

**UNITED NATIONS DEVELOPMENT PROGRAMME  
COUNTRY: UZBEKISTAN**

**PROJECT DOCUMENT**

**Project Title:** e-Government promotion for improved public service delivery

**UNDAF Outcome 4:** Effectiveness, inclusiveness and accountability of governance at the central and local levels enhanced

**Expected CP Outcome 6:** Strengthened public administration at all levels that exercises efficient, accountable and inclusive governance

**Implementing Partner:** State Committee for Communication, Informatization and Telecommunication technologies of the Republic of Uzbekistan

**Responsible Parties:** UNDP, e-Government center, Information security center, UZINFOCOM, UNICON.UZ, TUIT, IT Association, CIB Group, Center BePro, UZTELECOM, other UNDP projects, and mass media

**Brief Description**

*Overall goal of the project will be focused on enhancing governance and achieving efficient, convenient, more responsive citizen-oriented public services delivery to provide better access to online public services. The Project will contribute to implementation of key activities of e-Government master-plan for 2013-2020 through: (1) assistance in enhancing government online services delivery (2) support in improving e-Government interoperability and applying effective business process reengineering (BPR) mechanisms (3) enhancing e-Government institutional development via capacity building of e-Government development center.*

Programme Period	Country Programme 2010-2015	2014 AWP budget	USD 320,000
Key Result Area (Strategic Plan):	Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance	Total resources required	USD 1,000,000
Atlas Award ID	00078179	Total resources allocated:	USD 1,000,000
Atlas Project ID	00088586	<ul style="list-style-type: none"> <li>• UNDP (regular) USD 500,000</li> <li>• Government (CCITT) USD 500,000</li> </ul>	
Start date	10/07/2014	In-kind contributions:	
End Date	31/07/2017	<ul style="list-style-type: none"> <li>• Government (CCITT) office space, communications</li> </ul>	
PAC Meeting Date	29/11/2013		
Management Arrangements	NIM		

Agreed by: \_\_\_\_\_

**Mr. Khurshid Mirzakhidov, Chairperson, Committee for Communication, Informatization and Telecommunication technologies of the Republic of Uzbekistan (CCITT)**

Agreed by: \_\_\_\_\_

**Mr. Stefan Priesner, UNDP Resident Representative in Uzbekistan**



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## ACRONYMS

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ADB	Asian Development Bank
AWP	Annual Work Plan
BPR	Business Process Reengineering
CCITT	Committee for Communication, Informatization and Telecommunication Technologies
CDTA	Capacity Development Technical Assistance
CDR	Combined Delivery Report
CO	Country Office
CPAP	UNDP Country Programme Action Plan
EDS	Electronic Digital Signature
EDMS	Electronic Document Management System
FACE	Fund Authorization and Certificate of Expenditures
FOSS	Free and Open Source Software
G2B	Government-to-Business
G2C	Government-to-Citizen
G2G	Government-to-Government
GGU	UNDP Good Governance Unit
ICT	Information and Communication Technologies
ICT4D	Information and Communication Technologies for Development
ICT Council	Coordination Council for Development of Computerization and ICT of the Cabinet of Ministers
ISP	Internet Service Provider
IT	Information Technology
LPAC	Local Project Appraisal Committee
M&E	Monitoring & Evaluation
MFA	Ministry of Foreign Affairs of the Republic of Uzbekistan
MFERIT	Ministry for Foreign Economic Relations, Investments and Trade of the Republic of Uzbekistan
NIM	National Implementation Modality
NPC	National Project Coordinator
OSS	One-Stop-Shop
PAC	Project Appraisal Committee
PATA	Policy and Advisory Technical Assistance
PM	Project Manager
PR	Public Relations
QPR	Quarterly Progress Reports
RMG	Results Management Guide
RMU	UNDP Resource Mobilization Unit
SBAA	Standard Basic Assistance Agreement
TA	Technical Assistance
TOR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UN DESA	United Nations Department of Economic & Social Affairs
UPL	Universal Price List
UzACI	Uzbek Agency of Communication and Information
WB	World Bank

# I. SITUATION ANALYSIS

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## INTRODUCTION

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The adoption of web-based technologies to deliver government services has become a global trend in public administration. The advent of e-government has provided new opportunities to enhance governance, which include the improvement of efficiency, enhancement of citizen participation, and the strengthening of the global information infrastructure.

The influence of ICTs in connecting people, enhancing government efficiency and empowering society eliminates any doubt on the importance of making these technologies accessible to everyone. With proper approach, e-Government can become an effective engine of development for the society while making government more efficient, accountable, and transparent. This transformation requires changes not only in front end delivery of services to people but also in integration and reengineering of back end and business processes in and across government organizations.

Different terms have been coined to name various types of ICT involvement in government activities.

**E-government** may refer to narrower or broader areas. The narrow approach is simply the translation of e-commerce private sector experiences to the public sector. A United Nations report on "Knowledge Societies" defines e-commerce as the use of documents in electronic form rather than paper for carrying out functions of business or government (such as finance, logistics and procurement) that require interchanges of information, obligations, or monetary value between organizations and individuals. As this description indicates, e-commerce is not just about business. In the public sector version, it is also associated with the one-way delivery of static information (billboard functions) to citizens and the provision of e-services together with back office initiatives.

**E-services** describe the use of electronic delivery for government information, programs, strategies and services. These are available on-line 24/7. In many cases it represents a modernized front office but does not necessarily include a redesigned back office capacity. E-services emphasize an innovative involvement of the citizen as a customer. As it was mentioned, the narrow approach to e-Government is associated with e-services, although this should include much more than gathering the information, downloading files or making online transactions.

**E-administration** refers to back office information systems, supporting the management and administrative functions of public institutions. It includes data and information management, electronic records maintenance and the cross-departmental flow of information. Effective usage of ICTs requires a new organizational culture, staff focused on performance, services focused on customers and response to citizens' needs. E-administration gives solutions for the adaptation and integration of back-office processes for the development of new ways of service delivery.

This project is focusing more on e-services to meet citizen demand from governments than in the use of the Internet for the development of e-democracy tools. However, UNDP will convene policy level dialogues with the aim to promote broader e-governance definition, which includes e-government plus key issues of governance such as online engagement of stakeholders in the process of shaping, debating and implementing public policies.

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## OVERVIEW IN UZBEKISTAN

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Since its independence, Uzbekistan demonstrated its commitment to usage of ICTs within national development strategies, as well as actively contributes to the formation of global information society. Specifically, during the last 10 years, the Government of Uzbekistan has carried out numerous reforms on gradual introduction of ICTs in all spheres and has made considerable progress in promoting ICT for development and implementing e-Government concept. The legal environment to enable ICT development was established and continuously being improved. The National Programs on ICT development had been formulated and are being implemented. The total bandwidth of external connections to the Internet backbones out of Uzbekistan during the last decade increased more than

500 times (from 18 Mbit/s in 2002 to 9.6 Gbit/s in 2013) with number of licensed ISPs increasing from 135 in 2002 to 924 in 2013<sup>1</sup>. The number of Internet users in the country reached 10 million. National infrastructure for electronic digital signature (EDS) was established in 2005 and actively being used in the country. Presently there are 10 EDS Registration Centers<sup>2</sup> are actively functioning and providing their services to various entities including state agencies and up till now over 350 thousand EDS certificates were issued (yet there are some works required on enabling interoperability among EDS registration centers' databases).

The online government portal ([www.gov.uz](http://www.gov.uz)) serves as a platform for providing the online government services to the population and businesses, and number of types of government interactive services already reached 1971. Moving further towards expanding Government portal and in order to render interactive state services to population and businesses on "a single window" principle, on 1 July 2013, the Single portal of interactive state services<sup>3</sup> has been launched (in test mode) with over 40 online services. At present (as of July 1, 2014), 20136 applications (89% from citizens and 11% from businesses) received through this Portal, from which 16988 (84%) are completed (received replies from respective state organizations) and 3148 (16%) are under the review. Today the number of interactive services through this portal exceeded 200 with 12 services that accept online payment. One of the key elements of this portal is a "Statistics" module that provides latest information on the status of requests & applications of users in order to ensure transparency and openness of the activities of the state bodies. Recently two more functions were included, the Online Rating (citizens and business can now rate the feedbacks/replies/answers of the respective state agencies to their applications), and provide Comment(s) to the respective agency.

Additionally, implementation of electronic document flow systems in government organizations results in increase of quality of electronic data exchange, archiving and increase of effective management and processing of the large amount of data flow.

