

PROJECT DOCUMENT

Project Title: Empowering Women to Participate in Public Administration and Socio-Economic Life

Project Number: 00105461

Implementing Partner: Women's Committee of Uzbekistan under the Cabinet of Ministers of the Republic of Uzbekistan

Start Date: 21/10/2017

End Date: 31/12/2019

PAC Meeting Date: 21/09/2017

Brief Description

The overall objective of the project is to empower women, increase women's participation in public administration in accordance with the provisions of the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

The project will also contribute to the implementation of the fourth priority area of the Uzbekistan Development Action Strategy for 2017-2021: increasing social and political activeness of women and strengthening their role in governance of the state and society, as well as the Outcome 8 of UNDAF 2016-2020: more reliable protection of citizens' rights and freedoms.

The main partner of the project is the Women's Committee of Uzbekistan (WCU). The project will also cooperate with the Cabinet of Ministers of the Republic of Uzbekistan, Chambers of the Parliament (Oliy Majlis), the Ministry of Justice, the Ministry of Internal Affairs, the NHRC, the Ombudsman, the Ministry of Employment and Labor Relations, the State Statistics Committee, the Ministry of Higher and Secondary Special Education, the Academy of Public Administration, the Academy of Sciences, khokimiyats, civil society organizations and the media.

<p>UNDAF OUTCOME 8: "By 2020, legal and judicial reforms provide more reliable protection of the rights, freedoms and legitimate interests of citizens."</p> <p>Country Programme Document Output 2: Capacities of human rights institutions strengthened (UPR follow-up).</p> <p>Indicative Intermediate result with a gender marker: GEN3</p>	<p>Total resources allocated:</p>	<p>UNDP TRAC:</p>	\$175,000
		<p>UK Embassy:</p>	\$25,000
		<p>Government In-Kind contribution:</p>	Office, Landline phone

Agreed By:

UNDP




Helena Fraser

UNDP Resident Representative in Uzbekistan

Date: 18 OCT 2017

Women's Committee of Uzbekistan under the Cabinet of Ministers of the Republic of Uzbekistan




Tanzila Narbaeva

Deputy Prime Minister of the Republic of Uzbekistan, Chairperson of Women's Committee of Uzbekistan

Date: 28 OCT 2017

TABLE OF CONTENTS

Acronyms.....	3
I. Development Challenge	4
II. Strategy	8
III. Results and Partnerships	9
IV. Project Management.....	15
V. Results Framework.....	17
VI. Monitoring And Evaluation	19
VII. Multi-Year Work Plan	21
VIII. Governance and Management Arrangements	22
IX. Legal Context.....	23
X. Risk Management	23
XI. ANNEXES	25

ACRONYMS

APA	Academy of Public Administration
AWP	Annual Work Plan
CEDAW	The Convention on the Elimination of all Forms of Discrimination Against Women
CDTA	Capacity Development Technical Assistance
CDR	Combined Delivery Report
CO	Country Office
CPD	Country Programme Document
EU	European Union
GGC	Cluster on Good Governance, Policy and Communication
ICT	Information and Communication Technologies
IT	Information Technologies
IUT	Inha University in Tashkent
LPAC	Local Project Appraisal Committee
M&E	Monitoring & Evaluation
NGO	Non-governmental organization
NHRC	National Human Rights Centre
NIM	National Implementation Modality
NPC	National Project Coordinator
OECD	Organization for Economic Co-operation and Development
PAC	Project Appraisal Committee
PAR	Public Administration Reform
PM	Project Manager
PR	Public Relations
RMG	Results Management Guide
RMU	Resource Management Unit
SBAA	Standard Basic Assistance Agreement
SDG	Sustainable Development Goals
STEM	Science, Technology, Engineering and Mathematics
TA	Technical Assistance
TOR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UPL	Universal Price List
UPR	Universal Period Review
WCU	Women's Committee of Uzbekistan

I. Development Challenge

Uzbekistan with a population of more than 32 million people (49.8% women in 2016) is the most populous country in Central Asia with an almost equal share of rural and urban residents. The Constitution of Uzbekistan enshrines equality of rights between women and men (art. 46). Laws of the Republic of Uzbekistan "On Elections to the Oliy Majlis", as well as "On Elections to Councils of People's Deputies of Regions, Districts and Cities" proclaimed equal rights and opportunities for both men and women. Uzbekistan ratified the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) on August 31, 1995. The legislation of Uzbekistan recognizes the priority of the norms of international law over national legislation.

Through its support to improved access to decision making roles in public administration for women, as well as enhanced women's engagement in public sector and related activities, the programme will contribute to the achievement of Sustainable Development Goal 5 "Achieve gender equality and empower all women and girls".

The republic's adherence to the UN Convention of December 18, 1979 "On the Elimination of All Forms of Discrimination Against Women" was an important milestone in the integration of the women's movement of Uzbekistan into the international movement for women's rights. The Government of the Republic of Uzbekistan has sent five periodic reports to the CEDAW Committee on the implementation of this Convention by the country, the last of which was heard at the CEDAW Committee in November 2015.

In its concluding observations on the fifth periodic report of Uzbekistan, the Committee on the Elimination of Discrimination against Women (hereinafter referred to as the CEDAW Committee) made a recommendation to speed up the approval process of the draft laws aimed at women empowerment, and ensure their full compliance with the Convention.

In accordance with the Uzbekistan Development Action Strategy for 2017-2021, the second priority is to ensure the rule of law and further reform of the judicial and legal system aimed at strengthening the genuine independence of the judiciary and guaranteeing reliable protection of citizens' rights and freedoms. These areas are interrelated with the third priority area of the Strategy aimed at improving the system of social protection of the population and health protection, increasing the socio-political activeness of women.

The Uzbekistan Development Action Strategy for 2017-2021 opens new opportunities for raising the level of education and economic activeness of women, attracting them to entrepreneurial activities, strengthening the role of women in the governance of the state and society, and further strengthening the foundations of the family. In this regard, the Women's Committee developed a draft of the decree of the President of the Republic of Uzbekistan and actions program to enhance the role of women in public administration, strengthen measures for their social protection, and improve the status of women in the political, socio-economic and cultural spheres of society.

In the context of the implementation of the recommendations of the CEDAW Committee and the State Program for the Implementation of the Uzbekistan Development Action Strategy for 2017-2021 "The Year of Dialogue with the People and Human Interests", it is advised to further improve the legislation in order to:

- enhance the participation of women in managing the affairs of society and the state;
- provide equal opportunities for access to the public administration system;
- develop national mechanisms for the advancement of women;
- implement ratified international treaties in the field of human rights.

Key Challenges:

1) The potential of women's participation in the system of public administration is not fully utilized.

The CEDAW Committee noted the inadequate representation of women in political and public life, particularly in decision-making positions, including in the Oliy Majlis (16 percent in 2016), despite a 30 percent quota for women candidates in party lists, as well as in government authorities (27

percent), in the civil service (19 percent), in the judiciary (13 percent), and in the diplomatic service (3 percent of women).

The CEDAW Committee was advocating for a full understanding of the notion of temporary special measures and their use to achieve real equality of women in Uzbekistan in all areas covered by the Convention where women are underrepresented.

In 2015, the CEDAW Committee noted the need to improve the well-being of women in rural areas, in particular the fact that women head only 9 per cent of all farms, rural women occupy only 4.2 percent of senior posts in the agricultural sector, and earn 82 percent of men's earnings.

In the structure of the Federation of Trade Unions of Uzbekistan, 38,392 people work in leading positions (chairmen of trade unions, regional associations, district and city councils, primary organizations). Of them 44.1% or 16,942 are women.

Within the Cabinet of Ministers, only 2 women hold high posts - the Deputy Prime Minister and the Minister of Economy. There are no female khokims (governors) in the khokimiyat (municipalities) system, although a woman who heads the corresponding territorial unit of the Women's Committee of Uzbekistan holds the position of deputy of khokim.

The CEDAW Committee recommended strengthening the Women's Committee of Uzbekistan by improving its capacity for the advancement of women to effectively promote the implementation of the Convention, and to improve coordination between the Women's Committee and government agencies. In addition, it was recommended that the Convention be used as a legislative basis for the development of an integrated national plan of action for gender equality and that monitoring mechanisms should be established to regularly evaluate progress towards the goals set in this plan.

