

United Nations Development Programme
Country: Uzbekistan
Project Document

Project Title:	Business Forum of Uzbekistan (Phase II)
UNDAF Outcome(s):	1. Economic well-being of vulnerable groups is improved
Expected CP Outcome(s):	1.2. Increased employment opportunities and economic security for vulnerable groups
Expected Output(s):	1.2.1. Inclusive microfinance, business advisory and support services facilitated, as well as investment attraction capacities increased
Implementing Partner:	Chamber of Commerce and Industry of the Republic of Uzbekistan
Responsible Parties:	UNDP, Chamber of Commerce and Industry of the Republic of Uzbekistan, UNECE, Oliy Majlis, Ministry of Economy, Ministry of Justice, Ministry for Foreign Economic Relations, Investments and Trade, State Committee for Demonopolization and Competitiveness Development, TIKa, IFC, GTZ, khokimiyats of pilot regions

Brief description:

Growing and healthy private sector is a key factor of sustainable economic development and is a source of wealth and competitiveness of the country. Private sector delivers important goods and services, provides jobs, generates revenue for public sector, and creates and maintains infrastructure. The Chamber of Commerce and Industry of Uzbekistan (CCI) is the largest business support institution with offices in every district of the country and is mandated by the law to promote rights and interests of private sector and facilitate creation of favorable business environment.

The project will work with CCI to contribute to private sector development by: (i) strengthening the capacity of the central office of CCI in the area of legislation analysis and monitoring; (ii) promoting public-private partnerships through awareness building, policy support and collaboration with other partners. The focus will be on awareness building, sector-specific consultations, supporting country and region/municipality readiness assessments, and supporting the Government in developing its strategic approach to PPP through improvement of PPP related legislation; (iii) strengthening the capacity of the CCI in improving the provision of information and advisory services to regional entrepreneurs through establishment of Business Facilitation Centers (BFCs). These centers will deliver consulting and information services which will be easily accessible to a wide range of clients, and will attract local entrepreneurs to become CCI members and subscribe to its services; and (iv) build the capacity of CCI to promote inclusive market development, to identify and effectively support pro-poor business opportunities at sub-regional level.

Programme Period: 2010-2015 Key Result Area (Strategic Plan): <i>Promoting inclusive growth, gender equality and MDG achievement</i> Atlas Award ID: 00060854 Project ID: 00076785 Start date: Jan 2011 End date: Dec 2013 PAC meeting date: December 7, 2010 Management Arrangement: NIM	2011 AWP budget: USD 281 000 Total allocated resources: USD 1 019 453 Allocated resources: <ul style="list-style-type: none"> • UNDP (regular) USD 750 000 • CCI USD 91 911 • UNDP Bratislava Regional project (parallel financing of joint activities) USD 177 542 • CCI (office, communications) in-kind
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Agreed by the Chamber of Commerce and Industry of the Republic of Uzbekistan:

Mr. Alisher Shaykhov, Chairman

Agreed by UNDP:

Ms. Anita Nirody, Resident Representative



PART I. SITUATION ANALYSIS

Growing and healthy private sector is a key factor of sustainable economic development and is a source of wealth and competitiveness of the country. Private sector delivers important goods and services, provides jobs, generates revenue for public sector, and creates and maintains infrastructure. SMEs¹ in particular create jobs and lead to more equitable distribution of incomes. In Uzbekistan the share of SMEs in GDP steadily increased from 30% in 2000 to 50% in 2009. The sector accounts for 76% of total employment in the country². The Government forecasts that SMEs will add around half a million of new jobs in 2010 to almost 400 thousand jobs they created in 2009.

Realizing the importance of the private sector to the country's development, the Government introduced simplified tax system for small businesses in 2005 with unified flat rate of 13.2%, which replaced several types of taxes levied on different parts of activities. Since then every year the Government has been reducing this rate and for 2010 it is set at 7% of gross revenue. The Government also simplified business registration procedures, reduced the number of inspections of businesses conducted by various state authorities, reduced costs of obtaining various permits by up to three times, allowing private firms and especially SMEs to save money and time for regulatory compliance³.

Despite these improvements, businesses and especially SMEs face considerable barriers to their growth. These include high level of customs duties, difficulty in accessing foreign exchange, relatively high indirect taxes and social payments, and limited access to financing⁴. To address these barriers to private sector development, it is necessary to promote public and private cooperation to find solutions improving business environment, improve accessibility and quality of legal support services for entrepreneurs and enhance business advisory services in the regional level. The Government has announced 2011 as the year of small businesses and private entrepreneurship, demonstrating support for development of private sector in the country. This presents exceptional opportunity to address challenges faced by small businesses and improve business environment in the country.

The Chamber of Commerce and Industry of Uzbekistan (CCI) is expected to lead this process. CCI is mandated by the law to promote rights and interests of private sector and facilitate creation of favorable business environment. CCI is the largest business support institution with offices in every district of the country. Main tasks of the CCI can be categorized into the following broad groups: a) representation of interests of private sector in formulation and implementation of legislation and normative acts in the sphere of entrepreneurship activity; b) provision of information, business advisory and support services to entrepreneurs, including promotion of exports and investments; c) provision of legal support services to entrepreneurs and businesses by representing their interests in courts and facilitating business arbitration.

CCI has supported the establishment of an effective mechanism of public-private dialogue through business forums to discuss problematic issues, maintaining public councils in district level to resolve issues in entrepreneurship activity, which enabled identification of actual issues in the private sector development. However, CCI's capacity in formulation and promotion of changes in regulations affecting entrepreneurship activity still remains weak. Despite the fact that CCI is empowered to propose improvements into legislation⁵ less than 10% of all normative acts affecting entrepreneurship adopted in the last 5 years have been actually initiated by the Chamber.

Outreach of CCI services in the regional level remains limited due to lack of systemic approach to providing services and insufficient qualification of employees. Most companies expressed their need for support on legal and tax issues, improving quality of their products, in marketing and sales, knowledge of their employees in

¹ The sector is usually defined as "small and private entrepreneurship" and includes micro, small enterprises and private entrepreneurs. There is no legal definition for medium enterprises.

² Speech of the President of Uzbekistan I. Karimov at the Session of the Cabinet of Ministers of the Republic of Uzbekistan dedicated to the results of the social and economic development of the country in 2009 and the most important priorities of the 2010 economic program, 29 January 2010.