Speaking at the extended meeting of the Cabinet of Minister of the Republic of Uzbekistan on January 18 2013, President Islam Karimov once again emphasized the importance of rapid implementation of measures and projects in the field of ICT. In particular, he noted that within the shortest possible time not only it is necessary to remove the current backlog in delivery of numerous types of information services, but also join the ranks of the leading countries with a high level of ICT uptake<sup>4</sup>.

As one of the recent major steps forward in e-Government strategy development in Uzbekistan, on June 27 2013, a **Comprehensive Programme on Development of National Information and Communication system of the Republic of Uzbekistan for 2013-2020** was approved by decree of the President of Uzbekistan (this Programme is also known as e-Government master plan mainly due to its second part). Within this decree, a Republican Commission for coordination and implementation of this Programme was formed, which is composed of high-level government officials, heads of key ministries and agencies, with Prime Minister as the chairperson of this Commission<sup>5</sup>. This Republican Commission was formed to coordinate activities of state and economic management, for continuous monitoring and decision-making on further improvements of online public services delivery, optimization of functional and operational processes & procedures of state agencies. The purpose of this Programme is to give further impetus to development and widespread uptake of ICTs in all spheres of life, ensuring accelerated development of information resources and systems, with concurrent enhancement of online public services delivery for citizens and businesses. It is also worth

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<sup>1</sup> State Committee for Communication, Informatization and Telecommunication technologies of Uzbekistan  
[<http://ccitt.uz/ru/indicators>]

<sup>2</sup> Official website for information about Public Key Infrastructure in the Republic of Uzbekistan  
[[http://pki.uz/index\\_organ.php?page=rcservers](http://pki.uz/index_organ.php?page=rcservers)]

<sup>3</sup> Single Portal of government online services, Uzbekistan [[www.my.gov.uz](http://www.my.gov.uz)]

<sup>4</sup> Review speech of the President of Uzbekistan at extended meeting of the Cabinet of Ministers of the Republic of Uzbekistan, January 18, 2013 [<http://uza.uz/ru/politics/22013>]

<sup>5</sup> The Republican Commission for coordination and implementation of the Comprehensive Programme on Development of National Information and Communication system of the Republic of Uzbekistan for 2013-2020  
[[http://ictcom.gov.uz/ru/about/about\\_structure](http://ictcom.gov.uz/ru/about/about_structure)]

to note that UNDP Uzbekistan assisted in and provided its contribution to the development of this Programme.

This Comprehensive Programme mainly consists of two parts:

- (1) The Programme on development of telecommunication technologies, networks and communication infrastructure;
- (2) Set of projects and activities to create integrated information systems & databases of e-Government.

With an effective implementation of the first part of the Programme, a hi-speed telecommunication infrastructure can be established to ensure delivery of quick/responsive/high quality services and create favorable conditions for further development of online public services to all segments of consumers (the modernization also covers backbone infrastructure). As an example, among planned activities by 2020, it is expected to substantially expand the ability of external connections to the Internet backbones out of Uzbekistan up to 300 Gbit/s. As indicated in this part of the Programme, a number of activities targeted towards development of broadband infrastructure as well. When it comes to e-Government, broadband connectivity is critical, even in the most highly developed countries such as those in Europe. Online public service delivery uptake is found to be very much contingent on fast and reliable Internet connection. Recognizing this fact, and taking into consideration that there are some works required in this direction in the regions, especially in the rural and remote areas, the Government is planning to make significant investments towards expansion and modernization of the communication infrastructure including broadband connectivity. When properly implemented, these planned initiatives will bear fruits, as research studies shows every 10 per cent increase in broadband penetration accelerates economic growth by 1.38 per cent in low-and middle-income countries<sup>6</sup>. Not only this will result in decrease of barriers impeding the e-government efforts, but also in increase of benefits that citizens can receive from online public service delivery, bridging the digital divide, which ultimately can contribute to the development of information society and, accordingly, to an advance of the Republic of Uzbekistan in world rankings (e.g. in UN e-Government Survey).

A second (e-Government development) part of the Programme outlines such tasks as the enabling and improving citizens' communication with state agencies in electronic form, introduction of "single window" principles into public administration, and creation of complexes of information systems and databases of e-Government. Along with development of new and integration of existing complexes of information systems (e.g. in the spheres of taxation, healthcare, education, pension, public procurement, and others), a number of other activities such as development/adoption of law "On e-Government", development/endorsement of national standards for inter-agency communication/data exchange, development/introduction of unified user identification system are also planned. With a proper approach in implementation of these activities, it can result in improving efficiency of public services concomitant with reduction of administrative cost and burden, as well as increase in delivery of public services through Internet (or web channels) thus minimizing the individual contact with public officers and to reduce long queuing times.

In order to ensure effective and timely implementation of the planned activities of the Comprehensive Programme, the expansion and development of e-Government institutional arrangements is critical. One of the major changes in this direction was an establishment of a new e-Government development center, with aim at creating an effective source and capacity of technical expertise and skills, advice and guidance for accelerated development and deployment of e-Government in Uzbekistan.

By acknowledging the importance of the monitoring on progress of the planned projects and activities, the Government is highly interested in introduction of systemic monitoring tools and regular evaluation of e-Government development progress (including government online services and e-participation). In this connection, the Government is planning to develop and introduce national criteria and indicators (in compliance with internationally recognized benchmark methodologies) for

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<sup>6</sup> World Bank. Information & Communication for Development: Extending Reach & Increasing Impact. Washington, D.C., 2009  
[<http://go.worldbank.org/NATLOH7HV0>]

constant monitoring and evaluation of computerization level in the country. With this purpose, a number of participatory discussions on this topic were organized (including round table “Implementation of international criteria for evaluating ICT in Uzbekistan” with support of UNDP CO within its joint LGSP project<sup>7</sup>) and international best practices are being studied (mainly focusing on experience of the Republic of Korea).

Lately, while designing strategic documents, launching of interactive online public services (e.g. my.gov.uz), and discussing during high level meetings and events, the Government started paying attention towards putting citizens at the core of e-Government reform and delivering citizen-centric services that are easy to use and fundamentally secured.

As a part of the Government’s efforts to improve business environment and investment climate, the Decree of President of April 7, 2014 № 4609 “On additional measures on further improvement of the investment climate and business environment in the Republic of Uzbekistan”, and in order to enable further simplification and reduction of the cost of licensing mechanisms and issuing permits, as well as providing greater freedom to entrepreneurship, the Resolution of the President of Uzbekistan of April 15, 2014 № 2164 “On measures on further improvement of procedures related to business activities and rendering public services” were adopted. In accordance with these documents, a list of projects has been approved for the introduction of priority interactive services for businesses through the Unified portal of interactive government services. The State Committee for Communication, Informatization and Telecommunication Technologies is tasked to ensure coordination of activities and system monitoring of the implementation of measures to transfer registration of licensed activities and procedures to electronic form, as well as evaluating the effectiveness of the introduction of electronic interaction of public authorities with business entities.

All of these achievements and changes, including change in regulatory framework, namely creation (reorganization) of the State Committee for Communications, Informatization and Telecommunications Technologies (CCITT) and empowering it to coordinate other state bodies, is another vivid demonstration of strong political willingness to increase further implementation of modern ICTs in all spheres of public administration.

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## CHALLENGES

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Notwithstanding these positive achievements, a number of issues remain.

