992. UNDP has promoted the concept of human development among policymakers, academia, students, civil society, and mass media in Uzbekistan. From 2008 to 2011, UNDP project "Increasing Capacities of Educational and Policy-Making Establishments in Promoting and Applying the Human Development Concept" has been actively promoting the concept of human development through teaching practices. Project evaluation conducted in 2011 acknowledged project achievements in promoting the concept and outlined main directions of work on human development. UNDP intends to continue advocacy and promotion of the human development concept by all means.

It is envisaged that the next phase of the project on human development will scale up teaching human development in higher educational institutions and expand the list of beneficiaries based on the national and strategic priorities of Uzbekistan. Following recommendations of the evaluation mission, the project will be designed together with the national counterpart aimed at achieving wide-scale educational and outreach initiatives, targeting various groups of society, including decision-makers, as well as scaling-up scientific and research potential in the area of human development.

UNDP has organized 6 human development schools since 2009 – over the years HD schools have become an important tool for awareness raising and mobilizing potential of HD enthusiasts. Alumni of HD schools play important role in disseminating knowledge and ensuring sustainability of human development activities. UNDP is committed to promote the HD concept through organizing Winter and Summer HD Schools as a cost-effective way of raising awareness and promoting human development.

The project also aims to conduct series of trainings on leadership skills among women. Though the Constitution guarantees equal rights and opportunities for both men and women, women represent only 17% of government (6,5% in the Cabinet of Ministers) positions, 19% in the Parliament and 13% in judiciary. Women are also underrepresented in management positions across sectors. Therefore UNDP will try to nurture leadership skills among the most active representatives of women and promote gender equality in economic, social and political spheres.

II. STRATEGY

The Project will contribute to UNDP's Country Programme in the area of strengthening government capacity to develop and implement economic and social security policies aimed at welfare improvement of vulnerable groups, defined as residents of economically underdeveloped, mainly rural areas; women, particularly home-based workers; labour migrants and their families; unemployed and underemployed people; children and most-at-risk adolescents; the elderly; HIV-positive people; refugees and people with disabilities.

These objectives will be achieved through concrete outputs, such development of policy papers, inputs to strategic documents, such as Vision 2030 and MDG Report, background and analytical reports, and draft project documents. All outputs of the project will contain gender mainstreaming as one of the cross-cutting themes and promote gender equality by collecting gender-disaggregated data, as well as analysing gender gaps and proposing policy recommendations to close them down. In Component 1, all analytical materials will contain analysis of gender-disaggregated data on governance, environment and social protection. In Component 2, the project will directly contribute to MDG report, one of the chapters of which is promotion of gender equality. Other chapters of the MDG report will also consider disparities and inequalities from the prism of gender. In Component 3, the project will target women and children as one of the most vulnerable population groups in formulating local development interventions. In Component 4, the project will aim to achieve gender parity among participants of the HD schools and contribute to nurturing women-leaders through series of trainings among mid-level public servants. Overall, the project will aim for at least 30% participation rate of opposite sex among consultants and experts to be hired within the project activities.

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework 2010-2015: Outcome 1.1: "Capacity of the central and local authorities enhanced to develop and implement economic and social security policies aimed at welfare improvement of vulnerable groups"</p>						
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baselines and targets: Indicator: Number and quality of government policies and programmes promoting inclusive growth in line with Millennium Development Goals Baseline: Welfare Improvement Strategy exists. Target: At least three development policy documents promoting inclusive growth in line with Millennium Development Goals</p>						
<p>Applicable Strategic Plan Outcome (2014-2017): 7. Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles</p>						
<p>Partnership Strategy: Implementing partner: UNDP; Responsible parties: Ministry of Economy, Ministry of Finance, line ministries, Center for Economic Research, Institute of Forecasting and Macroeconomic Research, Institute for Social Research, Academy of Public Administration, UN agencies, World Bank</p>						
INTENDED OUTPUT(S)	OUTPUT BASELINE(S)	OUTPUT INDICATOR(S)	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output: Enhanced capacities of central and local authorities in formulation and implementation of long-term strategies and programmes in Uzbekistan</p>	<p>Baselines: 1. Lack of analytical inputs to Vision 2030 Strategy on social protection, governance and environment issues due to limited capacities in forecasting, planning and implementing long-term plans and strategies.</p>	<p>Indicators: 1. Availability of background analytical papers on social protection, governance and environment as inputs to Vision 2030 strategy</p>	<p>Target 2013 1. First draft of background papers is prepared and submitted to the stakeholders for feedback and discussion</p> <p>Target 2014 1. Background papers on social protection, governance and environment are finalized and submitted to the government as inputs for Vision 2030 strategy</p>	<p>Activity result 1: Background papers on social protection, governance and environment chapters drafted and submitted to the Government</p> <p>Activities in 2013 - 3 international consultants (1 each for social protection, governance and environment themes) and 15-18 national consultants are hired - A workshop for stakeholders is organized together with the World Bank - First draft of background papers on social protection, governance and environment chapters produced and translated into Russian</p> <p>Activities in 2014</p>	<p>UNDP, Center for Economic Research, Institute for Forecasting and Macroeconomic Research, Institute for Social Research, World Bank</p>	<p>Hiring costs: International consultant on environment - \$20,000; International consultant on governance – \$29,000; Travel costs - \$5,000; Organization of training seminars and workshops – \$6,000; National consultants – \$30,000; Printing - \$4,000; Translation costs - \$6,000.</p>