³ Decree of the President of Uzbekistan #1112 dated 15 May, 2009 "On additional measures on further support and development of entrepreneurial activity".

⁴ See more in IFC publication *The Business Environment in Uzbekistan as Seen by Small and Medium Enterprises*.

⁵ Decree of the President of Uzbekistan #3453 dated 7 July, 2004 "On creation of the Chamber of Commerce and Industry of Uzbekistan".

negotiations, business planning and etc. But still less than 10% of all private firms in the country are members of CCI, and the vast majority of members of the Chamber are concentrated in Tashkent and Tashkent region.

During 2005-2010 UNDP and CCI jointly implemented Business Forum of Uzbekistan project. With the support of the project effective and open dialogue platform between the Government and the private sector has been established. More than 40 business forums were organized in which representatives from the private sector, the Government, the Parliament and other stakeholders actively participated to discuss issues related to the private sector development. Policy recommendations and draft laws were developed based on the results of the forums' findings and submitted to the Government⁶.

CCI capacities in providing relevant and timely services to its members were substantially improved through publication and dissemination of relevant information materials on various issues of doing business, conducting trainings and study tour for both CCI staff and private business representatives, organizing business on the basis of franchising. In total 10 business guides and manuals covering issues of investments, exports and legal protections of entrepreneurs have been prepared, published and disseminated among 28000 entrepreneurs, students and government officials in all regions of Uzbekistan.

Monitoring centre was established to assist the Chamber in monitoring the trends in inspections of entrepreneurship entities by different government agencies and supporting SMEs with compliance and protection of their rights during inspections. Seminars and roundtables on legal protection of entrepreneurs conducted in the regions in cooperation with tax inspections and economic courts contributed to raising awareness of local SMEs and start ups on legal and regulatory aspects of entrepreneurship activity.

Inclusive models of Private sector development were introduced with the launch of new initiative with CCI. Within this activity all stakeholders including government agencies, local authorities, civil society and private sector representatives were sensitized to the concept of inclusive market models. Feasibility study on establishing milk processing center in Bostanliq district was conducted, which is expected to be operational in 2011 with involvement of the lead company. This experience could be replicated in other parts of the country.

Support to the establishment and development of the content of 14 pilot Business Facilitation Centers of the Chamber of Commerce and Industry in different regions of the country was provided. These centers are expected to be operational starting from 2011 and provide one-stop-shop information on all aspects of business activities from registration to tax forms in one place through easily accessible format.

Arbitration Development Center was established and fully equipped. 14 arbitration courts were established under regional branches of the Chamber. During the project implementation more than 50 arbitrators were certified. Workshops for more than 400 students were conducted to attract them to work in arbitration courts. As a result the number of arbitrators, arbitration courts and cases they settled are steadily increasing (during 2008-2010 arbitration courts settled more than 2000 cases with the total sum over 50 bln. soums.). This gives businesses fast, flexible and confidential dispute resolution mechanism.

Summarizing project achievements and also findings of the evaluation mission conducted in September of 2010, it can be said that as a result of the project activities active participation of the private sector in formulation of legislation was ensured, capacity of the CCI to provide services improved to its members, inclusive development concept was introduced in Uzbekistan, and alternative dispute resolution mechanisms developed.

For the second phase of the project the following key areas of intervention have been identified:

- Support the capacity building of the central office of CCI in the area of legislation analysis and monitoring. CCI's analytical unit for policy analysis and monitoring in the area of entrepreneurship could

⁶ Recommendations elaborated based on the findings of the business forums have been reflected in introducing changes/amendments or adopting new versions of 5 Laws, 7 Presidential Decisions, 9 Resolutions of the Cabinet of Ministers and 7 other normative acts. For example, the Decree of the President of Uzbekistan on further support and development of entrepreneurial activity number 1112 dated 15 May 2009 have adapted some key recommendations of the business forum conducted in March 2009 in partnership with International Finance Corporation and State Committee on Demonopolization and Competitiveness Development.

be established to conduct analysis of the impact of current and proposed legislation, and its implementation on businesses;

- Promote public-private partnerships through awareness building, policy support and collaboration with other partners. The focus will be on awareness building, sector-specific consultations, supporting country and region/municipality readiness assessments, and supporting the Government in developing its strategic approach to PPP through improvement of PPP related legislation;
- Strengthening the capacity of the CCI in improving the provision of information and advisory services to regional entrepreneurs through establishment Business Facilitation Centers (BFCs). These centers will deliver consulting and information services that should be easily accessible to a wide range of clients, and will attract local entrepreneurs to become CCI members and subscribe to its services;
- Building the capacity of the Chamber of Commerce and Industry to promote inclusive market development, to identify and effectively support pro-poor business opportunities at sub-regional level. CCI offices will promote inclusive market development and support local entrepreneurs to generate ideas and implement them.

PART II. STRATEGY

The Project aims to support the efforts to advance private sector development through promoting public-private partnerships at the national and sub-national level, facilitation of inclusive markets development and enhancing business advisory services in the regions. The Chamber of Commerce and Industry of Uzbekistan will act as an implementing agency for the project with other business support institutions and government agencies.

The project will focus on achieving the following results in the following areas:

Support the capacity building of the central office of CCI in the area of legislation analysis and monitoring:

- Support in establishment and institutional development of the unit for analysis and monitoring of legislation in the sphere of entrepreneurship to monitor the implementation of key policies and laws supporting businesses at the national and sub-national levels;
- Assist CCI in elaboration of a methodology for regulatory analysis and its impact on private sector development, undertaking analysis and monitoring of certain regulatory acts;
- Ensure participation of private sector representatives in analyzing and monitoring regulatory changes in the sphere of entrepreneurship through conducting public discussion events;
- Assist state agencies in bringing national legislation in the area of entrepreneurship in conformity with international standards of doing business.

Strengthening capacity of CCI in creating an enabling environment and supporting Public-Private Partnership projects:

- Assist in conducting sector-specific PPP readiness assessments and reviewing regulatory framework for implementation of PPP projects in selected regions and sectors;
- Maintain multi-stakeholder dialogue platform with the aim of creating an enabling environment and improving legislative basis to implement PPP projects in Uzbekistan;
- Organize trainings, workshops and study tours for government and private sector representatives to raise awareness of PPP principles and improve skills on project design, assessment and implementation methodologies;

- Provide technical and expert assistance to government authorities and private sector in development of pilot PPP projects.