- Interoperability. Existing information systems (130, as of September 17, 2013)<sup>8</sup> of 125 state organizations cannot properly “talk to each other” (interoperate). Although there is a good tendency on deployment of ICTs within and by majority of state organizations, including introduction of various information systems, e-document flow systems (which significantly reduces the usage of paper-based documents in agencies), and development of various databases, a limited impact and low level of effectiveness from ICT uptake remains. This is mainly due to active practice of ‘silo’ or sector-by-sector approach and lack of synergy (including existence of resistance) among various state agencies to the resolution of this significant issue. As a result, inter-agency correspondence is still mainly paper-based and databases of state agencies cannot share data, which brings to duplication of personal data in those agencies, and creation of high burden on citizens and businesses. The interoperability issue also exists in the area of PKI development in Uzbekistan. Although, presently there are 10 EDS Registration Centers, majority of the DBs of these centers cannot properly interoperate with each other, and became as isolated ‘silos’ within that sector.
- Lack of electronic registries and information systems. Currently, there is work in progress on creating civil registry, database of legal entities however consolidation of the information systems to enable data exchange needs to be done. For example, in some of state agencies such as Cadastral Service office, where paper-based documents are main source used for land

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<sup>7</sup> UNDP Uzbekistan, Round Table “Implementation of international criteria for evaluating ICT in Uzbekistan”, May 3, 2013 [<http://www.undp.uz/en/news/story.php?id=1832>]

<sup>8</sup> The Register of information resources & information systems of state organizations of the Republic of Uzbekistan [<http://reestr.uz>]

registry instead of electronic database. There is a high need for redesign of business processes in the back offices of state entities offering G2B and G2C services. During the last decade, legislative environment on promotion of e-Government was substantively changed, and a number of important law documents were developed and adopted. This, in turn, resulted in positive changes in e-Government. Nevertheless, reform agenda setting requires constant review and updates taking into consideration continuous emergence of newer and “greener” technologies. Among key documents that should be developed in the country is Law “On e-Government” (which is already included in recently approved e-Government master-plan for 2013-2020), Law on Public Services and document(s) on common standards/rules for addressing abovementioned e-Government back-office issues, inter-agency interaction of government information systems. These documents can also include a number of critically needed by-laws on public services in a compliance with online interactive services.

- Majority of the introduced online (interactive) public services are still in the “infancy” level and considered to be as one-way interaction, more of informative nature. Considerably slower introduction of online public services also related with low level of online users participation due to such factors like low awareness, lack of necessary skills and trust. The success of e-Government depends on strong demand and support from the majority of the population, and this demand will first come from a stronger awareness of the opportunities offered through efficient online government service delivery. At the same time, e-Government should be value-driven and not technology driven. The promised benefits of e-Government do not come simply from digitizing information and placing it online. Instead, they come from leveraging the new ICT tools to provide better services to citizens and make government more effective and responsive.

New requirements of e-Government evolution and major updates of relevant national priorities in Uzbekistan, including recent adoption of e-Government master-plan 2013-2020, require corresponding changes in arrangement and increase of capacity of e-Government support institutions to ensure timely and effective strategic & technical support in implementation of e-Government strategy. Government of Uzbekistan is looking for further strengthening institutional arrangements and creating institution with expertise on establishing well-defined e-Government framework and providing full guidance during its implementation and further development. Additionally, based on international best practices (study tours) and a number of several dialogues with international partners (such as the Republic of Korea), the Government of Uzbekistan decided to establish Center for e-Government development that can serve as a think-tank entity to the Government in provision of technical expertise in e-Government development and strategic consultations in e-Government strategy formulation. Additionally, such Center can also play role of the facilitator to undertake cost-effective procurement of IT hardware and software (e.g. similar to NIA, the Republic of Korea) that are necessary and planned for e-Government projects (which can also assist in preventing possible elements of corruption in public procurement). In this connection, as a follow-up to the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan #250<sup>9</sup>, government entity “e-Government Development Center” under CCITT was established on September 16, 2013 and officially registered on October 18, 2013.

Along with strengthening of e-Government institutional capacity, a separate attention should also be paid towards delivering capacity building activities for existing public officers involved in and responsible for implementation of e-Government master-plan 2013-2020 to improve their knowledge, change mindsets, and strengthen mutual networking and information sharing, exchange among them. This, in its way, can also positively contribute to better inter-agency collaboration during the deployment of e-Government solutions.

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<sup>9</sup> The Resolution of the Cabinet of Ministers of the Republic of Uzbekistan, September 16, 2013, #250 “About measures on the organization of activities of the Center for development of “Electronic government” system and the Center for ensuring information security under the State Committee of action, informatization and telecommunication technologies of the Republic of Uzbekistan” [[http://lex.uz/Pages/GetAct.aspx?lact\\_id=2237921](http://lex.uz/Pages/GetAct.aspx?lact_id=2237921)]



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## PREVIOUS ASSISTANCE

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During several Programme cycles and within many joint initiatives and projects UNDP in Uzbekistan has been one of the main supporters of ICT policy formulation, and implementation of ICT4D and e-Government concepts in Uzbekistan. More focused joint initiatives were “Digital Development Initiative” DDI Programme (2002-2005, completed)<sup>10</sup>, “Capacity Building for Internet Technologies Development and Promotion in Uzbekistan”, UZSCINET project (2005-2008, completed)<sup>11</sup>, “Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy”, ICTP project (2005-2010, completed)<sup>12</sup>. There are two on-going projects that include components focused on support of e-Government development, namely: “Local Governance Support: Participation and Partnership”, LGSP project (2010-2017)<sup>13</sup>, “Business Forum of Uzbekistan, Phase II”, BFU project (2011-2013)<sup>14</sup>. However, since ICT is an indispensable cross-cutting tool in every areas of the economy, the elements of ICT usage were included in some components of many joint initiatives (e.g. Parliamentary development, Justice system, Budget system, Employment, and others).

In contrast to other donors involved in ICT development of Uzbekistan, UNDP has been closely involved with ICT4D and e-Government policy formulation. UNDP has made a significant contribution into e-Government strategy formulation/implementation through: participation in various meetings/working groups; building an effective platform for nationwide participatory discussion on e-Government key issues (e.g. National ICT Summit); organizing study visits to learn international best practices; preparing research/analytical papers and monitoring reports; strengthening capacity of public officers; and implementation of pilot projects. Within the joint collaboration, UNDP assisted in the preparation of legal & conceptual papers, and supported the development of various information systems including e-Document flow systems. UNDP Uzbekistan has accumulated knowledge and experience in Uzbekistan’s e-Government development field, which is very essential in further formulation of and support to e-Government development in Uzbekistan, where there is a need for integration of all existing information systems and simplification of business processes of state organizations.

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## LESSONS LEARNED

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**ICT is the tool, not aim in itself** E-governance should go hand in hand with public administration reform. Experience with establishing One Stop Shops (OSS) clearly demonstrated that modernizing ways of public service delivery through OSS model should be supported with streamlining of “back offices”, promoting administrative reform.

**Benchmarking e-Government progress.** Taking into consideration the raised interest of the Government in systemic evaluation of e-Government readiness in Uzbekistan, recently, the UNDP Uzbekistan provided support in participation of inter-regional adviser on e-Government from United Nations Department of Economic & Social Affairs (UN DESA)<sup>15</sup> at the National ICT Summit 2013 and International Seminar on e-Government legislation development in Uzbekistan. There are several global rankings of e-Government readiness, and “UN e-Government Readiness Index” titled in bi-annual UN e-Government Survey (the product of UN DESA), is the only ranking that assesses e-Government development in 193 countries. Acknowledging the potential of such strong partner as UN DESA, the UNDP Uzbekistan organized meetings with UN DESA representative to identify opportunities for partnership and collaboration.

The demand for new institutions or for reforms to existing ones is often time sensitive. Such demand is usually the result of crisis or major change/updates in the priorities of political environment. Accordingly, demand for new e-Government institutions and changes into existing institutions that

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<sup>10</sup> UNDP Uzbekistan, DDI Programme [<http://www.undp.uz/projects/project.php?id=78>]

<sup>11</sup> UNDP Uzbekistan, UzSciNet project [<http://www.undp.uz/en/projects/project.php?id=42>]

<sup>12</sup> UNDP Uzbekistan, ICTP project [<http://www.undp.uz/en/projects/project.php?id=24>]

<sup>13</sup> UNDP Uzbekistan, LGSP project [<http://www.undp.uz/en/projects/project.php?id=161>]

<sup>14</sup> UNDP Uzbekistan, BFU project [<http://www.undp.uz/en/projects/project.php?id=168>]

<sup>15</sup> UN DESA [<http://www.un.org/en/development/desa>]

was recently raised in Uzbekistan is a result of high level and major updates in country's priorities towards e-Government development, especially due to recent adoption of e-Government master plan for 2013-2020. There are serious limitations to the ability of external partners or donor organizations to create demand for such institutions and so to transfer knowledge about building new institutions. Thus, such windows of opportunity should be anticipated and quickly captured. Taking into consideration its vast experience and knowledge in e-Government specifically, and policy advice on Governance in general both at national and international level, the UNDP could possibly become the leading international partner who can best respond to the recent high level priority updates in and raised strategic policy needs towards e-Government in Uzbekistan. It will lead this important initiative on further acceleration of e-Government deployment, effective harvesting the full benefits of e-Government, and capacity building of e-Government development center that can ultimately contribute in advancing sustainable development for all in the Republic of Uzbekistan.