Despite the numerous institutions for the development of managerial skills, it is important to develop targeted programs for the training of women managers and women professionals, especially from the regions, in those branches and areas of government in which women make up the smallest part in senior and middle management positions. In this regard, it is necessary to develop and implement personnel reserve systems for all management bodies, in which separate attention will be paid to the training of women managers. Also, measures should be taken on social, labor, housing and social issues for women managers from the regions, so that they can hold senior positions in the national government bodies that are concentrated in the capital city. The positive experience of 30% quoting for women in the nomination of candidates from political parties during the parliamentary elections could be extended to the process of open competitive recruitment to the civil service in state and economic management bodies.

These measures will be aimed at implementing the recommendation of the CEDAW Committee to familiarize all relevant government officials and leaders with the notion of temporary special measures and to adopt and implement such measures, including setting targets with specific deadlines and introducing quotas to achieve de facto or real equality for women and men in all areas in which women are under-represented or disadvantaged, including social and political life and such areas as education, health and employment. Such special temporary measures should be legislated and used in both the public and private sectors.

With regard to the development of legislation, the CEDAW Committee recommended to carry out a comprehensive review of legislation within a clearly defined timeframe and to adopt a new law to bring national legislation into line with the provisions of the Convention. It was also proposed to speed up the process of approving the draft legislation on women empowerment, as well as ensuring their full compliance with the Convention.

Adoption of laws on women empowerment will help to build a legal mechanism for the protection of women's rights in all spheres of social and economic life.

The active involvement of the media and NGOs in the process of legal propaganda and legal education will contribute to changing negative gender stereotypes and perceptions about the role of women in society and the family.

2) Social partnership between state bodies and non-governmental non-profit and commercial sectors for solving social and economic development issues is in the initial stage of formation and development. The potential for such an equal and mutually beneficial partnership from NGOs and private businesses is available and needs to be fully utilized.

For example, the number of women's organizations and movements in Uzbekistan has increased both quantitatively and qualitatively. According to information available in the State Register of NGOs as of July 1, 2016, the total number of NGOs performing their activities in the field of protecting women's rights and interests, both at the national level and in the context of regions, is 295 organizations. In particular: at the republican level - 6; at the regional level - the Republic of Karakalpastan - 19, Andijan region - 23, Bukhara region - 26, Djizak region - 19, Kashkadarya region - 17, Navoiy region - 11, Namangan region - 16, Samarkand region - 21, Surkhandarya region - 32, Syrdarya region - 12, Tashkent region - 28, Fergana region - 28, Khorezm region - 20, the city of Tashkent - 17.

Development of new forms of social partnership with NGOs and private sectors could help address a number of issues identified during the study of population problems. The Women's Committee of Uzbekistan together with partner organizations conducted targeted work to thoroughly study in each house and on each street specific problems and proposals from citizens, especially women and representatives of the older generation.

In particular, the Republican working group for the past period consulted with 767,000 families in 868 makhallas of Andijan region, 771 makhallas of Namangan region, 1037 mahallas of Fergana region.

The people raised the economic issues related to the social and moral situation, the activities of makhalla assembly of citizens, the sphere of education, healthcare, services, etc. The state of attendance of students in colleges has been studied.

Another area of social partnership can be the issue of women's employment. Of the 1.3 million women in the Tashkent region, only 887,600 are employed. The rest are girls under 18 years and mostly women with young children, as well as women of retirement age. It is also important to note that women usually remain unemployed longer due to their household and childcare responsibilities.

In this area, the Women's Committee of Uzbekistan implements a number of projects, such as, "The Best Woman Entrepreneur of the Makhalla", "The Best Business Project of the Girl Entrepreneur". On June 28-29, 1st Republican Forum of Business Women was held under the slogan "The place of women's entrepreneurship in the development of society", which goal was to identify development prospects, support women's entrepreneurship, provide employment, create new jobs in partnership with all state and non-state organizations. New women entrepreneurs were identified from among girls and women, members of women's movements. The state guarantees all opportunities for improving the education, qualifications and scientific consciousness of women.

To date, more than 120,000 small businesses, including 4,500 farms, are run by women. Over the past 10 years, the number of small and medium-sized enterprises headed by women has increased 1.6 times. Over 40% of them are heads of small business entities. On May 1 of this year commercial banks allocated loans worth 679,423 billion soums to support women entrepreneurs, which is 25.5% more compared to the same period of last year.

To finance business plans for girls graduating from colleges, preferential microloans for the amount of 11 billion soums was allocated for entrepreneurship. For business entities, under the leadership of women entrepreneurs, loans amounting to 97.8 billion soums were allocated. Microloans worth of 87.8 billion soums were allocated for newly organized subjects of women's entrepreneurship, family entrepreneurship, home-based businesses.

The work of the staff for employment of college graduates has been activated, which includes providing training and support in drafting business plans for college graduates. According to the results of the first stage of the contest of Women's Committee "The Best Business Project of the Girl Entrepreneur" the following data are presented: the contest was held in 155 districts / cities, 800 colleges participated in the competition, and 18,235 girls participated in 2,457 training courses, of which 16,177 expressed a desire to start their own business. To implement their business plans they need loans in the amount of 133,236 million soums.

Pursuant to the point 70 of protocol No. 1 of the meeting of the Cabinet of Ministers of the Republic of Uzbekistan on January 14, 2017 "On issues of studying the authenticity of created jobs for women and graduates of vocational colleges, taking concrete measures to increase women's employment and create decent conditions for work and development of women's entrepreneurship", on February 7 of this year the Women's Committee, the Chamber of Commerce and Industry, the Central Bank and the Association of Banks of Uzbekistan developed and approved a joint action plan for Interagency cooperation.

The CEDAW Committee recommended that Uzbekistan, in cooperation with international organizations, develop cooperation, giving priority to improving the infrastructure in rural areas and developing measures to improve welfare among rural women and ensure their access to justice, education, housing, safe drinking water, sanitation, employment in the formal sector, skills development and training programs, as well as providing them with income and microloan opportunities.

To build on the above initiatives and projects, it is necessary to involve NGOs and private businesses more actively in developing skills of girls and women in the regions on business management and planning, skills in crafts manufacturing, financial management, etc. At the same time, NGOs and private business can take an active role in training vulnerable women and strengthen their access to formal employment, hire these women on more favorable terms and create all the necessary labor conditions for them. In this regard, it is urgent to create conditions for state order and public procurement for such services by NGOs and businesses.

In the field of women's employment, the CEDAW Committee made the following recommendations:

(A) Strengthen efforts to create conditions conducive to women's gaining more economic opportunities, including by raising awareness among employers in the public and private sectors of gender equality in employment, enhancing efforts to promote women's employment in the formal economy sector by providing them vocational training and the expansion of access to childcare and pre-school education;

(B) Implement laws guaranteeing equal pay for work of equal value, take measures to reduce the wage gap between men and women;

(C) Revise the list of occupations and areas of professional activity prohibited for women to ensure that such prohibitions strictly comply with the principles of maternity protection and are commensurate with the legitimate aim pursued, as well as encourage and facilitate the employment of women in previously prohibited work areas by improving conditions, hygiene and work safety.

3) Level of participation of women and girls in the natural sciences and technical education should be extended to diversify and mobilize labor resources for the breakthrough development of the country's economy.

One of the state's measures on the development of the younger generation and the intellectual growth of girls is the establishment of the State Prize of Zulfiya in 1999. The prize is awarded to gifted girls aged 14 to 22 who have distinguished themselves in their studies, who have shown their talent, initiative, sharpness, and achieved special achievements in the field of literature, culture, art, science and education. The adoption of the Decree was the beginning of new opportunities for talented girls of Uzbekistan in the sphere of forming their leadership qualities, supporting and developing their abilities and talents, and increasing participation in the social and public life of the country. Up to date 240 girls have been awarded this prize. Among them 54 are in literature, 73 in culture, 47 in arts, 24 in science (10% of the total number of laureates) and 42 in education.

This year, the number of girls who participated in the first stage reached 128,110, at the stage of districts / cities 15,170, at the regional stage – 1,330 girls. 323 girls took part at the national level. At the videoconference meeting of the Women's Committee of Uzbekistan the issue of improving the activities of the commissions on awarding the "Zulfiya Prize" was considered. The issue of the work of all regional and district commissions was studied and discussed.