Strengthening the capacity of the CCI in improving the provision of information and advisory services for regional entrepreneurs through establishment Business Facilitation Centers:

- Assist CCI in launching 14 BFCs, design database of legal information;
- Raise staff competences of the selected BFCs' personnel through development of operations guidelines and manuals as well as conducting field specific trainings, workshops and study tours;
- Develop new and improve current portfolio of business advisory services by BFCs taking into consideration urban/rural differences, level of business sector development, regional specialization, social and other indicators;
- Strengthen capacity of BFCs in provision of legal support services to entrepreneurs (negotiating contracts, drafting legal documents, assisting in dispute resolution etc.) and raising their legal awareness.

Promotion of inclusive market development through identification and effective support pro-poor business opportunities at sub-regional level:

- Raise awareness and sensitize stakeholders to the Growing Inclusive Markets concept through presentations in the regions, trainings for CCI staff and dissemination of information through CCI and other channels;
- Identify, develop and support specific pro-poor investment projects; interact with lead companies to ensure successful projects implementation; update database for project proposals and pipeline projects that can bring benefits beyond the immediate commercial returns, leveraging on labor force in regions with main focus on new and sustainable income generation opportunities and providing affordable goods and services for poor. For that purpose CCI regional branches and BFCs will be used as a tool to identify such projects and project ideas;
- Conduct feasibility studies of most viable inclusive business projects to prepare business plans to apply for financing or attract potential investors. The ultimate goal of the Initiative is to ensure implementation and sustainable operation of the selected projects; write report on successfully implemented inclusive business projects and showcase success stories;
- Build the capacity of the CCI and the BFCs to promote the development of inclusive markets in Uzbekistan and to offer services to its members in relation to inclusive business model development.

Partnership strategy

Many institutions, including the Government, business support institutions, international development organizations and others are actively working in Private Sector Development. Within the first component on building capacities of CCI on legislation analysis and monitoring Business Forum of Uzbekistan project will closely work with the Legislative Chamber of Oliy Majlis and the Government institutions, analytical centers, and also with international partners to analyze current legislation, introduce Regulatory impact assessment tools at CCI, and build analytical skills of CCI staff. Within the second component on building capacity of CCI in creating an enabling environment and supporting Public-Private Partnership the project will closely work with UNDP "Support in enhancing of local governance system and participatory governance in Uzbekistan" project on implementation of two pilot PPPs in Djizzak region (ecotourism in Zamin district) and Namangan regions (utility services). The project also in cooperation with UNECE will undertake analytical work and sector readiness assessments to identify potential PPP projects and the ways of implementation. Under the

component on establishment of Business Facilitation Centers in the regions the project will work with the Government institutions, local khokimiyats of pilot regions, with joint EC-UNDP program on Enhancement of living standards/Area-based development. Growing Inclusive Markets component is implemented jointly with UNDP Bratislava Regional Center, where TIKA is the main donor. The National Steering Committee, comprised of representatives of Oliy Majlis of the Republic of Uzbekistan, Ministry of Economy, CCI, UNDP, TIKA, GTZ will review and endorse GIM projects. When necessary other partners will also be sensitized to the GIM concept and invited to NSC meetings. The component also will focus on identification and facilitating partnerships for implementation of pilot inclusive business models and CCI capacity building in this area based on the methodologies and results of the global initiative to ensure sustainability of the initiative.

PART III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework 2011-2013:

Outcome 1. Increased employment opportunities and economic security for vulnerable groups

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator: Number of poor communities who benefit from increased employment opportunities, as well as from improved access to microfinance, business advisory facilities and basic social services.

Baseline: 200.

Target: 500.

Applicable Key Result Area (from 2008-11 Strategic Plan): Promoting inclusive growth, gender equality and MDG achievement

Partnership Strategy:

Implementing partner - Chamber of Commerce and Industry of the Republic of Uzbekistan (CCI), Other partners – Oliy Majlis, Ministry of Economy, State Committee for Demonopolization and Competitiveness Development, Ministry for Foreign Economic Relations, Investments and Trade, UNECE, TIKA, IFC, GTZ, khokimiyats of pilot regions

Project title and ID (ATLAS Award ID): Business Forum of Uzbekistan (Phase II), 00076785 (award # 00060854)

Intended Project Output	Output Targets	Indicative Activities	Responsible parties	Inputs (USD)
<p>Output. Strengthened capacity of the government and business support institutions to analyze regulatory changes and develop proposals on legislation; establish effective system of business support services; promote public-private partnership and inclusive market development.</p> <p>Baseline 1: Limited capacity of the Chamber of Commerce and Industry of Uzbekistan in elaboration of legislation affecting private sector development.</p> <p>Indicators:</p> <p>1.1. Number of analytical documents on entrepreneurship prepared;</p> <p>1.2. Number of recommendations on improvement of business environment developed by the CCI and accepted by the Government;</p> <p>1.3. Number of public-private dialogue events conducted to discuss</p>	<p>Year 2011</p> <p>1.1.1. Unit for analysis and monitoring of legislation in the sphere of entrepreneurship under CCI is established;</p> <p>1.1.2. Methodology for analyzing and monitoring of regulatory changes in the sphere of entrepreneurship elaborated.</p> <p>1.2.1. Set of recommendations are developed and submitted to the Government on creating enabling</p>	<p>Activity result 1: Capacity of the Chamber of Commerce and Industry of Uzbekistan in lawmaking process in the sphere of entrepreneurship strengthened.</p> <p>- Concept of the Analytical unit elaborated, discussed with relevant stakeholders and approved by CCI.</p> <p>- TORs for consultants are developed, and consultants hired.</p> <p>- Project team with the team of national consultants and CCI staff conducts survey of entrepreneurs through CCI offices to identify</p>	<p>UNDP, Chamber of Commerce and Industry of the Republic of Uzbekistan, UNECE, Oliy Majlis, Ministry of Economy, Ministry of Justice, Ministry for Foreign Economic Relations, Investments and Trade, State Committee for Demonopolization and Competitiveness Development, TIKA, IFC, GTZ, khokimiyats of pilot regions</p>	<ul style="list-style-type: none"> • travel; • workshop and training seminar logistics; • resource persons/consultants; • printing; • communications; • staff time. <p>Total for activity 1 - \$ 150 000</p> <p>2011: \$ 50 000 2012: \$ 50 000 2013: \$ 50 000</p>