					<p>- Second draft of the background papers on social protection, governance and environment chapters produced and submitted to the stakeholders for peer-review</p> <p>- Feedback on the second draft is collected and the final background papers are produced</p> <p>- Background papers are translated into Russian and submitted to the Government</p>			<p>Total for Activity 1</p> <p>– \$100,000</p> <p>Y2013-\$16,100</p> <p>Y2014-\$83,900</p>
	<p>2.1. All existing nationalized MDG-related reports are based on national averages and don't reflect disparities and uneven progress at sub-national level.</p> <p>2.2. The existing definition of poverty based on food calories intake doesn't encompass broader issues such as</p>	<p>2.1. 2nd MDG report is developed based on comprehensive analysis of MDGs at sub-national level and includes proposals for accelerating MDGs and developing Sustainable Development Goals (SDGs) post -2015</p> <p>2.2. A comprehensive report on poverty measurement containing policy recommendations for revised poverty definition</p>	<p>Target 2013</p> <p>2.1 First draft of the 2nd MDG report is prepared together with the interagency working groups and disseminated among stakeholders for discussion</p> <p>2.2. Expanded outline of the poverty measurement report is prepared and submitted to stakeholders for</p>	<p>Activity result 2:</p> <p>2nd National MDG report is produced together with the Government and published</p> <p>Activities in 2013</p> <p>1. Terms of references developed, international and national consultants identified and recruited</p> <p>2. Organization of national roundtables and workshops to discuss draft proposals and reports with wide participation of stakeholders</p> <p>Activities in 2014</p> <p>1. Organization of national and regional roundtables and workshops on MDGs and post-2015 agenda</p> <p>2. Draft of the MDG report produced and submitted to the stakeholders for peer-review</p> <p>3. Draft MDG report is presented at the national and regional</p>	<p>UNDP, Ministry of Economy, line ministries, Center for Economic Research, Institute for Forecasting and Macroeconomic Research, Institute for Social Research, UN agencies</p>	<p>International Consultant on poverty definition - \$30,000; Travel costs - \$10,000; Organization of regional workshops - \$15,000; National consultants - \$5,000; Printing - \$5,000; Translation and communications costs – \$5,000.</p> <p>Total for Activity 2</p> <p>– \$70,000</p> <p>Y2013 - \$30,000</p> <p>Y2014 - \$40,000</p>		

	<p>inequalities, exclusion from public life, polarization and marginalization</p>	<p>produced and submitted to the government.</p>	<p>feedback Target 2014 2.1. 2nd National MDG report is finalized, translated and printed 2.2. The report on poverty definition is finalized, translated and submitted to the Government for consideration.</p>	<p>workshops and feedback collected 4. 2nd National MDG report is finalized and published 5. Report on poverty definition is finalized and submitted to the Government for consideration.</p>	
	<p>3.1. Lack of comprehensive and integrated approach to local development aimed at improving efficiency of natural resource use, creating right incentives, increasing productivity and unleashing entrepreneurial potential at local levels.</p>	<p>3.1. Availability of draft UNDP project document on integrated local development based on comprehensive feasibility study</p>	<p>Target 2014 3.1. Draft UNDP project document on integrated local development is elaborated based on the comprehensive feasibility study, discussed with the stakeholders and submitted to the Government</p>	<p>Activity result 3: Comprehensive and integrated approach to local development aimed at improving efficiency of natural resource use, creating right incentives, increasing productivity and unleashing entrepreneurial potential at local levels developed Activities in 2014 3.1 Identification and hiring of an international consultant and national consultants 3.2 Draft of the local development report produced and submitted to the stakeholders for peer-review 3.3 Draft UNDP project</p>	<p>UNDP, Center for Economic Research, Institute for Forecasting and Macroeconomic Research, UN agencies</p> <p>Hiring costs: International consultant - \$30,000; National consultants - \$8,000; Travel costs - \$2,000; Staff costs: Advisor Economist – \$20,500</p> <p>Total for Activity 3 – \$60,500 Y2013-\$0,0 Y2014-\$60,500</p>