The shortcomings in the activities of district and regional commissions were noted, in particular:

- small geographical representation (out of 29 candidates from the Andijan region - 17 from the city of Andijan)

- several nominations from one educational institution (3 candidates were nominated from the 2nd academic lyceum under the Djizak State Pedagogical Institute, and 3 candidates from the academic lyceum "Sayiljoy" under the Djizak State Pedagogical Institute)
- nominees who do not meet the age requirement
- shortcomings in the technical documentation

At the meeting, the recommendations were given to improve activities of regional and district commissions.

The CEDAW Committee noted that Uzbekistan managed to achieve gender parity among primary and secondary school students, but noted that women and girls continue to choose the traditionally "female" areas of education and professional activity, such as health, education and services, and they are still underrepresented in the natural sciences and technical education.

From year to year, the number of women engaged in scientific activities is growing in Uzbekistan. In 2015, the number of women holding PhD degrees was equal to 514, candidates of science - about 4,780 scientists, 6 female academicians are actively working in various fields of science and production. 15 women of Uzbekistan were awarded with the highest state award – "The Hero of Uzbekistan".

The CEDAW Committee recommended that Uzbekistan, as a matter of priority, eradicate negative gender stereotypes and remove structural barriers that prevent girls from choosing non-traditional educational disciplines, including through temporary special measures, and also advise girls on non-traditional specialties, in particular in science and technology.

II. Strategy

The project is aimed at facilitating the implementation of the National Action Plans to implement the recommendations of the Statutory and Treaty Bodies (hereinafter referred to as the "National Action Plans"), focused on concrete results in implementing the recommendations, in particular in such areas as the rule of law, judicial and legal reform, economic and social rights, with emphasis on vulnerable groups. In addition, the project will support activities aimed at implementing the recommendations of the CEDAW Committee. The conceptual basis of the draft law developed under the project will be international conventions and standards in the field of human rights, general comments of the CEDAW Committee, as well as the concluding observations of the CEDAW Committee following the consideration of national reports of Uzbekistan.

These measures will correspond to the Outcome 8 ("By 2020, legal and judicial reforms provide more reliable protection of the rights, freedoms and legitimate interests of citizens") of the United Nations Development Assistance Framework for Uzbekistan for 2016-2020. (UNDAF).

The project will contribute to the following tasks set out in the Uzbekistan Development Action Strategy for 2017-2021:

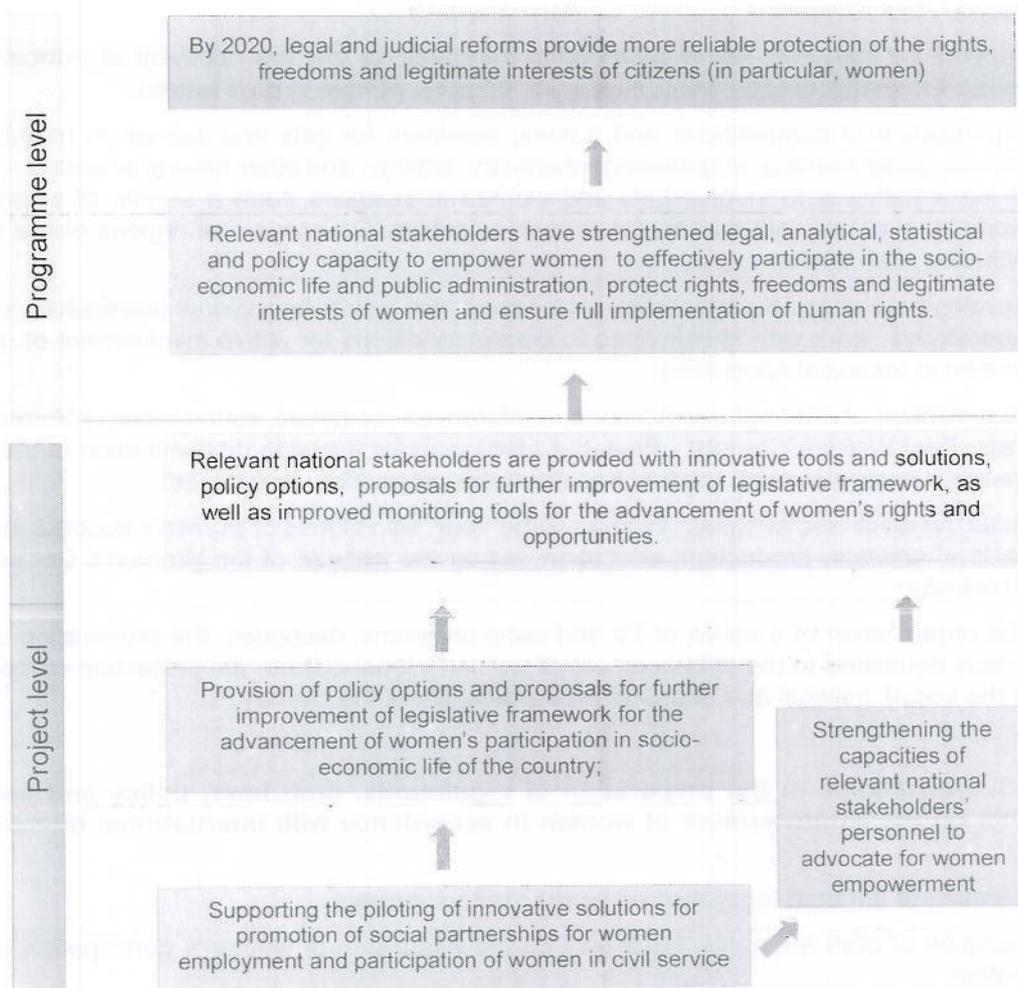
- Increase of social and political activeness of women, strengthening of their role in public administration,
- Ensuring the employment of women, graduates of professional colleges, broad involvement of them in entrepreneurship, further strengthening the foundations of the family.

All project activities will be held jointly with the Women's Committee of Uzbekistan in consultation with the Cabinet of Ministers of the Republic of Uzbekistan. In Uzbekistan, the Chairperson of the Women's Committee is simultaneously the Deputy Prime Minister of the Republic of Uzbekistan, the chairperson of the regional women's committees - deputy governors of the respective territories (14 regions, 193 districts (cities)).

This allows the Women's Committee of Uzbekistan to act as a coordinating structure with executive power, having verticals of executive power headed by deputy khokims of the respective territories

on women's issues. It also allows to coordinate the participation of women's non-governmental organizations in the implementation of programs for the advancement of women in Uzbekistan at all levels, in the preparation of National Action Plans, and in the development and discussion of socially-oriented annual government programs.

The project is designed as a set of targeted interventions to address priority needs that emerged from recent government high-level decisions. The Theory of Change graph below outlines the root causes of the development challenges and logic of the interventions as a set of interrelated changes that need to occur that will contribute significantly to achievement of the project outcome.



III. Results and Partnerships

Expected results

The project will contribute to UNDAF Outcome 8: by 2020, legal and judicial reforms provide more reliable protection of the rights, freedoms and legitimate interests of citizens.

Outcome of the project: Relevant national stakeholders have strengthened legal, analytical, statistical and policy capacity to empower women to effectively participate in the socio-economic life and public administration, protect rights, freedoms and legitimate interests of women and ensure full implementation of human rights.

Activity 1. Test and scale-up innovations for women empowerment to ensure that women fully participate in socio-economic life

- 1.1. Development of models and tools for the advancement of women in the public service, expansion of women's participation in socio-political life of the country;
- 1.2. Assistance in creating a roster (staff reserve) for women professionals for ministries, departments and other government organizations. Development of training programs and training for women civil servants and women managers in conjunction with the Academy of Public Administration;
- 1.3. Support for start-ups, social partnership initiatives for the development of education and entrepreneurship among women (special focus on women in rural areas);
- 1.4. Organization of competitions and training seminars for girls and women in mathematics, physics, programming, engineering, chemistry, biology, and other natural sciences. The goal of the initiative is to involve girls and women in sciences, form a bundle of science with production, create role models for women scientists. Coverage - all regions of the country, including rural areas;
- 1.5. Development of social partnership, provision of mini-grants for regional universities, scientific laboratories, work with khokimiyats to create conditions for active involvement of girls and women in technical specialties;
- 1.6. Organization of national competitions, conferences, seminars, round tables (Woman of the Year, Best Woman Chemist / Physicist / Biologist) for the wide dissemination of the idea of women's empowerment, gradual transformation of gender stereotypes;
- 1.7. Issue the electronic almanac "Woman of the Year" with stories of women's success in various fields of science, production, education, art on the website of the Women's Committee of Uzbekistan;
- 1.8. The organization of a series of TV and radio programs, dialogues, the preparation of social videos dedicated to the enhancement of women's legal culture, the protection of their rights in the social, political and economic spheres of life of the country.