<p>business issues and develop recommendations.</p>	<p>environment for entrepreneurship. 1.3.1. At least 1 business forum organized to discuss findings of conducted analysis and legislative initiative of the CCI in the field of entrepreneurship.</p> <p>Year 2012 1.1.1. Policy paper on further improvement of business environment developed. 1.2.1. The analysis of at least 2 regulatory acts is conducted, amendments are developed and submitted to the Government. 1.3.1. At least 2 business forums to discuss selected regulatory acts and their impact to entrepreneurship activities conducted.</p> <p>Year 2013 1.1.1. Policy paper on further improvement of business environment developed. 1.2.1. The analysis of at least 2 regulatory acts is conducted, amendments are developed and submitted to the Government. 1.2.2. At least 1 legislative act is developed and submitted to the Government on creating enabling environment for entrepreneurship. 1.3.1. At least 2 business forums to discuss selected regulatory acts and their impact to entrepreneurship activities conducted.</p>	<p>business issues, identify response measures and quantify economic benefits and costs. - Based on the analysis the team develops a set of recommendations, vets them with stakeholders and submits them to the Government. - Based on the results of the work done, lessons learned, the team develops guidelines and methodology to analyze impact of regulatory changes on businesses and develops policy measures.</p> <p>- project team with the staff of the Analytical unit analyzes legislation on entrepreneurship. - the team selects 2 business registration and licensing legislation and develops step-by-step flow-chart for them with time and expenses incurred in each step. The team also analyzes the set of documents required in each step to identify possible duplication. - Based on the best international practices the team develops recommendations to simplify and consolidate regulatory acts on entrepreneurship. - business forums are conducted to discuss the proposed changes.</p> <p>- project team with the staff of the Analytical unit analyzes legislation on entrepreneurship. - the team selects 2 business registration and licensing legislation and develops step-by-step flow-chart for them with time and expenses incurred in each step. The team also analyzes the set of documents required in each step to identify possible duplication. - Based on the best international practices the team develops recommendations to simplify and consolidate regulatory acts on entrepreneurship. - business forums are conducted to discuss the proposed changes.</p>	
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<p>Baseline 2: Lack of capacity of relevant government agencies and private sector institutions to develop, support and manage public-private partnership projects for infrastructure development.</p> <p>Indicators:</p> <p>2.1. Number of sector-specific PPP readiness assessments conducted and analytical documents prepared;</p> <p>2.2. Number of recommendations on PPP accepted by the Government.</p>	<p>Year 2011</p> <p>2.1.1. At least 1 sector-specific PPP readiness assessment conducted.</p> <p>2.2.1. Regulatory review for implementation of PPP projects in selected sector conducted.</p>	<p>Year 2012</p> <p>2.1.1. At least 1 policy paper on the potential and perspectives of PPP implementation in selected sectors elaborated.</p> <p>2.2.1. Amendments and changes to legislation to promote PPP drafted and submitted to consideration of relevant state authorities.</p>	<p>Year 2013</p> <p>2.1.1. Handbook on how to elaborate and implement PPP projects elaborated and disseminated among relevant state authorities.</p>	<p>Activity result 2: Capacity of CCI in creating an enabling environment and supporting Public-Private Partnership projects strengthened.</p> <ul style="list-style-type: none"> - Consultations with relevant government agencies, sectoral associations and regional authorities conducted to identify specific sectors to conduct readiness assessment. - the project will work with the Local Governance project to build capacities of the government staff and private sector to implement PPP projects in Jizzak region (ecotourism) and Namangan region (utility services). - analysis is conducted to quantify costs and benefits of PPP implementation for stakeholders. 	<p>- Based on the results of the readiness assessment and progress on pilot projects policy paper on PPP implementation is prepared;</p> <ul style="list-style-type: none"> - analysis of legislation of Uzbekistan is conducted to identify gaps in PPP implementation and recommendations are prepared (including draft legislative act) and submitted to the government. - training for the staff of relevant government agencies and private sector institutions on PPP implementation and legislation is conducted. 	<ul style="list-style-type: none"> - web-based PPP Resource Center is created. - analysis of legislation of Uzbekistan is conducted to identify gaps in PPP implementation 	<p>Total for activity 2 - \$ 173 000</p> <p>2011: \$ 50 000 2012: \$ 60 000 2013: \$ 63 000</p>
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<p>Baseline 4: Lack of awareness about and limited capacity of the Chamber of Commerce and Industry to promote and implement inclusive market business models in the regions.</p> <p>Indicators:</p> <p>4.1. Number of advocacy activities conducted to promote GIM.</p> <p>4.2. Number of pro-poor business projects facilitated.</p>	<p>Year 2011</p> <p>4.1.1. One project review conducted by UNDP BRC.</p> <p>4.1.2. GIM project launch event conducted.</p> <p>4.1.3. At least one advocacy activity conducted on the Corporate Social Responsibility (with emphasis on Global Compact) principles.</p> <p>4.2.1. At least 2 inclusive business model projects endorsed by the National Steering Committee and implemented.</p> <p>Year 2012</p> <p>4.1.1. External Project Evaluation conducted.</p> <p>4.1.2. At least one advocacy activity conducted on the Corporate Social Responsibility (with emphasis on Global Compact) principles.</p> <p>4.2.1. At least 3 inclusive business model projects endorsed by the National Steering Committee and implemented.</p> <p>4.2.2. Report on GIM projects implemented in Uzbekistan published.</p>	<p>Activity result 4: Capacity of the Chamber of Commerce and Industry to implement inclusive projects increased.</p> <p>- GIM broker conducts focus-group interviews for compilation of viable project proposals, carries out initial evaluation of proposals and updates database of the most attractive project proposals (with basic information)</p> <p>- GIM broker selects at least 2 projects per year based on preliminary evaluation results and in consultation with relevant stakeholders. Broker assembles a team of consultants with technical and industry-specific expertise to conduct feasibility studies and submits the results for National Steering Committee (NSC) approval.</p> <p>- GIM broker facilitates implementation of the projects.</p> <p>- GIM broker conducts trainings for CCI staff to enhance CCI capacity in brokerage service as sustainable service to be offered to its members in a financially sustainable basis; GIM broker develops program on raising awareness about the UN Global Compact and implements it.</p> <p>- GIM broker prepares report on projects implemented in Uzbekistan and submits it to NSC</p> <p>Activity 5 – Project implementation activities</p> <ul style="list-style-type: none"> • IT equipment; • printing; • communications; • staff time. 	<p>Total for activity 4 - \$ 72 000</p> <p>2011: \$ 36 000 2012: \$ 36 000</p> <p>UNDP BRC parallel funding of joint activities*:</p> <p>Total - \$ 177 542</p> <p>2011: \$ 114 838 2012: \$ 62 704</p>
<p>Project Administration</p>			<p>Project Administration – \$ 210 000</p> <p>2011: \$ 70 000 2012: \$ 70 000 2013: \$ 70 000</p>