## II. IMPLEMENTATION STRATEGY

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The Project will contribute to meeting the objectives as set out in the United Nations Development Assistance Framework for Uzbekistan 2010-2015<sup>16</sup>, and will be implemented within the UNDP Country Programme Action Plan for 2010-2015<sup>17</sup>. The Project will support a number of the objectives set out in the Comprehensive Programme on Development of National Information and Communication system of the Republic of Uzbekistan for 2013-2020 (June 27, 2013). The majority of the project activities will correspond with the areas of "Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance" specified by UNDP Strategic Plan 2014-2017<sup>18</sup>. Through these initiatives, the Project will also contribute to achieving of goals set in UNDP Country Programme for the Republic of Uzbekistan 2010-2015<sup>19</sup> in terms of reaching "*strengthened public administration at all levels that exercises efficient, accountable and inclusive governance*".

Taking into consideration that e-Government primarily comprises of two attributes "front-office" (e.g. online service delivery to citizens and businesses through the Internet or Web channels, i.e. G2B & G2C) and "back-office" (e.g. streamlining administrative procedures, internal government administration and information sharing both within and between governments, i.e. G2G), the Project activities are mainly divided into these two interrelated attributes (or directions). The success of these activities can greatly contribute to promoting openness and transparency in government operations, reduction of cost, giving the country a competitive advantage and the rationalization of procedures.

e-Government development is not a single event or a short project, but a long-term evolutionary process of transforming government to focus on citizen-oriented services. To ensure the long-term sustainability, stable continuation of certain project activities, and contribute to the project's effective exit strategy, in its 3<sup>rd</sup> component, the Project will be assisting in the capacity building of recently launched e-Government development center and support this Center's activities during the project lifecycle. The importance of the sustainability is also outlined in the UNDP Country Programme for the Republic of Uzbekistan 2010-2015, specifically it says that "*to achieve greater sustainability, project ownership should be with national partners*" (Part II Past Cooperation and Lessons Learned, paragraph 16). With a proper approach in implementation, the results of this component, in its own way, can greatly contribute to long-term success of the Project outputs and impact.

Thus, the project aims to provide its support in the following directions:

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<sup>16</sup> The United Nations Development Assistance Framework (UNDAF) 2010-2015, UNDP Uzbekistan  
[<http://www.undp.uz/en/publications/publication.php?id=232>]

<sup>17</sup> The UNDP Uzbekistan Country Programme Action Plan 2010-2015, UNDP Uzbekistan  
[<http://www.undp.uz/en/publications/publication.php?id=237>]

<sup>18</sup> The UNDP strategic plan 2014-2017  
[[http://www.undp.org/content/undp/en/home/librarypage/corporate/Changing\\_with\\_the\\_World\\_UNDP\\_Strategic\\_Plan\\_2014\\_17](http://www.undp.org/content/undp/en/home/librarypage/corporate/Changing_with_the_World_UNDP_Strategic_Plan_2014_17)]

<sup>19</sup> The UNDP Country Programme for the Republic of Uzbekistan 2010-2015, UNDP Uzbekistan  
[<http://www.undp.uz/en/publications/publication.php?id=238>]

- *Enhancing online public service delivery (front-office)*. The project will assist the Government in accelerating further development of online public service delivery and achieving efficient, faster, convenient, more responsive, and citizen-oriented services through implementation of complex of activities including: supporting in application of “single window” principle within online public service delivery, assisting in introduction of two-way & transactional online services, conducting awareness raising & outreach activities on promotion of online public services, providing support in drafting a new law of Uzbekistan “On e-Government”;
- *Improving e-Government interoperability and applying effective business process reengineering (BPR) mechanisms (back-office)*. The project will support the efforts of the Government in ensuring interoperability of existing & future information systems of state organizations and simplification of internal business processes through formulation of recommendations on proper application of interoperability specifications & policies, participation in redesign of business processes, and provision of support in the inventory of public services, and assistance in the implementation of interoperability framework that takes into account legal, organizational and technical levels;
- *Enhancing e-Government institutional development through capacity building of “e-Government development center” (exit-strategy)*. The Project will aid the Government in building an effective source of technical expertise and skills, advice and guidance for development and deployment of e-Government in Uzbekistan through assistance in organizational building capacity of recently established e-Government development center and provision of the Project support to implementation of initial activities of this Center. Additionally, through this Center, the Project will assist in application of effective tools for mobilization of resources intended for e-Government projects under technical assistance of donor organizations.

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## **ABOUT E-GOVERNMENT DEVELOPMENT CENTER**

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As per the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan #250<sup>9</sup>, the approved quantity of e-Government development center staff is - 150 people. The e-Government development center is a government entity and is affiliated to CCITT.

## **KEY FUNCTIONS**

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According to the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan #250, the key objectives of the e-Government Center are the followings:

- Development of strategic directions for further development and enhancement of e-Government, including on the basis of analysis and research of global trends and experience of foreign countries
- Ensuring unified technological approach in forming e-Government that provides consistent mechanism of design, development and integration of information systems, information resources and the databases used in government organizations, as well as the regulatory and methodological support for realization of e-Government projects
- Organization of systematic redesign of functional & operational processes of state agencies, as well as preparation of methods for optimization, enhancement and implementation of innovative mechanisms for management of business processes associated with public service delivery
- Carrying out the target analysis and preparation of recommendations on enhancement the current regulatory framework for effective implementation of e-Government
- Undertaking systematic monitoring, evaluation of the current ICT uptake status, including analysis of the effectiveness of the implementation of information systems and resources, introduction of the rating system for efficiency evaluation of the ICT implementation in government organizations within the e-Government framework
- Development of methods for defining key performance indicators of online public services delivery and usage, target indicators of projects within the e-Government framework

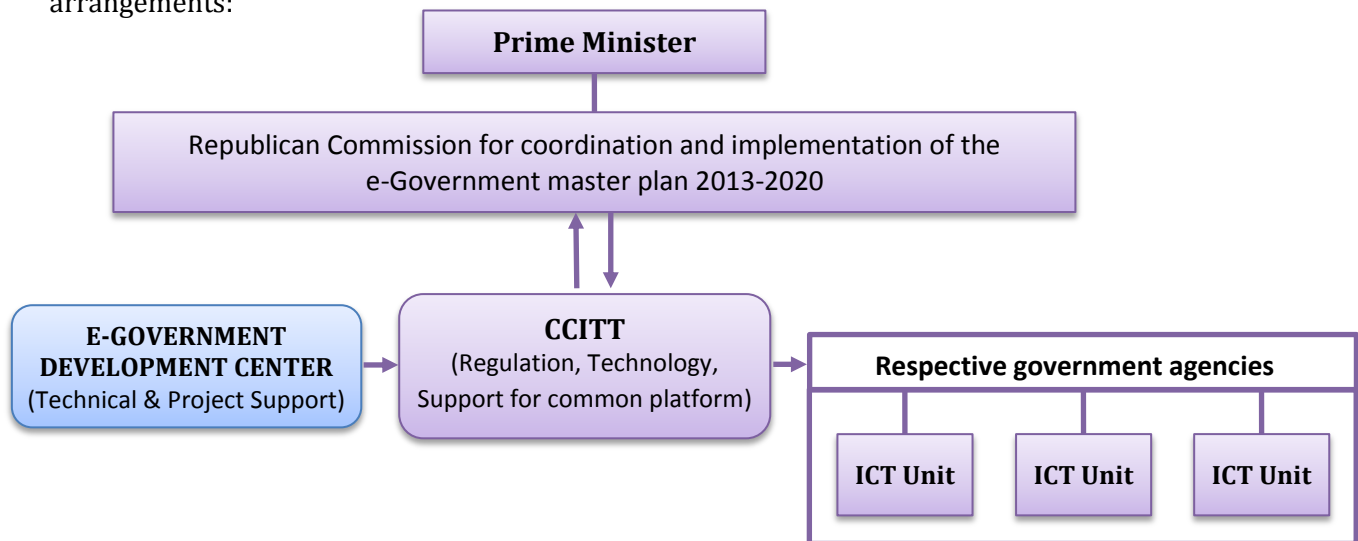
The following additional functions can be suggested to take into consideration under the support to the e-Government development center:

- **Capacity development.** Assist in capacity development activities for public officers on e-Government and related topics (e.g. interoperability) through organizations of a various tailor-made training-courses, round-tables, guide-books, and etc. Given innovative area of the project, prototyping will take place around Business Process Re-engineering, Open data, organizing hackathons, crowdsourcing applications etc.
- **Awareness raising.** Conceptual understanding of e-governance reform remains fragmented among government agencies and academia. Hence, concerted effort is needed to support raising awareness of policy makers and the public about on-going e-Government reforms, existing and upcoming e-Government services through organization of various workshops, exhibitions, publishing articles in newspapers, developing various periodicals, broadcasting of specialized TV/Radio shows, sharing key announcement through mass notification means, etc. Launching marketing campaigns to promote e-Government services can also become an effective tool for raising awareness about and increase the popularity of government online services (e.g. Singapore can provide good example of such marketing campaign organized by IDA).
- **Bridging digital divide and developing information culture.** Although a number of sources indicate development of better infrastructure (e.g. increase broadband connections) as a method for elimination of digital divide, nevertheless differences in skills of users (e.g. citizens) also play a major role. Thus, it is necessary to analyze digital divide, barriers to using online services that may persist even when such access is available and elaborate proper policy recommendations to relevant policymakers and decision-makers. Provide technical expertise in development of harmonized framework with indigenous ICT content. In order to bridge the digital divide and maximize the utilization of online service delivery, effective approaches and mechanisms to reach out to all citizens, particularly the disadvantaged and vulnerable should be analyzed, identified and suggested.

The majority of the indicated suggestions are already reflected in the recently adopted Charter of the e-Government development center.

## POSITIONING

The positioning of the e-Government development center in the overall e-Government institutional arrangements:



The Republican Commission is currently the highest body that deals with coordination of activities of the Comprehensive Programme on Development of National Information and Communication system of the Republic of Uzbekistan (or e-Government master plan) for 2013-2020, continuous monitoring and decision-making on further improvements of online public services delivery, optimization of functional and operational processes & procedures of state agencies.

CCITT as a working body to the Republic Commission, assigned as lead agency for carrying out the nation-wide e-Government projects indicated in the e-Government master plan. e-Government Development center will mainly provide technical support and strategic consultation to CCITT for carrying out the e-Government projects and in formulation of e-Government strategies.

Taking into consideration that the Project will support a number of the objectives set out in the Comprehensive Programme on Development of National Information and Communication system of the Republic of Uzbekistan for 2013-2020, the periodical Project reports (e.g. on quarterly or semi-annual basis) and policy advice with focus on online public services and open data can be provided to the Republican Commission through CCITT.

Within its research papers and during the preparation of statistics, the Project will include gender-disaggregated data. Additionally, UNDP requirements to gender equality will also be applied during the capacity building activities (e.g. at least 30% of the opposite gender among participants of the trainings).

During the lifecycle of the Project and before the final year of its logical completion, "Exit Strategy" will be developed to ensure the continuation of important and perpetual activities of the project as well as to make sure that sustainability impact of the project efforts will continue beyond the project completion. Such activities include (but not limited to) periodical monitoring and evaluation of the e-government progress (e.g. periodical e-Government review, bi-annual e-Government survey), capacity building of the public officers on key e-Government issues (e.g. using training modules developed within the project activities), awareness raising and outreach activities (e.g. based on PR and Communication Strategy developed by the project), and others. Taking into consideration that the Project is going to provide support to the newly established e-Government development center (including support to its sustainability during the project lifecycle), and the objectives of this Center also targeted towards expected outputs of the Project, it is anticipated that the e-Government development center will continue some of the key activities undertaken by the Project during its lifecycle.

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## **PARTNERSHIP STRATEGY**

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Implementation of e-Government programs can be risky, difficult, and expensive. Therefore, cultivating strong relationships with potential partner organizations and mobilization of their support is important for effective implementation of e-Government strategies and programs.

Within technical assistance of major international organizations (e.g. UN, ADB, World Bank), aid support can help the Government in identifying, studying and adapting cutting-edge experiences in e-Government development area, including through their large knowledge networks, lessons learned from various projects/programs, and access to database of best practices. One of the key challenges of e-Government development in its advanced stages is an appropriate introduction/application of interoperability within the government, so that all integrated information systems could easily “talk to each other”. Thus, collaboration of aid support and most importantly, coordination of all donor technical assistance projects in the area of e-Government development is crucial for effective application of e-Government that can allow avoiding possible duplication. The success of e-Government highly depends on improving back-office processes just as fundamentally as it does on enhancing front-office service delivery channels.

## **UN DESA**

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Taking into consideration the raised interest of the Government in systemic M&E of e-Government readiness and progress recently, the UNDP Uzbekistan organized meetings with representative of United Nations Department of Economic & Social Affairs (UN DESA)<sup>20</sup> and identified opportunities for partnership and collaboration. DESA’s flagship product (bi-annual) “UN e-Government Survey”, the only global publication that undertakes comparative assessment of global e-Government development in 193 countries (including indicators, strategies, tools & best practices), provides benchmarking tool for government officials and other stakeholders to better understand the relative position of a country in relation to the rest of the world in e-Government. UNDP will collaborate with DESA in implementing this Project.

UN DESA is ready to provide technical assistance in the following:

- (1) Open Government Data;
- (2) e-Participation;
- (3) Online public services delivery.

Today, the “Open Government” concept that covers three core elements “transparency, participation, and collaboration”, has become a major trend in Public Sector Reform. An enabler of and prerequisite for the Open Government is Open Data (i.e. data should be made available for everyone to access, reuse, and redistribute without any restrictions) that together (Open Government Data – OGD) can greatly contribute to “Good Governance” by transforming the relationship between government and citizens to work together for the common good of society. To assist the governments, UN DESA developed Guidelines on Open Government Data for Citizen Engagement (Guidelines on OGDCE) that provide a common understanding of key terms and concepts based on the work of the international OGD community. UN DESA is ready to assist the Government of Uzbekistan in understanding, designing, and implementing sustainable OGD initiatives and in developing Open Data Strategy.

As regards to e-Participation, DESA is currently developing an online e-Participation self-assessment tool “Measurement and Evaluation Tool for E-Participation Readiness” (METEP) and they are ready to provide it and assist in assessing e-Participation readiness in Uzbekistan.

Additionally, DESA has one excellent advisory tool “Measurement and Evaluation Tool for E-Government Readiness” (METER), a holistic and functional methodology for e-Government readiness measurement that comprises questions covering a range of issues in order to estimate and monitor what is the current state of factors affecting e-Government development in Uzbekistan.

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<sup>20</sup> UN DESA [<http://www.un.org/en/development/desa>]

Specifically, UN DESA can:

- Conduct an integrated assessment of the ministries and key government institutions in Uzbekistan to assist them with both e-Services and Open Government;
- Assess the current make up, mandate and resources of the new e-Government Development Center and provide inputs to strengthen it;
- Identify a partner Member State to work with the Government of Uzbekistan in the BPR;
- Assist the Government of Uzbekistan to develop its own e-Government questionnaire, which can be provided to all ministries and institutions;
- Develop an Social Media Strategy;
- Develop an Open Data Strategy;
- Conduct Capacity Building workshops;
- Workshop on METER and METEP.

The introduction of national e-Government benchmark under the partnership of such partner like UN DESA can create an additional effective policy tool that provide proficient guidance to policy-makers towards more efficient public administration, improved online services, and effectively respond to the emerging needs of citizens of Uzbekistan.

## **WB**

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The World Bank has excellent practical experience in e-Government development area worldwide, specifically WB organized various practical workshops on e-Government Excellence/Competence centers. This is quite important, as one of the main components of the Project is to support in capacity building of e-Government development center. The World Bank expressed raised interest to assist the Government in the field of ICT for development during several meetings with decision-makers in the field, including separate meetings during ICT Week “INFOCOM 2013”. Thus, the World Bank should be included into the list of donor organizations with potential for partnership on e-Government development in Uzbekistan.

## **ADB**

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Following several discussions between the Government of Uzbekistan and ADB in 2012, e-Government development was included as one of the priority areas where Uzbekistan was looking for support from ADB side. As a result, ADB approved TA “e-Government for Effective Public Management”<sup>21</sup>. According to TA, the support will be focused on 4 outputs: strategy to improve government-public and government-business interface, phased strategies for priority e-government services, action plans for piloting e-government services, and piloted e-government services. UNDP will coordinate the regular meetings with ADB and TA core project team to avoid duplication of efforts on e-government pilots and to share experience about the results achieved within the framework of both ADB and UNDP technical assistance.