	4.3. Lack of leadership skills among female mid-level public servants	4.3. Number of female mid-level public servants with improved leadership skills	4.3. At least 20 female mid-level public servants have improved leadership skills		
					TOTAL – \$296,000 Y2013: \$46,100 Y2014: \$249,900

III. MANAGEMENT ARRANGEMENTS

The project activities will be implemented according to the UNDP procedures for direct implementation (DIM). The project will be implemented by UNDP in close cooperation with respective line ministries and national think-tanks.

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager (PM), including approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure best value for money, fairness, integrity transparency and effective international competition.

Based on the approved annual work plan (AWP), the Project Board may review and approve periodic project plans when required and authorizes any major deviation from these agreed plans (see Annex B1 for details). The Project Board 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. The Project Board, if necessary, will also decide on the reallocation of project budget among its activities based on the respective request made by the Project manager. In addition, it approves the appointment and responsibilities of the PM and any delegation of its Project Assurance responsibilities.

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 Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. UNDP Resource Management Unit, as well as Programme Units will provide project assurance services to the project (see Annex B2 for details).

Project Manager is responsible for day-to-day management and decision-making for the project. The 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 (see Annex B3 for details). The Project Management function will be performed by the CO Advisor Economist.

Project Support will be provided by a CO Programme Assistant, who will help the Project Manager with day-to-day duties (see Annex B4 for details).

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

Direct UNDP Country office Support Services to the Programme Implementation

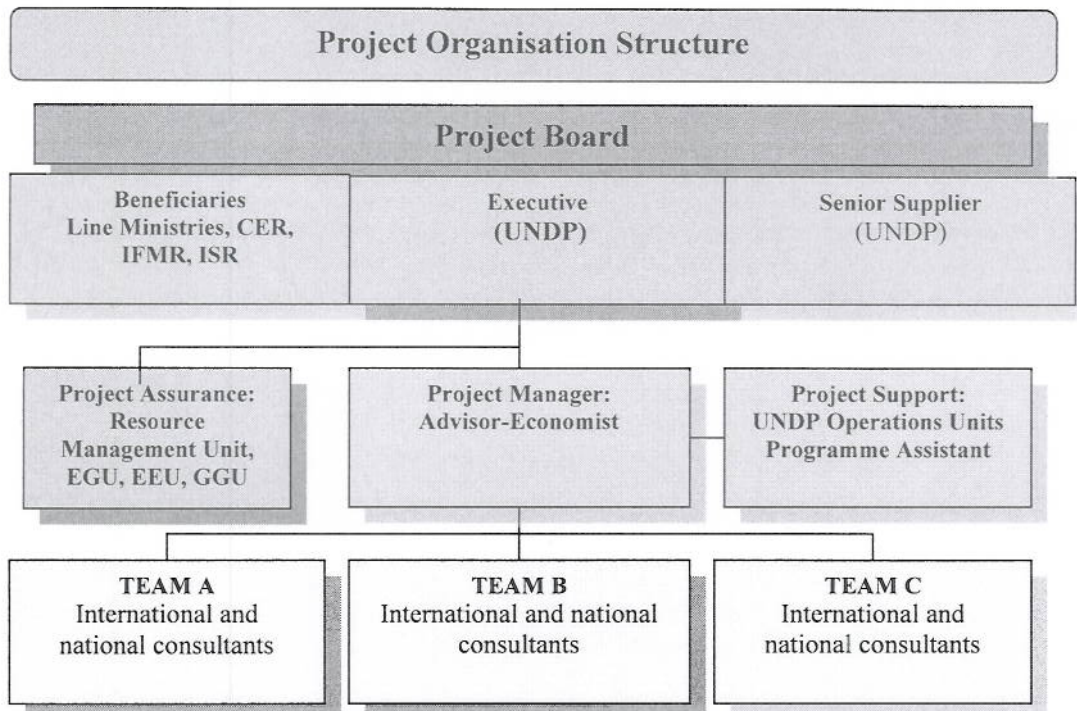
UNDP Country Office will provide the following support services for the project activities:

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

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

The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures.