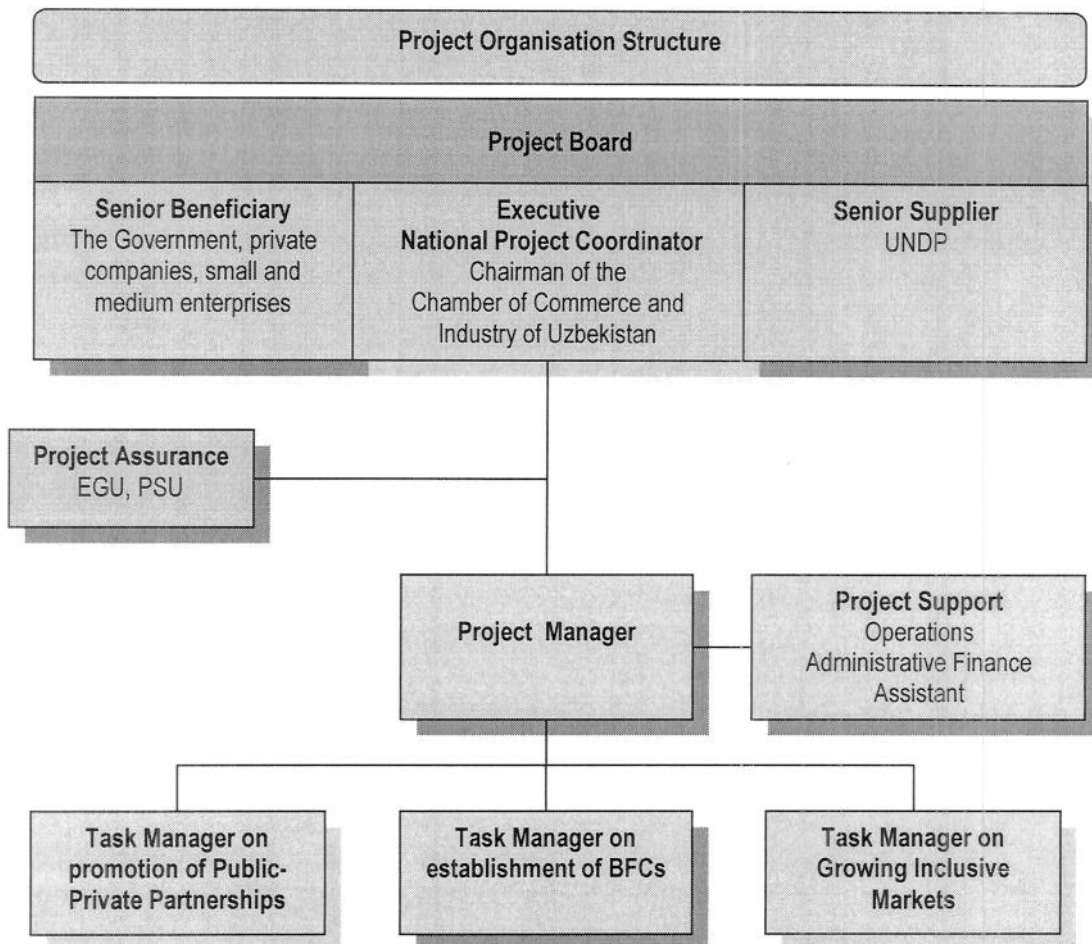
* This amount includes funds provided through Growing Inclusive Markets in Eastern Europe and CIS regional project jointly implemented with the UNDP Bratislava Regional Center. Regional project provides salary for GIM Broker (part of the team of Business Forum of Uzbekistan project), and additional funds to conduct feasibility studies and implement inclusive projects.

PART IV. MANAGEMENT ARRANGEMENTS

The project activities will be implemented according to the UNDP procedures for national implementation (NIM). The Chamber of Commerce and Industry (CCI) will be the implementing partner. CCI shall retain overall responsibility for this nationally managed project and will appoint the National Project Coordinator (NPC), who will also act as an "Executive" in the Project Board. Please, see Annex B for detailed description of the roles and responsibilities of each member of the project.

CCI will provide in-kind contribution towards project costs in the form of:

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



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

Direct UNDP Country office Support Services to the Programme implementation

UNDP and the Chamber of Commerce and Industry of the Republic of Uzbekistan have agreed that the UNDP Country Office will provide the following support services to the implementation of the Project at the request of the Chamber of Commerce and Industry:

- Identification and/or recruitment and solution of administrative issues related to the project personnel;
- Procurement of commodities, labor 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.

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 CCI 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 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 CCI.

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.

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

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.

Part V. MONITORING 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 Atlas 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) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- 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.
- 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.