Activity 2. Assistance in the preparation of regulations, draft laws, policy and analytical documents on the empowerment of women in accordance with international human rights treaties:

- 2.1. Preparation of the draft legislation on women empowerment;
- 2.2. Preparation of draft normative legal acts on the expansion of women's participation in public administration;
- 2.3. Development of a glossary of key terms related to women empowerment and gender equality to standardize terminology of gender issues to be used in laws and normative legal acts;
- 2.4. The development of temporary special measures in accordance with the recommendations of the UN Committee on CEDAW to increase women's participation in decision-making, to protect women from all forms of discrimination; suggesting policy regulations that will enable institutional change such as revision of recruitment, retention and promotion policies;
- 2.5. Monitoring the implementation of social and economic rights of women in accordance with the recommendations of the UN Committee on CEDAW, tasks within the national SDGs and the Development Action Strategy for 2017-2021;
- 2.6. Elaboration of draft normative and legal acts on the expansion of women's participation in the civil service system, creation of a pool of women specialists for government bodies and improvement of the recruitment and selection system for the civil service system;

2.7. Monitoring of women's participation in public and political life in cooperation with the Committee of Women;

2.8. Preparation of a series of analytical notes, reports, articles, flyers, booklets and infographics on gender balance and women's empowerment;

Activity 3. Support in conducting trainings, workshops, conferences, other capacity building activities and creating enabling environment for institutional and cultural change for the regional offices of the Women's Committee, State Statistics Committee, Ministry of Employment and Labor Relations on developing gender-disaggregated statistics and advancement of women's rights and opportunities:

3.1. A series of trainings for the central and regional offices of the State Statistics Committee, the Ministry of Employment and Labor Relations, khokimiyats, territorial offices of the Cabinet of Ministers on the formation, collection and analysis of gender-disaggregated statistics;

3.2. Publication of the statistical collection "Women of Uzbekistan", as well as open data of gender statistics in the portal data.gov.uz;

3.3. Increase the capacity of the Women's Committee Resource Center on the promotion of women's rights and opportunities, create an electronic library of the Women's Committee with the opening of access to universities in the regions, update the website of the Women's Committee of Uzbekistan;

3.4. A series of trainings for the staff of the regional offices of the Women's Committee on raising awareness on gender equality, involving women in science, technical specialties; expanding opportunities for women's education and employment, and innovations to promote women's rights and opportunities;

3.5. Increase the capacity of the regional offices of the Women's Committee to develop and monitor social partnership initiatives with khokimiyats and the private sector to increase employment among women;

3.6. Assisting the regional offices of the Women's Committee in organizing trainings on business management, stimulating innovative projects;

3.7. Assistance to the regional offices of the Women's Committee on the organization of trainings and training activities to expand opportunities for women's self-realization;

3.8. Assistance to the Women's Committee in raising public awareness on gender equality, opportunities for women's empowerment (through the media, women's NGOs, etc.).

Resources Required to Achieve the Expected Results

To accelerate the implementation of the recommendations of the CEDAW Committee, UNDP will assist Uzbekistan in attracting international partners and donors. The project will be implemented by UNDP Uzbekistan in close coordination and consultation with the UN Resident Coordinator, with the support of the UN Country Team, including the UN-Women Regional Office, UNDP Global and Regional Centers to provide an integrated and holistic approach. Finally, the project will facilitate dialogue with national partners and NGOs, as well as other multilateral and bilateral donor community present in Uzbekistan, on the basis of joint work plans.

In April 2017, the Women's Committee of Uzbekistan took part in a competition among NGOs and other civil society institutions to provide state social orders for the implementation of socially significant projects announced by the Public Fund under the Oliy Majlis and became the recipient of grant to assist in attracting graduates of colleges, lyceums and universities, as well as women and disabled people living in ten regions of the country, to various types of private enterprises and family businesses, ensuring their employment. The project will assist the Women's Committee of

Uzbekistan in developing innovative joint projects with NGOs and the private sector, including applications for participation in national grants competitions.

Partnerships

The subject of the proposed work plans with the key implementing partners will cover the following areas of cooperation:

The Women's Committee of Uzbekistan: the main partner of the project for the implementation of the annual work plan of this project, in coordination with the Cabinet of Ministers.

The Women's Committee of Uzbekistan carried out a number of measures to enhance the role and significance of NGOs in solving important tasks, strengthening the social partnership of NGOs with state bodies. In particular, a critical analysis of joint activities with women's NGOs was carried out, a new mechanism for cooperation with NGOs and other institutions of civil society was developed on the basis of the requirements of the Law of the Republic of Uzbekistan "On Social Partnership".

A new database of NGOs under the Women's Committee working with families, women and children, registered with the Ministry of Justice and regional justice departments of the country, both at the regional and national levels, has been created, which includes more than 300 NGOs.

A draft decree of the Cabinet of Ministers of the Republic of Uzbekistan "On additional measures to support the activities of the Centers for the social and legal support of women" was prepared.

On May 12, 2017, the Women's Committee of Uzbekistan held a "round table" on the topic of "Role and tasks of NGOs in the implementation of the priority tasks set out in the Development Action Strategy". About 70 representatives of NGOs working on family, women and children, and representatives of other large public organizations and self-initiated NGOs took part in the event. As a result of the event, practical recommendations and proposals on raising the level of social partnership of NGOs and state bodies in solving a number of pressing issues and problems of society were developed, directions for joint activities of NGOs and state structures were singled out. It is planned to hold such seminars at least once a year.

Parliament: harmonization of legislation with the CEDAW Convention, nationalization of the SDGs and international legal expertise of draft laws, development of legislative framework for gender equality;

Ministry of Justice: normative assessment of the impact of legislation on vulnerable groups, capacity building of the Inter-agency Working Group on Human Rights;

NHRC and Ombudsman: joint monitoring of the implementation of women's rights, public monitoring sessions on CEDAW, development of the capacity of national human rights institutions in the field of women's rights.

Universities and educational institutions (University of Law, UWED, Lawyers' Training Center, Higher Courses of the Prosecutor's Office, Police Academy, etc.): Improvement of the curriculum on human rights, joint publications and research on legal issues, support of legal clinics for the protection of women's rights and master classes with the participation of international experts.

The project will regularly consult with UN-Women on important issues of women's rights, indicators of human rights data, joint activities and capacity building of national partners. The project will also partner with the UNFPA and UNICEF on the legislation on women empowerment, with UNESCO – on trainings and with other UN agencies focusing on similar issues.

Risks and Assumptions

#	Type	Definition	Impact (I) and Probability (P)	Response/management
1	Organizational	Difficulties in interagency coordination and delays in project activities	P=4 I=3	UNDP in cooperation with the Women's Committee will coordinate the activities of the project
2	Personnel	Personnel changes in national partners	P=4 I=4	Signing of detailed annual work plans stating all the activities
3	Legal	Changes in legislation	P=4 I=5	Closely monitoring the progress or trends towards changes in legislation and making necessary policy advice or conducting advocacy events jointly with engaged partners
4	Strategic	Ensuring sustainability of project results	P=3 I=5	Preparing policy documents and policy recommendations on the medium-term and long-term strategic changes to ensure sustainability of the project results.

Stakeholder Engagement

The main target groups and stakeholders of the project are the Women's Committee of Uzbekistan, the Cabinet of Ministers, Chambers of Parliament, NHRC, the Ombudsman, members of the Inter-agency Group on Human Rights under the Ministry of Justice, Law enforcement agencies, Ministry of Justice, Chamber of Commerce and Industry of Uzbekistan, Association of Defense Lawyers, Law Schools and others.

Two Chambers of Parliament that consist of elected representatives of the population and Women's Committee of Uzbekistan with its offices throughout the country are expected to represent the interests of rights holders.

The main mechanism for involving these bodies is the joint monitoring of the implementation of the CEDAW Convention, a study of women's rights, the preparation of analytical reports and drafting of regulations in accordance with CEDAW. In addition, the Project plans to organize training courses and seminars with government employees as the main audience on women's rights, gender equality

and increasing the participation of women in public administration. International experts in various fields of women's rights will participate in strengthening the capacity of the Women's Committee of Uzbekistan and disseminating knowledge about best practices related to the implementation of CEDAW recommendations.