A number of meetings with these abovementioned donor organizations were organized to identify possibility for collaboration of efforts, donor aid coordination, and resource mobilization for effective support of e-Government development in the country. Moreover, joint partnership and synergy of such donor organizations towards e-Government development can also considered as a follow-up action of the workshops on donor aid coordination where local donors periodically participate (usually organized by UNDP and/or MFA), and one of such workshops was organized on December 2012 (by MFA) where further improvement of aid coordination issue was discussed and importance of resource mobilization was raised once again.

## **OTHER UNDP UZBEKISTAN PROJECTS AND POTENTIAL PARTNERS**

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<sup>21</sup> ADB, TA 46444-001: E-Government for Effective Public Management. Project data sheet overview. [<http://www.adb.org/projects/46444-001/main>]

Some other potential external funding sources (UNECE, ESCAP, Czech Trust Fund, etc.) can also be explored and attracted into e-Government development initiatives in Uzbekistan, although the possibility is much higher under the existing (on-going) projects.

Due to cross-cutting nature of ICTs, a number of existing/on-going UNDP projects provide their support to their Government partners in harnessing the potential of ICTs for transformation across various sectors of economy, and in facilitating uptake and adoption of e-Government services in that sectors.

In order to enable synergy of all these efforts of UNDP projects, ensure better resource mobilization, avoid possible duplication, prevent lack of interoperability (e.g. while developing/deploying various information systems), and to further facilitate the sustainability of these projects' activities (e.g. under and with support of new e-Government development center), the partnership with respective UNDP projects is quite essential. In particular, "e-Government promotion for improved public service delivery" Project will seek for possible areas of cooperation and cross-practice synergy with other UNDP projects working in the area of public finance reform, aid coordination, environmental sustainability, support of private sector development, local governance, public policy cycle, social innovation and volunteerism, inclusive employment and social partnership, foreign trade and investment, economic forecasting and planning, energy efficiency, water and land management, and climate change etc. This should also concern partnership with any other future UNDP projects.



### III. RESULTS AND RESOURCES FRAMEWORK

<b>Expected UNDAF outcome #4:</b>	4. Effectiveness, inclusiveness and accountability of governance at the central and local levels enhanced
<b>UNDAF Agency Outcome:</b>	4.2.1. National and regional governments' capacities strengthened in results-based management, planning and use of ICT for effective implementation of national and regional development policies 4.5.4. Promotion of increased use of ICT tools, to improve efficiency, transparency and accountability of the work of public institutions at all levels and fostering dialogue with civil society
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>	6. Strengthened public administration at all levels that exercises efficient, accountable and inclusive governance; <u>Indicator</u> : Progress in civil service reform; <u>Baseline</u> : Comprehensive civil service reform, or law on public administration adopted; <u>Target</u> : Comprehensive strategy in place for civil service reform and shift towards results-based management
<b>CPAP Output:</b>	3.2.1: Strengthened government and Parliament capacity (legislative, representative and oversight functions) at national and local levels to execute public administration in a more transparent, fair and efficient manner
<b>Applicable Key Result Area (from 2014-17 Strategic Plan):</b>	Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance
<b>Partnership Strategy:</b>	<b>Implementing partner:</b> State Committee for Communication, Informatization and Telecommunication technologies of the Republic of Uzbekistan (CCITT) <b>Responsible partners:</b> UNDP, e-Government Center, Information Security Center, UZINFOCOM Computerization and IT Developing Center, Scientific Engineering and Marketing Researches Center "UNICON.UZ", Tashkent University of Information Technologies (TUIT), Association of IT Companies and Organizations of Uzbekistan (IT Association), CIB Group, Center of the programmers BePro, «Uzbektelecom» joint stock company, other UNDP projects, mass media (incl. ICTNEWS & INFOCOM.uz magazines) <b>Other partners:</b> UN DESA, Chamber of Commerce and Industry of Uzbekistan, Academy of Public Administration under the President of the Republic of Uzbekistan, Ministry of Justice of the Republic of Uzbekistan, Ministry of Finance of the Republic of Uzbekistan, OECD
<b>Project title and ID (ATLAS Award ID):</b>	#00088586 "e-Government for improved public services delivery"

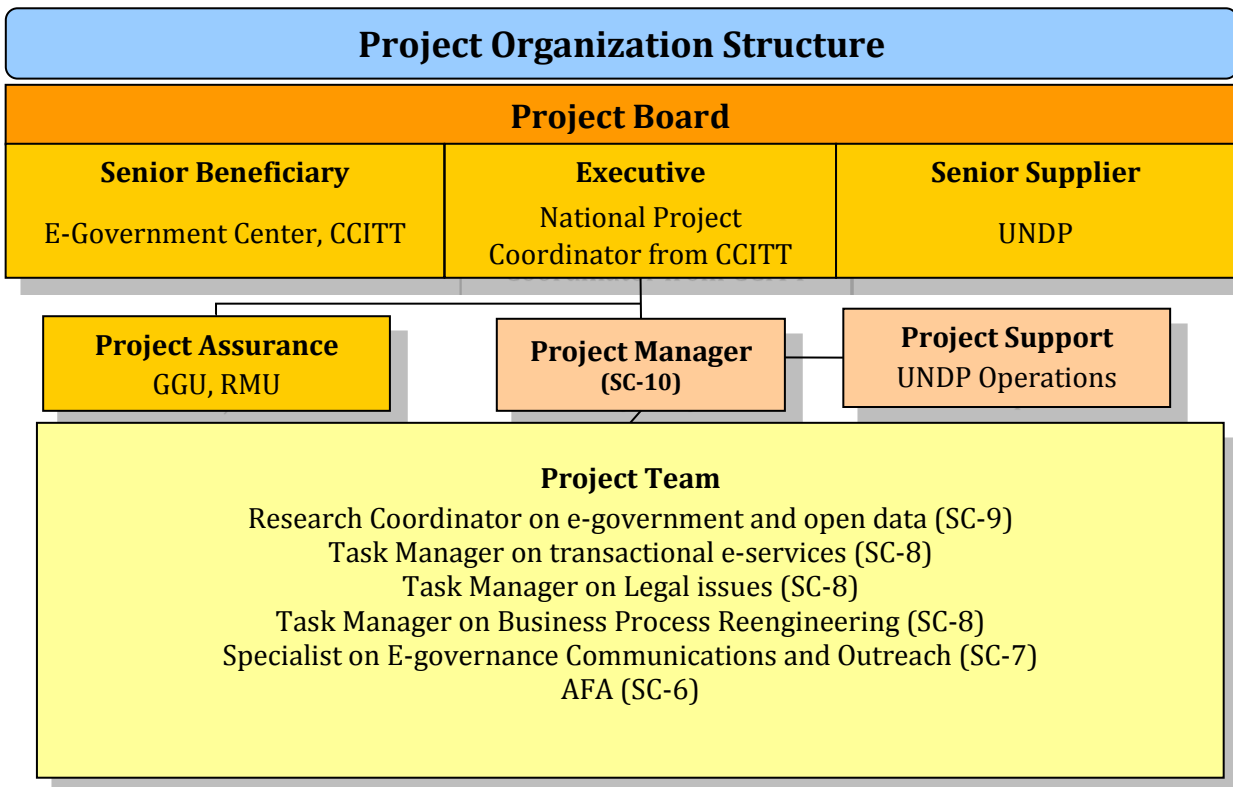
INTENDED OUTPUT	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>OUTPUT:</b> <i>Enhanced governance and efficient, convenient, more responsive citizen-oriented public services delivery through advancement of e-Government in Uzbekistan</i></p> <p><b>Baseline 1:</b> 1.1. Majority of the introduced online (interactive) services in my.gov.uz are still of informative nature, only 6% of online services in my.gov.uz allow e-payment options</p> <p>1.2. Lack of legislation/normative framework on e-Government and Open Data in line with international best practices.</p> <p><b>Indicators:</b> 1.1.availability of transactional services through single interactive public services portal (my.gov.uz);</p> <p>1.2. Availability of draft legislative acts on e-Government, and Open Government Data.</p>	<p><b>2014</b></p> <p>1.1. Roadmap and Action plan on Call Center for my.gov.uz is prepared and submitted to CCITT for consideration.</p> <p>1.2. Partnership with UN DESA is formally established through MoU.</p> <p><b>2015</b></p> <p>1.1. Draft outreach plan for Single interactive public services portal developed to increase number of citizens' requests.</p> <p>1.2. International expertise is provided to the draft normative legal acts on e-government and open data.</p> <p>1.2.1. Hackathon organized on Open data</p> <p>1.2.2. Crowdsourcing solutions for citizen-centred e-services piloted</p> <p><b>2016</b></p> <p>1.1. At least 10 transactional online services are available in my.gov.uz.</p> <p>1.2. Roadmap on implementation of e-government and open data legislation is prepared, publicly discussed and</p>	<p><b>Activity Result 1</b> <i>Online public services delivery enhanced (front-office):</i></p> <ul style="list-style-type: none"> <li>Assist in further development and promotion of government's single interactive public services portal (my.gov.uz): research, recommendations, and advocacy events;</li> <li>Pilot support in introduction of at least 10 transactional e-services through advanced features of online service delivery: single-sign-on for integrated services, identity management and online tracking system;</li> <li>Organize series of capacity development activities (e.g. tailor-made trainings, learning workshops) on major e-Government issues (e.g. benefits, case studies, failure factors, interoperability, etc.) for public officers involved to improve their knowledge, change mindsets, change management, strengthen mutual networking and information sharing among them;</li> <li>Support in raising awareness of the wide population (including business) about on-going e-Government reforms, existing and upcoming online public services (e.g. through organization of various workshops, hackathones, exhibitions, articles in newspapers, developing periodicals, specialized TV/Radio shows, and introduction of Single interactive public services portal PR Campaign Strategy to increase effective cooperation with media and accelerate e-Government promotion, etc.);</li> <li>Prepare Concept Note and Roadmap on further development of Call Center of the Single interactive public services portal that allow single point multichannel access for all public services,</li> <li>Comparative analysis of international best practices on e-government and open data legislative framework and administrative practice of its implementation. This analysis, in</li> </ul>	<p>UNDP, CCITT, UZINFOCOM, CIB Group, other UNDP projects, TUIT, UN DESA, UZTELECOM, and mass media</p>	<p><b>Total for Activity 1: USD 300,000</b></p> <p>2014: USD 40,000 2015: USD 113,000 2016: USD 83,000 2017: USD 64,000</p> <p>Contractual Services Personnel/Consultants</p>