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



IV. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

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

Annually

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

V. ANNEXES

Annex A. Offline risk log

#	Description	Date Identified	Type	Probability & Impact 1 (low) - 5 (high)	Countermeasures / Management response	Owner	Submitted, updated by	Status
1	Commitment of the key Government officials to developing long-term strategy and planning may not sustain in case of significant changes in the political climate	November 2013	Political	May hinder or delay the implementation part of the project activities P = 2 I = 4	The interventions are politically neutral and should be kept so and even if there would be a substantial political change, it is not expected that it in fact would affect the proposed project activities as such, although it may affect composition of final Vision 2030 document.	Project board	Advisor Economist	
2	Turnover of the key Government officials carries a significant risk towards sustainability of investments into capacity development	November 2013	Operational	May hinder the implementation of project activities P = 3 I = 3	Measures will be developed to ensure that capacity development is directed towards institutions, both with the Government as well as with think-tanks. These will include training seminars and roundtables, some form of coaching and continuous exchange of opinions from both international and national organizations.	Project team	Advisor Economist	
3	Information sharing and dialogue between international organizations and national think-tanks may become a challenge, if information is not adequately communicated across the board of national and international stakeholders	November 2013	Operational	May hinder the implementation of project activities P = 4 I = 3	Such risks could be addressed and mitigated at early stage of the project implementation by enhancing the communications channel and timely identification and resolution of issues arising from miscommunication	Project team	Advisor Economist	

Annex B1. Terms of References

Project Board

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

I. Specific responsibilities

1. Initiating a project:

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

2. Running a project:

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

3. Closing a project:

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

II. Executive

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

- Ensure that there is a coherent project organization structure and logical set of plans;
- Set tolerances in the AWP and other plans as required for the Project Manager;

- Monitor and control the progress of the project at a strategic level;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Brief Outcome Board and relevant stakeholders about project progress;
- Organize and chair Project Board meetings.

II. Senior Beneficiary

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

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

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

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

IV. Senior Supplier

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

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

The supplier assurance role responsibilities are to:

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

Annex B2: Terms of Reference

Project Assurance

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

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

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

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not "creeping upwards" unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to 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:

1. Initiating a project

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

2. Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs 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”

3. Closing a project

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

Annex B3: Terms of Reference

Project Manager

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

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

Specific responsibilities would include:

1. Overall project management:

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

2. Running a project

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

3. Closing a Project

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

Annex B4: Terms of Reference Programme Assistant (part time)

Programme Assistant provides programme and administrative support services ensuring high quality of work, accurate, timely and properly recorded/documented service delivery. The Programme Assistant works in close collaboration with the Programme/Operations staff and project personnel as required for exchanging information and supporting programme delivery.

Duties and Responsibilities

- Administrative support in organization of meetings, conferences, workshops, retreats and other events by making the respective logistical arrangements including developing agenda and taking minutes; preparing the supporting documents for discussions, and drafting and distributing the correspondence;
- Maintenance of document flow within the unit;
- Provision of "project support" function for preparatory assistance projects (Initiation Plan) or projects without Administrative-Finance personnel;
- Translation of programme materials and Unit-related incoming correspondence upon request and extracting, inputting, copying and filing data from various sources;
- Assistance in maintaining the filing system in the Programme Unit/ hardcopy and electronic filing of all supporting documentation, project documents
- Preparation of routine correspondence, faxes, memoranda, requests, reports and payment documentation in accordance with CO SOP.
- Maintenance of stationary supply to Unit's staff
- Generate financial reports in Atlas (expenditure reports, PBB, etc.) upon request of the programme colleagues;
- Act as leave monitor in the unit;
- Act as focal point in the unit on data collection from Unit colleagues for updating the website content;
- Support on general administrative matters related to visa, travel, accommodation, etc., e.g. making e-requisitions and liaising with the CO units on issues related to the respective Programme Unit activities;
- Perform other programme support duties as required.

Competencies:

Computer literacy: usage of office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages, experience in handling of web-based management systems.

Required Skills and Experience:

Education: Bachelor's degree

Experience: 1 to 2 years of relevant working experience (preferably in administration or project management support)

Languages requirements: Fluency in English, good knowledge of Russian and/or Uzbek languages