Finally, the project will actively participate in national and international events organized by national partners, during which it is planned to exchange experiences in the field of women's rights and views on the project's mandate.

South-South Cooperation and Triangular Cooperation (SSC / TrC)

- The project will support the participation of national partners in regional activities organized by UN-Women, the UNDP Regional Center and other international organizations.

Knowledge / Information Products

Within the framework of the project, the following publications will be prepared and published:

- Reports on targeted research in the field of women's rights in accordance with the National Action Plan
- International legal examination of draft laws developed or studied within the framework of the Project
- Analytical reports on a comparative analysis of best international practices on the protection of women's rights, gender equality and the participation of women in state governance and monitoring the implementation of the Sustainable Development Goals.
- Glossary of key terms related to women empowerment and gender equality to standardize terminology of gender issues to be used in laws and normative legal acts

All publications of the Project will be available on the websites of national partners and UNDP. Printed versions in limited circulation will be distributed free of charge among the partners and beneficiaries of the project.

Sustainability and Scaling-Up of Project Results

The analytical materials, laws, directories and methodologies prepared in the framework of the project should become a solid methodological basis for further development of the capacity of the Women's Committee of Uzbekistan, women's NGOs and other national institutions in Uzbekistan.

The upgraded curriculum and training manuals will provide a platform for ensuring transparent and equal access for all stakeholders to knowledge in the field of women's rights.

From an organizational point of view, upon completion of the project, analytical materials (programs and information exchanges, infographic, brochures and other literature) created with the support of the Project and the intellectual contribution of experts will remain with the national partners for their use.

The success of the project is closely related to the human resources capacity of national institutions, ministries and departments, the level of knowledge and the availability of appropriate skills for the application of new methodologies. To ensure sustainability and enhance the project's results, the project will maintain a close relationship with the Women's Committee, the NHRC, the Ombudsman and other educational institutions in the preparation of training materials, textbooks and training of trainers that could continue to train and widely disseminate knowledge about women's rights and gender equality.

Activities aimed at enhancing the implementation of the recommendations of the CEDAW Committee will be supported by scientific, research and practical seminars, consultations and discourses, training courses and analytical materials, methodologies, etc.

IV. Project Management

Cost Efficiency and Effectiveness

UNDP will be working on aid coordination among other international organizations within regular meetings with participation of all major actors involved in supporting women empowerment activities to identify synergies and avoid overlaps.

Project Management

The project will be implemented under the National Implementation Modality (NIM). Women's Committee of Uzbekistan (WCU) will be the Implementing Partner.

The project will be physically located in the Tashkent city. To ensure synergies and consolidation of efforts the project will and will work closely with other on-going UNDP projects, including:

- the Project "Support to Civil Service Training in Uzbekistan" (in training and awareness rising, of civil servants, on PAR and Digital Transformation, etc.);
- the Project "Public Administration Reforms and Digital Transformation";
- the Project "Business Forum of Uzbekistan, Phase III" (in such areas as promoting women entrepreneurship in Uzbekistan);
- the Project "Support to Improvement of the Investment Climate in Uzbekistan";

In accordance with the Letter of Agreement between UNDP and Women's Committee of Uzbekistan (WCU) for the provision of support services, the UNDP Country Office in Uzbekistan may provide, at the request of the WCU, the following support services for the activities of the project:

- (a) Identification and/or recruitment of project and programme personnel and consultants;
- (b) Identification and facilitation of training activities, seminars and workshops;
- (c) Procurement of goods and services;
- (d) Processing of payments, disbursements and other financial transactions;
- (e) Administrative services including travel authorization, visa requests and other arrangements;

Detailed description of services is provided in the Annex of this project document.

The procurement of goods and services and the recruitment of project personnel by the UNDP Country Office shall be in accordance with the UNDP regulations, rules, policies and procedures. If the requirements for support services by the country office change during the life of the Project, the annex to the project document will be revised with the mutual agreement of the UNDP Resident Representative and the Implementing Partner. The goods procured within the framework of the Project and necessary for the implementation of its activities, in particular IT equipment & office furniture shall be transferred to the ownership of the Implementing Partner, unless the Project Board decides otherwise or the goods have been procured from the funds provided by third parties and the agreements with them stipulate other arrangements. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan & the UNDP, signed by Parties on 10 June 1993, incl. the provisions on liability and privileges & immunities, shall apply to the provision of such support services.

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

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

Use of institutional logos on project deliverables: In order to accord proper acknowledgement to UNDP for providing funding, UNDP should appear on all relevant project publications, including among others, project hardware purchased with UNDP funds. 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. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: UNDAF OUTCOME 8/CPD OUTCOME 2: By 2020, legal and judicial reforms provide more reliable protection of the rights, freedoms and legitimate interests of citizens											
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:											
UNDAF OUTCOME 8: Output 2. Capacities of human rights institutions strengthened (UPR follow-up).											
Indicator 2.a: Percentage of UPR recommendations implemented within the national action plan through transparent, participatory process. Baseline: 0 (2014). Target: 115 (2020).											
Applicable Output(s) from the UNDP Strategic Plan: OUTCOME 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment											
Project title and Atlas Project Number: "Empowering Women to Participate in Public Administration and Socio-Economic Life". Atlas Output ID: 00106737, Project ID: 00105461											
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS		
			Value	Year 2017	Year 2017	Year 2018	Year 2019	FINAL			
Output 1. Relevant national stakeholders are provided with policy options and proposals for further improvement of legislative framework based on innovative solutions, well as improved	Indicator 1.1. Share of innovative policies, models and tools on the advancement of women in public service and in sectors of economy that were tested and approved by national partner for scaling up (%)	WCU	%	0	0	40%	50%			Project Report	
	Indicator 1.2. Draft legislative documents on gender equality, women empowerment that are in line with international standards are available	WCU	Number	0	0	1	2			Lex.uz	
	Indicator 1.3. Share of participants from Women's Committee, MELR, State Statistics Committee, khokimiyats who apply at their work knowledge and skills gained through trainings, conferences, workshops on gender equality and women empowerment	WCU	%	0	0	10	30			Project Report	

monitoring methodologies for the advancement of women's rights and opportunities.	Indicator 1.4. Number of practical and methodological manuals on women empowerment and gender statistics prepared by the project.	State Statistics Committee	Number	0	0	0	1	1	Reports, website and official communication with State Statistics Committee
---	---	----------------------------	--------	---	---	---	---	---	---

VI. MONITORING AND EVALUATION

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

Monitoring Plan

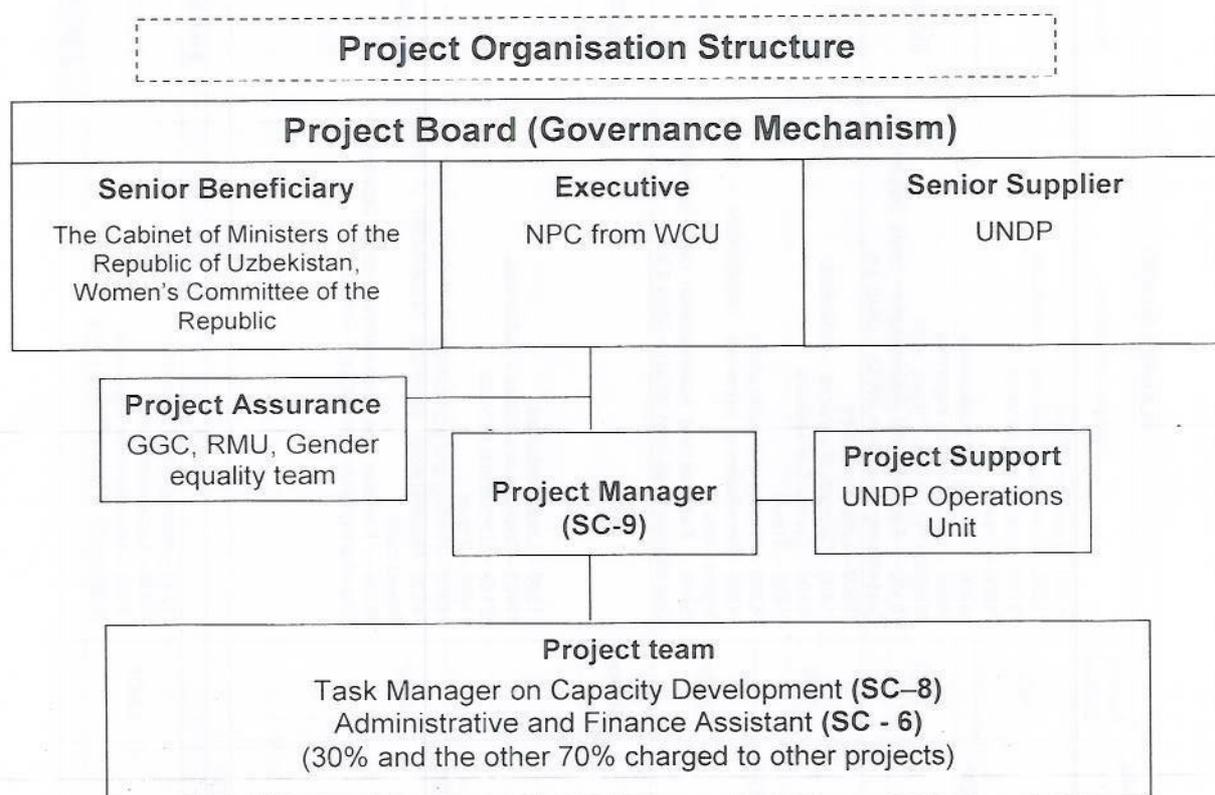
Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		