Quality Management for Project Activity Results

Output 1: Strengthened capacity of the government and business support institutions to analyze regulatory changes and develop proposals on legislation; establish effective system of business support services; promote public-private partnership and inclusive market development.		
Activity Result 1	Capacity of the Chamber of Commerce and Industry of Uzbekistan in lawmaking process in the sphere of entrepreneurship strengthened.	Start Date: January 2011 End Date: December 2013
Purpose	Increase the capacity of the CCI and other state agencies in analyzing and monitoring of the implementation of key policies and laws supporting businesses at the national and sub-national levels.	
Description	CCI unit for analysis and monitoring of legislation in the sphere of entrepreneurship will be established which will elaborate a methodology for regulatory analysis, undertake monitoring of certain regulatory acts; cooperate with private sector representatives and other state agencies in bringing national legislation in the area of entrepreneurship in conformity with international standards of doing business.	
	Quality Criteria	Quality Method
	- Analytical outputs of the CCI are well received by the stakeholders	- Opinion / evaluation/ perception surveys.
	- Number of recommendations developed by the CCI accepted by the Government	- Comparative table of proposed and adopted recommendations by the Parliament, Government and regulatory bodies
		Date of Assessment
		- Annually
		- Annually

Activity Result 2	Capacity of the national partners in creating an enabling environment and supporting Public-Private Partnership projects strengthened.	Start Date: January 2011 End Date: December 2013
Purpose	Strengthening the capacity of the Chamber of Commerce and Industry and other state agencies in promoting public-private partnership mechanism and creating regulatory and institutional framework for	

	wide involvement of private sector in implementing infrastructure projects.	
Description	Maintaining multi-stakeholder dialogue platform with the aim of creating an enabling environment and improving legislative basis to implement PPP projects in Uzbekistan; conducting sector-specific PPP readiness assessments and reviewing regulatory framework for implementation of PPP projects in selected regions and sectors; Organize trainings, workshops and study tours for government and private sector representatives to raise awareness on PPP principles and improve skills on project design, assessment and implementation methodologies; provide technical and expert assistance to government authorities and private sector in development of pilot PPP projects.	
	Quality Criteria	Quality Method
	- Sector-specific readiness assessments reveal factors and constraints for PPP implementation.	- Opinion / perception surveys, feedback from experts and the government representatives.
	- Expertise of CCI staff and government officials on PPP related issues improved.	- % of participants rated specific PPP trainings as highly useful.
	- Number of recommendations on PPP promotion developed by the CCI accepted by the Government	- Comparative table of proposed and adopted recommendations by the Parliament, Government and regulatory bodies
		Date of Assessment
		- Annually
		- Within 30 days after each training
		- Annually

Activity Result 3	Capacity of the Chamber of Commerce and Industry in delivering a wide range of business support services to entrepreneurs enhanced.	Start Date: January 2011 End Date: December 2013
Purpose	Strengthening capacity of the CCI in improving the provision of information and advisory services for entrepreneurs at the regional level as well as identification and effective support of pro-poor business opportunities at sub-regional level through establishment of Business Facilitation Centers.	
Description	Launching 14 BFCs in the selected regions of Uzbekistan; designing database of information for Unified Information System; raising staff competences of the selected BFCs' personnel through development of operations guidelines and manuals as well as conducting field specific trainings, workshops and study tours; developing new and improve current portfolio of business advisory services by BFCs; identifying, developing and supporting specific pro-poor investment projects; conducting feasibility studies of most viable projects to prepare projects to apply for financing or attract potential investors.	
	Quality Criteria	Quality Method
	- % of increase in the number of CCI members attracted through BFCs.	- Number of members in the regions before and after establishment of BFCs
	- Demand increasing for new services for entrepreneurs introduced through BFCs.	- Number of clients who used new services introduced at BFCs
		Date of Assessment
		- Annually
		- Annually

Activity Result 4	Capacity of the Chamber of Commerce and Industry to implement inclusive projects increased.	Start Date: December 2009 End Date: November 2013
Purpose	Promotion of inclusive market development through identification and effective support pro-poor business opportunities in Uzbekistan.	
Description	Raising awareness and sensitize stakeholders to the Growing Inclusive Markets concept in Uzbekistan; conducting trainings for CCI staff and dissemination of information through CCI to identify, develop and support specific pro-poor investment projects with main focus on new and sustainable income generation opportunities and providing affordable goods and services for poor; conducting feasibility studies of most viable inclusive business projects to prepare business plans to apply for financing or attract potential investors.	
	Quality Criteria	Quality Method
	- Number of pro-poor business projects facilitated and launched.	- At least 3 pro-poor investment projects supported within the GIM initiative. - Number of ready-made business plans with complete financial calculations for implementation in various regions.
		Date of Assessment
		- By the end of 2012
		- Annually

PART VI. LEGAL CONTEXT

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

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

The executing agency shall:

- 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;
- 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.

PART VII. ANNEXES

Annex A: OFFLINE RISK LOG

Project Title (short): Business Forum of Uzbekistan		Award ID: 00060854		Date: January 1, 2011					
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Limited capacity of the Chamber of Commerce and Industry of Uzbekistan in monitoring, analyses and elaboration legislation affecting private sector development	November 2010	Strategic	May hinder or delay the implementation part of the project activities P = 3 I = 2	Project will concentrate on institutional development of the CCI in analyzing and monitoring of legislation in the sphere of entrepreneurship as well as elaborating a methodology for regulatory analysis	Project team	Programme Associate		
2	Lack of regulatory framework and institutional capacities for implementing public-private partnership projects	July 2010	Strategic	May hinder the implementation of project activities P = 3 I = 4	For ensuring sustainability of activities related to PPPs, the Project will focus on conducting consultations with respective state authorities as well increasing awareness of both public and private sectors on the issues related to implementation of PPP projects in selected sectors	Project team	Programme Associate		
3	Lack of capacity of CCI regional departments in delivering a wide range of business support services to entrepreneurs	October 2010	Strategic	May hinder the implementation of project activities P = 3 I = 4	Project will focus on building partnerships with state agencies, local authorities (khokimiyats) and commercial institutions to develop BFCs as "one-stop-shop" organization for business information and advisory services in selected pilot districts	Project team	Programme Associate		
4	Risk of failure of the brokered projects due to lack or change in commitment of project stakeholders, including business partners	December 2010	Strategic	May hinder the implementation of project activities P = 3 I = 4	Special effort will be made to assess commitment of the project stakeholders and business partners specifically at early stage of project development	GIM broker, PM	Programme Associate		

Annex B1: TERMS OF REFERENCE

PROJECT BOARD

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

I. Specific responsibilities

1. Initiating a project:

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

2. Running a project:

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

3. Closing a project:

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

II. Executive

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

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

III. Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role

monitors progress against targets and quality criteria. Specific Responsibilities (as part of the above responsibilities for the Project Board)

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

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

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

IV. Senior Supplier

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

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

The supplier assurance role responsibilities are to:

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

Annex B2: TERMS OF REFERENCE

PROJECT MANAGER

The PM has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The PM'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.