	<p>submitted to Government.</p> <p><b>2017</b></p> <p>1.1. Draft Government decision on replication of successful project results and pilots is prepared and submitted to CCITT for consideration.</p>	<p>cooperation with UNDESA, WB, ADB, OECD and other international partners, will include the following outputs: Concept Note on e-government, Concept note on open data, Roadmaps, draft relevant normative legal acts, monitoring system on open data, list of current laws and regulations subject to amendment.</p> <ul style="list-style-type: none"> <li>• Support Government in designing cross-sectoral programmes and Action Plans related to implementation of new e-government and open data legislation.</li> <li>• Organization of conference on e-government and open data legislation.</li> <li>• [Pilot] Crowdsourcing solutions for citizen-centred e-services, at least 2 demand-driven solutions with mobile applications for the sector of Government to private sector interaction and Citizen to Government interaction (e.g. Reporting on damaged roads).</li> </ul>		
<p><b>Baseline 2:</b></p> <p>Existing information systems of state organizations cannot properly “talk to each other” (interoperate), thus, there is a high need for introduction of common policies &amp; principles for back-office processes and inter-agency communication, as well as redesign of business processes. While developing the policies (on interoperability and BPR) international best practices and lessons learned should be reviewed and analyzed.</p> <p><b>Indicators:</b></p> <p>2.1. Availability of research &amp; analytical papers, manuals, and</p>	<p><b>2014</b></p> <p>2.1. BPR methodology for streamlining back offices of state agencies is prepared and submitted to Government for consideration</p> <p>2.2. The definition of public services is designed and submitted to Government for legislative review and drafting.</p> <p>2.2. The guidelines for classification and inventory of public services is prepared and publicly discussed based on common definition of public services.</p> <p>2.3. Concept of Business</p>	<p><b>Activity Result 2</b></p> <p><i>e-Government interoperability improved and effective business process reengineering (BPR) mechanisms applied (back-office):</i></p> <ul style="list-style-type: none"> <li>• Undertake situation analysis of the existing inter-agency interoperability processes (e.g. infrastructure, standards, norms, etc.), semantics, governance processes, human capacity, identify to what extent it has been implemented;</li> <li>• Provide recommendations/policy briefs related to interoperability specs &amp; policies (organizational, semantic, BPR, open standards, governance &amp; public service inventory models), and facilitate their wide &amp; participatory discussions;</li> <li>• Expert support in operationalizing the definition of public services, inventory of existing public services, as well as formation of unified register of the forms and services of government organizations necessary for further development of single interactive public services portal</li> </ul>	<p>UNDP, CCITT, UNICON.UZ, UZINFOCOM, UN DESA, Ministry of Justice, other UNDP projects</p>	<p><b>Total for Activity 2: USD 200,000</b></p> <p>2014: USD 51,000 2015: USD 60,000 2016: USD 67,000 2017: USD 22,000</p> <p>Contractual Services Personnel/Consultants</p>

<p>policy briefs on introduction &amp; application of interoperability and BPR mechanisms</p> <p>2.2. Availability of methodology to undertake inventory of public services</p> <p>2.3. Availability of technical requirements for Business Process Management System for Single interactive public services portal</p>	<p>Process Management System is prepared and widely discussed</p> <p><b>2015</b></p> <p>2.1. At least 2 research papers on interoperability and BPR are prepared and widely disseminated based on pilot application of BPR methodology in selected government organizations;</p> <p>2.2. Public services of at least 10 state agencies are undertaken inventory and streamlined to enable interactive service delivery to citizens and businesses.</p> <p>2.1. Draft implementation mechanism for interoperability framework is widely discussed.</p> <p><b>2016</b></p> <p>2.1. Normative legal act (or government's technical standard) is drafted to institutionalize BPR in modernization of public services delivery.</p> <p>2.1. Policy brief on BPR prepared and disseminated.</p> <p>2.3. Business Process Management System is piloted.</p> <p><b>2017</b></p> <p>2.1. Draft roadmap on streamlining public services (including online services) is prepared and submitted to Government for review.</p>	<p>(my.gov.uz);</p> <ul style="list-style-type: none"> <li>• [Pilot] Assistance in the development and application of Business Process Management System for Single interactive public services portal (e.g. tracking &amp; recording the progress and performance of all business processes);</li> <li>• Facilitate capacity building of involved parties on interoperability issues;</li> <li>• Organize a training of trainers (at least 20 participants) on BPR with a replication of basic training modules on functional review &amp; BPR of public services (e.g., in cooperation with NUS Institute of Systems Science, Singapore);</li> <li>• Provide international expertise on interoperability framework (incl. interoperability policies, model, compliance criteria, governance mechanisms, legal/legislative considerations, enterprise architecture, standardization policies, semantic framework, system architecture, process models, evaluation mechanisms, use cases, etc.);</li> <li>• Develop a consistent methodology of trainings on interoperability and provide to all government stakeholders with its further implementation within their training centers</li> <li>• Knowledge transfer on international best practices and standards on BPR, online services, and interoperability frameworks;</li> <li>• Assist in legislative drafting (draft laws and regulations) on multi-channel public services delivery, BPR, transactional e-services, inter-agency data sharing, inter-agency document sharing.</li> </ul>		
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<p><b>Baseline 3:</b> New requirements of e-Government evolution and major updates of relevant national priorities in Uzbekistan require corresponding changes in institutional arrangements and increase of capacity of e-Government support institutions to ensure timely and effective strategic &amp; technical support in implementation of e-Government strategy.</p> <p><b>Indicators:</b> 3.1. Enhanced capacity of the e-Government development center on strategic decision making through strategic &amp; technical support. 3.2. Policy dialogue on e-Government development progress in Uzbekistan. 3.3. Availability of M&amp;E mechanisms to benchmark the progress of ICT implementation in government organizations.</p>	<p><b>2014</b> 3.2. Communication strategy for e-governance is developed and disseminated. 3.3. Current M&amp;E system on e-government is revised and widely discussed.</p> <p><b>2015</b> 3.3. Revised M&amp;E system is applied online to benchmark progress of the ICT implementation in government organizations.</p> <p><b>2016</b> 3.2. The development of e-Government in Uzbekistan is reviewed, and widely disseminated. 3.3. Annual M&amp;E system to benchmark progress of the ICT implementation in government organizations is conducted and report is made publicly available.</p> <p><b>2017</b> 3.1. Draft Roadmap for further mid-term development of E-government Center is prepared and submitted to CCITT for consideration.</p>	<p><b>Activity Result 3</b> <i>e-Government institutional development enhanced through capacity building of “e-Government development center” (sustainability):</i></p> <ul style="list-style-type: none"> <li>• Assist in the capacity building of e-Government development center: developing concept papers/documents; equipping (e.g. hardware &amp; software); professional training of core team (e.g. IT managers, business analysts, enterprise architects, BPR specialists, QA specialists, IT trainers, legal specialist, etc.) developing mid-and-long term strategies of the Center, roadmaps, annual work plans, training modules;</li> <li>• Support initial activities of the e-Government system development center: <ul style="list-style-type: none"> <li>- liaise with potential local partners and donor organizations to explore opportunities for synergy and mobilization of resources for effective addressing development of e-Government in Uzbekistan (e.g. ADB, UN DESA, WB, and others);</li> <li>- undertake periodic e-Government review;</li> <li>- develop guidelines for ICT procurement;</li> <li>- introduce/develop M&amp;E system of ICT implementation progress in state organizations (incl. open data and e-Participation evaluation tool to measure online engagement of citizens in public policy and decision-making processes), in compliance with internationally recognized benchmarks (in cooperation with UNDESA, WB and other international partners);</li> <li>- organize capacity building activities on best practices of vanguard countries in e-Government;</li> <li>- provide evidence-based policy advisory services in order to support Government efforts in strengthening country’s position in the international e-Government rankings (e.g. bi-annual UN e-Government Survey).</li> </ul> </li> </ul>	<p>UNDP, CCITT, UN DESA, Ministry of Finance, other UNDP projects</p>	<p><b>Total for Activity 3: USD 500,000</b></p> <p>2014: USD 229,000 2015: USD 160,000 2016: USD 111,000</p> <p>Contractual Services Personnel/Consultants</p> <hr/> <p><b>Total for the project: USD 1 000 000</b></p>
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## IV. MANAGEMENT ARRANGEMENTS