<p>Project Report</p>	<p>A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>Annually, and at the end of the project (final report)</p>		
<p>Project Review (Project Board)</p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>Specify frequency (i.e., at least annually)</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>	

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		2017	2018	2019	2020			Budget Description	Amount
	Activity 1. Test and scale-up innovations for women empowerment to ensure that women fully participate in socio-economic life.		\$30,000	\$25,000		WCU	71300 – Local consultant 71400 – Contractual services – Individuals 72100 – Contractual services 71600 – Travel 74200 – Printing and publications 74500 – Miscellaneous expenses 74596/64397 – Direct Project costs 75100 – Facilities and Administration costs (applied to Cost-sharing funds from WCU) – GMS 3%	\$55,000	
	Activity 2. Assistance in the preparation of regulations, draft laws, policy and analytical documents on the empowerment of women in accordance with international human rights treaties.					WCU	71300 – Local consultant 71400 – Contractual services – Individuals 72100 – Contractual services 71600 – Travel		
Output 1. Relevant national stakeholders are provided with policy options and proposals for further improvement of legislative framework based on innovative solutions, as well as improved monitoring methodologies for the advancement of women's rights and opportunities.		\$30,000	\$45,000		WCU, UNDP	UNDP	74200 – Printing and publications 74500 Miscellaneous expenses 74596/64397 – Direct Project costs 75100 – Facilities and Administration costs (applied to Cost-sharing funds from WCU) – GMS 3%	\$75,000	
	Activity 3. Support in conducting trainings, workshops, conferences, other capacity building activities and creating enabling environment for institutional and cultural change for the regional offices of the Women's Committee, State Statistics Committee, MELR on developing gender-disaggregated statistics and advancement of women's rights and opportunities.					UK Embassy		\$25,000	
		\$25,000	\$20,000	\$10,000		UNDP	71300 – Local consultant 71400 – Contractual services – Individuals 72100 – Contractual services 71600 – Travel 74200 – Printing and publications 74500 Miscellaneous expenses 74596/64397 – Direct Project costs 75100 – Facilities and Administration costs (applied to Cost-sharing funds from WCU) – GMS 3%	\$30,000	
	MONITORING				WCU, UNDP				
	Sub-Total for Output 1							\$185,000	
Evaluation (as relevant)	EVALUATION			\$15,000		UNDP	71200 – International Consultant 71300 – Local consultant 74500 – Miscellaneous expenses 74596/64397 – Direct Project costs	\$15,000	
General Management Support								\$200,000	
TOTAL		\$25,000	\$80,000	\$95,000				\$200,000	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



Women's Committee as the Implementing partner will be represented in 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 recommendation for UNDP/MITC approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international coordinating. Detailed roles and responsibilities of the Project Board are provided in Annex 2 of this Project Document.

This Board contains three roles, including:

- 1) An Executive: individual (National Project Coordinator from WCU) representing the project ownership to chair the group.
- 2) Senior Supplier: UNDP 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: WCU 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.

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.

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. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

The Project Board will convene at least annually to hold regular project reviews to assess the performance of the project, achievement of target and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project.

In the project's final year, the Project Board shall hold an end-of project review to evaluate the quality of project deliverables, sustainability of results, capture lessons learned and discuss opportunities for scaling up and sharing project results with relevant audiences. It will also assess Final Project Review Report during a formal meeting organized at least one month prior to the completion date of the project.

IX. LEGAL CONTEXT

1. Legal Context:

- Country has signed the Standard Basic Assistance Agreement (SBAA)
- Country has signed UNDAF Legal Annex in 2016

2. Implementing Partner:

- Women's Committee of Uzbekistan (WCU)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan and UNDP, signed on June 10, 1993. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Women's Committee of the Republic of Uzbekistan ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner 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 Implementing Partner's security, and the full implementation of the security plan.
2. 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 the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/ag_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
11. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

XI. ANNEXES

1. RISK ANALYSIS;
2. PROJECT BOARD TERMS OF REFERENCE;
3. ToRS OF PROJECT TEAM;
4. PROJECT QUALITY ASSURANCE REPORT;
5. LETTER OF AGREEMENT FOR THE PROVISION OF SUPPORT SERVICES

Annex I. Risk analysis

#	Description	Category	Impact & Probability	Countermeasures / Management response	Owner
1.	Difficulties in interagency coordination and delays in project activities	Organizational	P=4 I=3	UNDP in cooperation with the Women's Committee will coordinate the activities of the project	Project Manager
2.	Personnel changes in national partners	Political	P=4 I=4	Signing of annual work plans with partner organizations	Project manager
3.	Changes in legislation	Legal	P=4 I=5	Closely monitoring the progress or trends towards changes in legislation and making necessary policy advice or conducting advocacy events jointly with engaged partners	Project Manager
4.	Ensuring sustainability of project results	Strategic	P=3 I=5	Preparing policy documents and policy recommendations on the medium-term and long-term strategic changes to ensure sustainability of the project results.	Project manager
5.	Insufficiency of funding to deliver results and conduct activities.	Financial	P=4 I=5	Concerted efforts to undertake resource mobilization from selected donors for unfunded part of activities. Cooperation and pitching in cooperation with WCU to bring more international organizations on board to support the project activities.	Project Manager

Annex II. Project Board Terms of Reference

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

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

Composition and organization: This group contains three roles, including:

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

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

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.

I. Specific responsibilities

1. Initiating a project:

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

2. Running a project:

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

3. Closing a project:

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

II. EXECUTIVE

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

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

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

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

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

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

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

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

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

The supplier assurance role responsibilities are to:

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

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

V. PROJECT MANAGER

Overall responsibilities

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

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

Specific responsibilities would include:

Overall project management:

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

Running a project

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

Closing a Project

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

VI. PROJECT ASSURANCE

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

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

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

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not "creeping upwards" unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board's decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

1. Initiating a project

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

2. Running a project

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

3. Closing a project

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

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. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: Some specific tasks of the Project Support 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 of project team