Specific responsibilities would include:

Overall project management:

- Manage the realization of the project outputs as set out in the Project Document through planning and implementing activities;
- Provide direction and guidance to the project team;
- Liaise with the Project Board and its appointed Project Assurance 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;
- Bear responsibility for project administration, budgets and outputs.

Running a project:

- Plan the activities of the project and monitor progress against the initial quality criteria;
- Supervise accomplishment of the Project work-plans, analyze emerging problems and take adequate measures to ensure timely fulfillment of Project tasks;
- Coordinate the process of raising public awareness on Project and related activities through mass media;
- Monitor economic development trends, identify emerging issues of concern for the business climate in Uzbekistan and develop proposals on new initiatives in the area of private sector development;
- Establish and develop close cooperation with the relevant Government bodies, private sector and other development partners on business environment, improvement of legislation, promoting inclusive markets and public-private partnerships;
- Mobilize goods and services to implement planned 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 Document 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 Reports, and submit the report to the Project Board; Report on progress achieved (targets) in Atlas, update project risk log and issues log, report on quality of outputs in Atlas;
- Based on the review, prepare the Annual Work Plan 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;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries; Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Qualifications:

1. Advanced university degree or equivalent education related to overall project tasks (economy, international trade, management, business administration, etc.);
2. At least five years of work experience relevant to the above requirements. Work experience in any development organization is an advantage;
3. Knowledge of current economic situation, state of private sector development in the Republic of Uzbekistan and bordering countries;
4. Strong managerial and communication skills, ability to take decisions and to prioritize multiple tasks, results-orientation, ability to work in a team and stressful conditions;
5. Initiative, analytical thinking, ethics and honesty; Skills in using ICT as the tool and data source;
6. Fluent English, Uzbek and Russian languages.

Task Manager on promotion of Public-Private Partnerships

Under the direct supervision of the Project Manager, Task Manager will be responsible for implementation of PPP component of the project and serve as a resource person on PPP for the project and the project's key stakeholders and beneficiaries. He will coordinate activities related to conducting sector-specific PPP readiness assessments and reviewing regulatory framework for implementation of PPP projects in selected regions and sectors, facilitate multi-stakeholder dialogue platform on PPP development issues and organize trainings/workshops for government and private sector representatives on project design, assessment and implementation methodologies.

Under the direct supervision of Project Manager, the incumbent will perform the following duties and responsibilities:

Duties and responsibilities:

- Be responsible for the satisfactory achievement and implementation of the project component related to creating an enabling environment and supporting Public-Private Partnership projects;
- Coordinate the work on conducting sector-specific PPP readiness assessments and reviewing regulatory framework for implementation of PPP projects in selected regions and sectors;
- Be responsible to maintain multi-stakeholder dialogue platform with the aim of creating an enabling environment and improving legislative basis to implement PPP projects in Uzbekistan;
- Organize trainings, workshops and study tours for government and private sector representatives to raise awareness on PPP principles and improve skills on project design, assessment and implementation methodologies;
- Serve as a resource person on PPP issues for the project and the project's key stakeholders and beneficiaries;
- Coordinate provision of technical and expert assistance to government authorities and private sector representatives in identification and facilitation of pilot PPP projects;
- Participate in elaboration and execution of the Project's Annual Plan of Activities, work plans, analyze emerging problems and propose adequate measures to ensure timely fulfilment of envisioned tasks;
- Coordinate the process of raising public awareness on PPP, including organizing trainings and seminars with participation of the Government, private sector, NGOs, mass media;
- Participate in planning and development of analytical reports, information brochures and other deliverables aimed at enhancing public awareness on PPP;
- Plan and implement the component in accordance with the overall work-plan using both human and financial resources available in the most effective/efficient way;
- Assist the Project Manager in identifying partnership strategies with other stakeholders, including fundraising for joint projects and initiatives;
- Advise on and contribute to improvement of Project activities;
- Facilitate knowledge and best practice sharing between project, UNDP CO, Chamber of Commerce and Industry, partner projects, government, private sector and other development partners, participate in relevant networks and meetings of practitioners;
- Ensure compliance with UNDP and Chamber of Commerce and Industry procedures;
- Assist the Project Manager in preparation of work-plans related to the implementation of the activities in accordance with UNDP rules and regulations and Manual for National Execution;
- Perform other duties and responsibilities as required.

Qualifications:

1. University degree in economics, business administration and other related fields;
2. 3 years working experience in the field related to private sector development. Work experience with UN and other international donors projects is an advantage;
3. Strong analytical and organizational skills, ability to work in a team;
4. Familiarity with the techniques of business development and private sector promotion issues;
5. Ability to meet deadlines under pressure in a result-oriented environment;
6. Ability to learn and adapt quickly;
7. Ability to use information technologies as a tool and resource;
8. Proficiency in Uzbek, Russian and English languages.

Task Manager on Development of Business Facilitation Centers

Under the direct supervision of the Project Manager, Task Manager will be responsible for implementation of Business Facilitation Centers component of the project. BFCs and central database at the CCI headquarters will be created and linked through unified information system. These centers are expected to be fully operational and provide relevant and up to date information to local entrepreneurs.

Duties and responsibilities:

- Be responsible for the satisfactory achievement and implementation of the project outputs related to creating and enhancing the capacities of Business Facilitation Centers network;
- Be responsible for ensuring timely and accurate completion of all procedures related to room refurbishment, procurement of furniture and IT equipment for the implementation of BFCs in selected regions;
- Be responsible for satisfactory completion of all activities related to development of unified information system and elaboration of its database content as well as ensure that the unified information system is fully functional and operates in the selected regions;
- Facilitate cooperation and partnerships arrangements with relevant stakeholders and service providers to expand services and products offered to start ups and SMEs through BFC's network;
- Participate and coordinate activities aimed at elaboration and development of analytical papers on development of business services, needs assessment reports to reveal most demanded services in the selected regions, policy notes with recommendations on region-specific business development;
- Work closely with BFC's staff in the regions to identify and implement new services and products to be offered to start ups and SMEs through this network;
- Facilitate and ensure development of new and improvement of current services provided by BFCs;
- Plan and execute a program of trainings and workshops for the BFC's staff and entrepreneurs in the regions;
- Be responsible for preparation of operations guidelines and manuals for BFCs' staff on providing interactive business support services;
- Advise and execute activities directed at enhancing the capacities of CCI's regional branches and BFC network;
- Participate in planning and development of analytical reports, information brochures and other deliverables aimed at enhancing public awareness on business support activities of BFCs;
- Contribute in organizing various PR events including roundtable discussions, workshops, Business Forums, exhibitions and trainings;
- Plan and implement the work in accordance with the overall work-plan using both human and financial resources available in the most effective/efficient way;
- Assist the Project Manager in identifying partnership strategies with initiative stakeholders;
- Advise on and contribute to improvement of Project activities;
- Facilitate knowledge and best practice sharing between project, UNDP CO, Chamber of Commerce and Industry, partner projects, government, private sector and other development partners, participate in relevant networks and meetings of practitioners;
- Ensure compliance with UNDP and Chamber of Commerce and Industry procedures;
- Perform other duties and responsibilities as required.