The project will be implemented under National Implementation Modality (NIM). The State Committee for Communication, Informatization and Telecommunication technologies of the Republic of Uzbekistan (CCITT) will be the Implementing Partner. CCITT shall retain overall responsibility for this nationally managed project and will appoint the National Project Coordinator (NPC). Direct responsibility of the NPC will be provision of strategic advice and coordination of the project activity taking into account interests of CCITT.

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

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 services for the Project as described below.

### Direct UNDP Country office Support Services to the Programme Implementation

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

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

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

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

The annual plans for procurement of goods and services, as well as annual plans for the recruitment of project personnel and individual consultants by the UNDP Country Office shall be consulted with NPC in accordance with the AWP of the project and UNDP regulations, rules, policies and procedures. The relevant experts of the national partner will be involved in the evaluation process of tender of goods as necessary. If the requirements for support services by the country office change during the life of a project, the list UNDP Country Office support services is revised with the mutual agreement of the UNDP Resident Representative and the CCITT.

The goods procured within the framework of the Project and necessary for the implementation of the its activities, in particular IT equipment & office furniture shall be transferred to the ownership of the CCITT, unless the Project Board decides otherwise or the goods have been procured from the funds provided by third parties and the agreements with them stipulate other arrangements. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan & the UNDP, signed by Parties on 10 June 1993, incl. the provisions on liability and privileges & immunities, shall apply to the provision of such support services.

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

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

**Use of institutional logos on project deliverables:** In order to accord proper acknowledgement to UNDP for providing funding, UNDP should appear on all relevant project publications, incl. among others, project hardware purchased w/UNDP funds. Any citation on publications regarding projects funded by UNDP should also accord proper acknowledgement to UNDP. The UNDP logo should be more prominent – and separated from any other logo, if possible, as UN visibility is important for security purposes.

## **V. MONITORING FRAMEWORK AND EVALUATION**

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

### **Within the annual cycle**

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on the Quality Management table below;
- An Issue Log shall be activated in an off-line format and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change, which can be raised at the Project Review meetings;
- Based on the initial risk analysis submitted (see ANNEX I. RISKS LOG), 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 the Head of Good Governance Unit, 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 for 2 monitoring visits shall be activated in Atlas and updated to track key management actions

## 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.

## **VI. LEGAL CONTEXT**

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

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

The executing agency shall:

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

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

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



## VII. ANNEXES

### ANNEX I. RISKS LOG

#	Description	Category	Impact & Probability	Countermeasures / Management response	Owner
1.	Delay of the government's annual cost-share contribution to the project	Financial	May effect on the project's annual budget delivery rate  Probability = 1 Impact = 2	All the efforts to ensure government's commitment on timely allocation of cost-share contributions should be undertaken	Project manager
2.	High turnover of the relevant government staff (especially when it concerns those public officers involved and responsible for implementation of e-Government master plan 2013-2020)	Operational	May create difficulties and delays in implementation of planned activities  Probability = 4 Impact = 3	Develop standard training materials (w/case studies) and ensure application of effective re-training system within the e-Government Development Center	Project manager
3.	Low level of commitment of government organizations involved in implementation of e-Government master plan 2013-2020	Organizational	May hinder timely and effective implementation of certain project activities (e.g. inventory of public services)  Probability = 3 Impact = 4	Regular training & awareness raising activities on e-Government benefits for public officers; Exploring opportunities to synergize these efforts with other respective projects	Project manager
4.	Technical assistance projects of local donors focusing on e-Government may lack multilateral aid coordination that can result in duplication of certain efforts, lower resource mobilization opportunities, and increase of e-Government interoperability issues	Strategic	May effect on the efficiency of the project's outputs and outcomes  Probability = 3 Impact = 3	Constantly monitor donor activities in the field and organize regular meetings and consultations with relevant donors to avoid possible overlapping in e-Government initiatives	Project Manager
5.	Inability to move beyond capacity development support as compared to application of envisioned BPR due to reluctance of key state organizations and lack of administrative / legal provision	Legal/political	May effect on the efficiency of the project's outputs and outcomes  Probability = 3 Impact = 4	Support with policy advise and constant dialogue with key government organizations to sensitize on BPR benefits and to strengthen the ownership of the process	Project Manager

## ANNEX II. PROJECT MANAGEMENT ROLES

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### I. PROJECT BOARD

#### Overall responsibilities

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

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

#### Composition and organization

This group contains three roles, including:

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

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

#### Specific responsibilities:

##### *Initiating a project*

- Agree on 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.

##### *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 AWP and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the CCITT;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Project Board about the results of the review;
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions.

##### *Closing a project*

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

## II. EXECUTIVE

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

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

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

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

## III. SENIOR BENEFICIARY

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

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

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

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

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

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

## IV. SENIOR SUPPLIER

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

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

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

The assurance responsibilities of the Senior Supplier are to:

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

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

## V. PROJECT MANAGER

### Overall responsibilities

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.

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

**Specific responsibilities** would include:

#### *Overall project management:*

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

#### *Running a project*

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

#### *Closing a Project*

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

## VI. PROJECT ASSURANCE

### Overall responsibility

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

The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board;
- Beneficiary needs and expectations are being met or managed;
- Risks are being controlled;
- Adherence to the Project Justification (Business Case);
- Projects fit with the overall Country Programme;

- The right people are being involved;
- An acceptable solution is being developed;
- The project remains viable;
- The scope of the project is not “creeping upwards” unnoticed;
- Internal and external communications are working;
- Applicable UNDP rules and regulations are being observed;
- Gender mainstreaming policy embedded into project and implemented;
- Any legislative constraints are being observed;
- Adherence to RMG monitoring and reporting requirements and standards;
- Quality management procedures are properly followed;
- Project Board’s decisions are followed and revisions are managed in line with the required procedures.

**Specific responsibilities** would include:

*Initiating a project*

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

*Running a project*

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

*Closing a project*

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

## **VII. PROJECT SUPPORT**

### **Overall responsibilities**

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

**Specific responsibilities** would include:

*Provision of administrative services:*

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

*Project documentation management:*

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

*Financial Management, Monitoring and reporting*

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

*Provision of technical support services*

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

### **ANNEX III. TORs for Project Team**

1. Project Manager (SC-10)
2. Research Coordinator on e-government and open data (SC-9)
3. Task Manager on transactional e-services (SC-8)
4. Task Manager on Legal Issues (SC-8)
5. Task Manager on Business Process Reengineering (SC-8)
6. Specialist on E-governance Communications and Outreach (SC-7)
7. AFA (SC-6)