1) Project Manager



I. Job Information	
Job title:	Project Manager
Project Title/Department:	Empowering Women to Participate in Public Administration and Socio-Economic Life
SC range:	SB4/SC-9
Duration of the service:	6 months with possible extension (subject to satisfactory performance)
Work status (full time/part time):	Full time
Duty station:	Tashkent
Expected places of travel	n/a
Reports To:	Programme Specialist/Cluster Leader on Good Governance, Policy and Communications
II. Background information	
<p>The overall objective of “Empowering Women to Participate in Public Administration and Socio-Economic Life” project is to empower women, increase women's participation in public administration in accordance with the provisions of the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).</p> <p>The project will also contribute to the implementation of the fourth priority area of the Uzbekistan Development Action Strategy for 2017-2021: increasing social and political activeness of women and strengthening their role in governance of the state and society, as well as the Outcome 8 of UNDAF 2016-2020: more reliable protection of citizens' rights and freedoms.</p> <p>The main partner of the project is the Women's Committee of Uzbekistan (WCU). The project will also cooperate with the Cabinet of Ministers of the Republic of Uzbekistan, Chambers of the Parliament (Oliy Majlis), the Ministry of Justice, the Ministry of Internal Affairs, the NHRC, the Ombudsman, the Ministry of Employment and Labor Relations, the State Statistics Committee, the Ministry of Higher and Secondary Special Education, the Academy of Public Administration, the Academy of Sciences, khokimiyats, civil society organizaions and the media.</p> <p>Under direct supervision of the UNDP Programme Specialist/Cluster Leader on Good Governance, Policy and Communications and overall guidance of the Project Board, the Project Manager will be responsible for the operational management of the project according to the project document, UNDP corporate rules and procedures and for fulfilling the following duties and responsibilities:</p>	
III. Functions / Key Outputs Expected	
<ul style="list-style-type: none"> • Responsible for day-to-day management, administration and decision-making for the project; • Oversees strategic planning process for the project and ensures its implementation in accordance with the signed project document; 	

- Responsible for ensuring 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;
- Manage the realization of project outputs through activities;
- Ensures that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Identifies partnership strategies with regard to providers of specialised expertise and possible co-financiers, and leads resource mobilisation for project components;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Liaise with any suppliers;
- 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;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the IPSAS;
- Manage and monitor the project risks as initially identified in the Project Document, 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 Quarterly Project Report (progress against planned activities, update on Risks and Issues, expenditures in UNDP format) and Quarterly Operational Report (AF format) and submit the reports to the Project Assurance team;
- Prepare the Annual Review Report (UNDP format) and Project Implementation Report (AF format) and submit reports to the Project Assurance team;
- Based on the ARR, prepare the Annual Work Plan (AWP) and Annual Plan of Activities and Procurement Plan for the project years;
- Monitors the implementation of project components, analyses problems that hamper their implementation and takes appropriate measures to ensure timely delivery of required inputs and achievement of project-wide results;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports, including proper utilization of funds and delivery, budget revisions, availability of funds, reconciliation of accounts, establishment of internal control mechanisms. Acts as a focal point to liaise with auditors and ensures follow-up actions. Ensures the accuracy and reliability of financial information and reporting;
- Monitors and facilitates advocacy and mass media outreach activities, writing of success stories, newspapers coverage, PR campaigns;
- Organize workshops, seminars and round tables to introduce project outputs to all stakeholders involved. Render support to related UNDP thematic activities such as publications, sharing of knowledge and group discussions;
- Undertake resource mobilization activities to be built on the project achievement that contribute to project scaling-up and replication

- In cooperation with the UNDP CO and national project experts, develop a suitable project exit strategy during the last year of the project;
- Ensure proper operational, financial and programmatic closure of the project;
- Prepare Annual Project Review Report and Final Project Review Reports to be submitted to the Project Board;
- Identify follow-on actions and submit them for consideration to the Project Board; Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR for signature by UNDP and the Implementing Partner
- Perform other duties related to the scope of work of the PM as required.

IV. Competencies

<p>Corporate Competencies:</p>	<ul style="list-style-type: none"> • Demonstrates commitment to UNDP's mission, vision and values; • Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability; • Demonstrating/safeguarding ethics and integrity; • Demonstrate corporate knowledge and sound judgment; • Self-development, initiative-taking; • Acting as a team leader and facilitating team work; • Facilitating and encouraging open communication in the team, communicating effectively; • Creating synergies through self-control; • Managing conflict; • Learning and sharing knowledge and encourage the learning of others; • Informed and transparent decision making
<p>Functional Competencies:</p>	<p><i>Communications and Networking</i></p> <ul style="list-style-type: none"> • Has excellent oral communication skills and conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors; • Has excellent written communication skills, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports; • Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government. <p><i>Knowledge Management and Learning</i></p> <ul style="list-style-type: none"> • Promotes a knowledge sharing and learning culture in the team through leadership and personal example; • Actively mentoring project staff under her/his supervision; • Leadership and Self-Management; • Focuses on result for the client and responds positively to feedback; • Consistently approaches work with energy and a positive, constructive attitude; • Remains calm, in control and good humored even under pressure;

	<ul style="list-style-type: none"> Competent in leading team and creating team spirit, stimulating team members to produce quality outputs in a timely and transparent fashion. <p><i>Development and Operational Effectiveness</i></p> <ul style="list-style-type: none"> Ability to organize and complete multiple tasks by establishing priorities; Ability to handle a large volume of work possibly under time constraints. <p><i>Job Knowledge/Technical Expertise</i></p> <ul style="list-style-type: none"> Understands the main processes and methods of work regarding to the position Strives to keep job knowledge up-to-date through self-directed study and other means of learning; Demonstrates good knowledge of information technology and applies it in work assignments. <p><i>Leadership and Self-Management</i></p> <ul style="list-style-type: none"> Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback; Consistently approaches work with energy and a positive, constructive attitude; Demonstrates good oral and written communication skills.
--	---

V. Qualifications Requirements

Education:	University Degree in Law, Public Policy, Public Administration, Economics or relevant area Science is required.
Experience:	Proven track of at least 3 years of analytical and research work experience or practical experience in project management in the field of Public Policy, Legal Policy and Reform, and/or Public Administration in governmental or non-governmental organizations is required Previous experience in international development organizations would be considered as an asset.
Language Requirements:	Fluency in English, Uzbek and Russian is required
Others:	<p>Knowledge of and experience in gender mainstreaming;</p> <p>Experience in working and collaborating with governments and women empowerment issues;</p> <p>Initiative and strong leadership skills;</p> <p>Result and client-orientations;</p> <p>Strong analytical, communication, writing, presentation and communication skills;</p> <p>Excellent interpersonal and cross cultural communication skills, ability to work in a team and to work under pressure and with tight deadlines, ethics and honesty;</p> <p>Ability to use information and communication technology as a tool and resource</p>

VI. Signatures- Post Description Certification		
Name	Signature	Date
Incumbent (if applicable)		
Supervisor		

2) Task Manager on Capacity Development

I. Job Information	
Job title:	Task Manager on Capacity Development
Project Title/Department:	Empowering Women to Participate in Public Administration and Socio-Economic Life
SC range:	SC-8
Duration of the service:	6 months with possible extension (subject to satisfactory performance)
Work status (full time/part time):	Full time
Duty station:	Tashkent
Expected places of travel	n/a
Reports To:	Project Manager
II. Background information	
<p>The overall objective of "Empowering Women to Participate in Public Administration and Socio-Economic Life" project is to empower women, increase women's participation in public administration in accordance with the provisions of the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).</p> <p>The project will also contribute to the implementation of the fourth priority area of the Uzbekistan Development Action Strategy for 2017-2021: increasing social and political activeness of women and strengthening their role in governance of the state and society, as well as the Outcome 8 of UNDAF 2016-2020: more reliable protection of citizens' rights and freedoms.</p> <p>The main partner of the project is the Women's Committee of Uzbekistan (WCU). The project will also cooperate with the Cabinet of Ministers of the Republic of Uzbekistan, Chambers of the Parliament (Oliy Majlis), the Ministry of Justice, the Ministry of Internal Affairs, the NHRC, the Ombudsman, the Ministry of Employment and Labor Relations, the State Statistics Committee, the Ministry of Higher and Secondary Special Education, the Academy of Public Administration, the Academy of Sciences, khokimiyats, civil society organizations and the media.</p> <p>Under the direct supervision of the Project Manager, Task Manager will bear responsibility for smooth implementation of the project and fulfill the following duties and responsibilities:</p>	
III. Functions / Key Outputs Expected	
<ul style="list-style-type: none"> Assist Project Manager in day-to-day Project activities and its overall implementation process with regards to selected project activities and submit both monthly and quarterly reports on programmatic activities and events in region; 	

- Participate in elaboration and supervising execution of the Project's Annual Plan of Activities, work plan, joint action plans with WCU, analyze emerging problems and propose adequate measures to ensure timely fulfillment of envisioned tasks;
- Ensures that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- Identifies partnership strategies with regard to providers of specialised expertise, with special encouragements for providers with a gender mandate/gender knowledge, and possible co-financiers, and leads resource mobilisation for project components;
- Coordinates recruitment process of the local and international consultants and ensures timely delivery of services and payments;
- Identify teams of qualified full-time and part-time national consultants, format and supervise their activities;
- Contributes to the process of raising public awareness and PR about the Project and related activities, including organizing trainings/seminars/workshops with participation of representatives from the Government, private sector, NGOs, mass media;
- Establishing contacts with international organizations, funds, institutes etc., seeking potential donors and partners and collaborate closely with local government bodies, business support institutions, private sector, civil society and other development actors;
- Participation in fundraising activities including search for grants and other sources of funding for joint projects and/or sub projects, including encouraging local communities and beneficiaries to apply for external funding and seeking for self-financing options;
- Analyzes lessons learned from project activities in regions, codify best practices and knowledge base on pilot experience;
- Contributes substantially to preparation/drafting of research and analytical papers planned within the Project, including submission and discussion of analytical reports with local beneficiaries;
- Backstopping the Project manager in his/her absence;
- Perform other duties as requested.