Qualifications:

1. University degree in economics, business administration, finance and other related fields;
2. 3 years working experience in the field of research and private sector development. Work experience with UN and other international donors projects is an advantage;
3. Strong analytical and organizational skills;
4. Familiarity with the techniques of business development and private sector promotion issues;
5. Strong organizational and communication skills, ability to work in a team;
6. Ability to meet deadlines under pressure in a result-oriented environment;
7. Ability to learn and adapt quickly;
8. Ability to use information technologies as a tool and resource;
9. Proficiency in Russian, Uzbek and English languages.

Task Manager on Growing Inclusive Markets (GIM broker)

Under the supervision of BFU Project manager, Task manager - GIM Broker will be responsible for implementation of Growing Inclusive Markets initiative within the project activities. He/she will ensure implementation of the project outputs related to identification and implementation of pro-poor business and investment projects in close collaboration with the Chamber of commerce and industry of Uzbekistan, relevant government agencies and other stakeholders.

Duties and responsibilities:

- Familiarize him/herself with the overall development and business context in the country, including the existing cooperation in the field of private sector development between government institutions, international agencies and business community as well as with the findings of the scoping mission carried out by UNDP;
- Establish and maintain the GSB programme in the country, including organisation of relevant meetings and a launch workshop;
- Map, identify and prioritize potential sectors for GSB interventions, companies and other potential partners, engage in direct discussions and negotiations with them;
- Engage and sensitize all major stakeholders about GSB and responsible entrepreneurship while establishing and maintaining close relationships with relevant companies, business associations, international organizations and UN agencies;
- Follow up and conduct supplementary research and other actions required to pursue negotiations and bring companies into the GSB process;
- Identify potential GSB projects in the regions of Uzbekistan and maintain database of these projects to communicate such proposals to potential investors/donors;
- Develop criteria for initial short-listing of GSB proposals and finalize them based on the feedback of stakeholders;
- Launch and coordinate the feasibility studies on selected GSB projects, present the results to the Steering committee (Project Board);
- Provide continuous support to GSB projects in terms of facilitation and provision of needed knowledge and expertise;
- Explore synergies between the GSB initiative and other relevant initiatives in the country, including work by the Government, private sector initiatives of multi-lateral and bilateral donors;
- Develop annual and quarterly (when relevant) work-plans and related budgets, prepare cost estimates and budget projections as required to ensure financial sustainability of the GSB activities;
- Support in organizing case writing on successful GSB projects and provide practical assistance to international and local consultants during case writing process, and provide substantive inputs to the cases.
- Help the UNDP Country Office to define a model to support sustainability of the GSB operation in the country;
- Support the UNDP Country Office efforts in mobilizing resources for the GSB programme.
- Report to BFU Project Manager on a regular basis on progress vis-à-vis project strategy and annual work-plan;
- Regularly liaise with the Regional Project Manager in order to share lessons and resolve common challenges;
- Prepare and disseminate various communication initiatives, materials and publications.
- Perform other duties and responsibilities as required.

Qualifications:

1. University degree in economics, business administration, finance and other related fields;
2. 3 years working experience in the field of research and private sector development. Work experience with UN and other international donors projects is an advantage;
3. Strong analytical and organizational skills;
4. Familiarity with the techniques of business development and private sector promotion issues;
5. Strong organizational and communication skills, ability to work in a team;
6. Ability to meet deadlines under pressure in a result-oriented environment;
7. Ability to use information technologies as a tool and resource;
8. Proficiency in Russian, Uzbek and English languages.

Administrative-Finance Assistant

Duties and responsibilities:

Under the guidance and direct supervision of Project Manager, the Administrative Finance Assistant performs the following duties and responsibilities:

- Be responsible for office logistics, travel arrangements as well as recruitment/extension/separation of the project personnel, and project consultants;
- Based on consultations with Project Manager and UNDP Business Center to perform procurement related operations in accordance with UNDP rules and procedures;
- Prepare all financial and administrative documents related to the project implementation in accordance with the UNDP rules and procedures, maintain project's expenditures and commitments shadow budget;
- Develop quarterly and annual budget plans for recruitment of personnel; maintain financial records and monitoring systems to record and reconcile expenditures, balances, payments and other data for day-to-day transaction and reports;
- Advise and assist Project staff, experts and consultants on all respects of allowances, salary advances, travel claims and other financial and administrative matters, and calculate and authorize payments due for claims and services;
- Prepare detailed cost estimates and participates in budget analysis and projections as required to handle all financial operations of the project office, make cash payments and reconcile all accounts in required time frame;
- Maintain, update and transmit inventory records of non-expendable equipment in accordance with UNDP rules;
- Perform cash custodian's duties being primarily responsible for project's cash disbursements and maintain project's petty cash book and payrolls related to the regional offices;
- 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 rules, regulations, policies and strategies;

Qualifications:

1. University degree in economics, business administration and other related fields;
2. At least 2 years of experience in the area of finance and administration, experience with UNDP-funded projects is an asset;
3. Initiative, analytical judgment, ability to work under pressure, ethics and honesty;
4. Ability to use IT;
5. Proficiency in English, Uzbek and Russian.
6. Familiarity with the techniques of business development and private sector promotion issues;
7. Strong organizational and communication skills, ability to work in a team;
8. Ability to meet deadlines under pressure in a result-oriented environment;
9. Ability to learn and adapt quickly.

Annex B3: Terms of reference

Project Assurance

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

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

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

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