IV. Competencies

Corporate Competencies:	<ul style="list-style-type: none"> • Demonstrates commitment to UNDP's mission, vision and values; • Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
-------------------------	--

Functional Competencies:	<ul style="list-style-type: none"> • Must be capable of combining efficient implementation of UNDP values on Democratic Governance, ensuring and facilitating the coordination and collaboration of diverse stakeholder groups and good team work with national and international consultants; • Excellent leadership, self-management, communications and presentation skills; • Good analytical and writing skills; • Computer literacy and ability to use modern technology and social media as a tool in every-day work; • Ability to share knowledge and experience; • Result-oriented to meet the needs of client; • Consistently approaches work with energy and a positive, constructive attitude; • Remains calm, in control and good humored even under pressure; • Demonstrates openness to change and ability to quick learning; • Ability to organize and complete multiple tasks by establishing priorities; • Ability to handle a large volume of work possibly under time constraints; • Responds positively to feedback and different viewpoints.
Core competencies:	<ul style="list-style-type: none"> • Demonstrating ethics and integrity; • Self-development, initiative and reasonable risk taking, • Acting as a team player and facilitating team work; • Informed and transparent decision making.
V. Qualifications Requirements	
Education:	University Degree in Public Policy, Social Sciences and other relevant area. Master's degree would be desirable, but it is not a requirement.
Experience:	Experience: At least 4 years of relevant work experience. (Previous experience in women empowerment projects and in international development would be considered as a strong asset).
Language Requirements:	Fluency in English, Uzbek and Russian is required
Others:	<p>Knowledge of and experience in gender mainstreaming;</p> <p>Experience in working and collaborating with governments and women empowerment issues;</p> <p>Initiative and strong leadership skills;</p> <p>Result and client-orientations;</p> <p>Strong analytical, communication, writing, presentation and communication skills;</p> <p>Excellent interpersonal and cross cultural communication skills, ability to work in a team and to work under pressure and with tight deadlines, ethics and honesty;</p>

	Ability to use information and communication technology as a tool and resource	
VI. Signatures- Post Description Certification		
Name	Signature	Date
Incumbent <i>(if applicable)</i>		
Supervisor		

3) Administrative Finance Assistant

I. Job Information	
Job title:	Project Manager
Project Title/Department:	Empowering Women to Participate in Public Administration and Socio-Economic Life
SC range:	SB3/SC-6
Duration of the service:	6 months with possible extension (subject to satisfactory performance)
Work status (full time/part time):	Full time
Duty station:	Tashkent
Expected places of travel	n/a
Reports To:	Project Manager

II. Background Information
<p>The overall objective of “Empowering Women to Participate in Public Administration and Socio-Economic Life” project is to empower women, increase women’s participation in public administration in accordance with the provisions of the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).</p> <p>The project will also contribute to the implementation of the fourth priority area of the Uzbekistan Development Action Strategy for 2017-2021: increasing social and political activeness of women and strengthening their role in governance of the state and society, as well as the Outcome 8 of UNDAF 2016-2020: more reliable protection of citizens’ rights and freedoms.</p> <p>The main partner of the project is the Women’s Committee of Uzbekistan (WCU). The project will also cooperate with the Cabinet of Ministers of the Republic of Uzbekistan, Chambers of the Parliament (Oliy Majlis), the Ministry of Justice, the Ministry of Internal Affairs, the NHRC, the Ombudsman, the Ministry of Employment and Labor Relations, the State Statistics Committee, the Ministry of Higher and Secondary Special Education, the Academy of Public Administration, the Academy of Sciences, khokimiyats, civil society organizations and the media.</p> <p>Under direct supervision of the UNDP Programme Specialist/Cluster Leader on Good Governance, Policy and Communications and overall guidance of the Project Board, the Project Manager will be responsible for the operational management of the project according to the project document, UNDP corporate rules and procedures and for fulfilling the following duties and responsibilities:</p>

III. Functions / Key Outputs Expected

Under the guidance and direct supervision of Project Manager, the Administrative Finance Assistant provides operational/financial and administrative services to the project, ensuring high quality, accuracy and consistency of work. The Administrative Finance Assistant works in close collaboration with the Government Counterparts, project, operations, and UNDP Programme's personnel in the Country Office to exchange information and ensure consistent service delivery.

- Bear responsibility for project logistics/travel arrangements, as well as recruitment/extension/ separation of the project personnel;
- Encourage awareness of and promotion of gender equality among project staff and partners;
- Based on consultations with Project Manager and UNDP Business Center to perform procurement related operations in accordance with UNDP rules and procedures;
- Provide organizational and administrative support in implementation of project activities including organization of roundtables, workshops, trainings, working meetings and other events;
- Prepare all financial and administrative documents related to the project implementation in accordance with the UNDP rules and procedures, maintain project's expenditures and commitments shadow budget;
- Develop quarterly and annual budget plans for recruitment of personnel; maintain financial records and monitoring systems to record and reconcile expenditures, balances, payments and other data for day-to-day transaction and reports;
- Advise and assist Project staff, experts and consultants on all respects of allowances, travel claims and other financial and administrative matters,
- Prepare detailed cost estimates and participates in budget analysis and projections as required to handle all financial operations of the project office, make cash payments and reconcile all accounts in required time frame;
- Maintain, update and transmit inventory records of non-expendable equipment in accordance with UNDP rules;
- Ensure leave monitoring of project staff, check the accuracy and proper completion of monthly leave reports;
- Analyze the potential problems concerning administrative-financial issues and take respective measures to provide adequate project's resources in time for implementation of the project activities;
- Define the cost-effective measures for optimal use of resources of the project;
- Ensure full compliance of administrative and financial processes and financial records with UNDP rules, regulations, policies and strategies.

IV. Competencies and Critical Success Factors

Corporate Competencies:	<ul style="list-style-type: none"> • Demonstrates commitment to UNDP's mission, vision and values; • Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
Functional Competencies:	<ul style="list-style-type: none"> • Fundamental knowledge of processes, methods and procedures; • Understands the main processes and methods of work regarding to the position; • Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks;

	<ul style="list-style-type: none"> • Demonstrates good knowledge of information technology and applies it in work assignments; • Presentation of information on best practices in organizational change; • Demonstrates ability to identify problems and proposes solutions
Core Competencies:	<ul style="list-style-type: none"> • Demonstrating/safeguarding ethics and integrity; • Demonstrate corporate knowledge and sound judgment; • Self-development, initiative-taking; • Acting as a team player and facilitating team work; • Facilitating and encouraging open communication in the team, communicating effectively; • Creating synergies through self-control; • Managing conflict; • Learning and sharing knowledge and encourage the learning of others. Promoting learning and knowledge management/sharing is the responsibility of each staff member; • Informed and transparent decision-making.

V. Qualification Requirements	
Education:	University degree in Business Administration, Finance and/or Economics;
Experience:	At least 2 years of relevant work experience in administration and finance; Work experience in international organization is an asset.
Language Requirements:	Fluency in English, Russian and Uzbek (both written and spoken).
Others:	<p>Strong financial and administrative skills, result and client-orientation;</p> <p>Ability to work under pressure and with tight deadlines, ethics and honesty;</p> <p>Ability to use information and communication technology as a tool and resource;</p> <p>Understanding of development issues, human rights (including women's rights), basic gender concepts and gender issues in the country;</p> <p>Knowledge of and experience in gender mainstreaming is an asset;</p> <p>Experience in handling web-based management systems.</p>

VI. Signatures- Post Description Certification		
Name	Signature	Date
Incumbent (if applicable)		
Supervisor		