PROJECT DOCUMENT
Republic of Uzbekistan

Project title: Empowering the Youth to Embrace the Digital Economy and Digital Entrepreneurship
Project number: 00138539   **Output number:** 00239642
Implementing Partner: Ministry of Economic Development and Poverty Reduction (MEDPR)
Other partners: Chamber of Commerce and Industry, Ministry for Development of Information Technologies and Communications, IT Park, Ministry of Agriculture, Ministry of Employment and Labour Relations, Ministry of Investment and Foreign Trade, Ministry for support of Mahalla and Family.
Project Location: Tashkent, Uzbekistan
Start date: 01.01.2022   **End date:** 31.12.2024   **PAC Meeting Date:**   17.12.2021

Brief Description

Uzbekistan stands at an important point of its demographic, economic and technological transition. The growing young population theoretically gives it a "demographic dividend" but harnessing this potential requires creation of an enabling environment, which fosters the significant scope offered by the digital economy and transformation, strengthening the education system and ramping-up productive capacities in the economy to meet the demands of the future of work for professionals with digital skills.

The **goal of the project is to empower young people, especially women, with digital entrepreneurship skills, tools and enabling environment to increase their employment opportunities, competitiveness and resilience to COVID-19 and similar crises**, and thus, to reduce inequality, ensure inclusive, innovative and sustainable economic growth, and job creation.

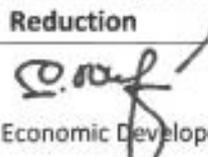The project will achieve this goal through the implementation of three interrelated Components:

The **first component** focuses on *enhancing the digital entrepreneurship environment and digital skills of young entrepreneurs*. The activities aim to understand the young entrepreneurs needs for digital skills of the youth, which will feed into a large-scale digital skills and digital entrepreneurship training program for the youth throughout the country. It will also provide business advisory support and mentorship programs, identify, develop and pilot context-adapted and gender-sensitive emerging technological solutions for digital transformation of youth-led small businesses.

The **second component** focuses on *strengthening institutional capacities for developing digital economy and digital entrepreneurship policies with a focus on youth*. This component will aim to strengthen the policy and institutional capacities of the government in relation to youth-centred policies, including an action plan for implementation of the digital entrepreneurship programming for youth, engaging youth in decision-making process through Public Private Dialogues (PPD), monitoring and evaluation of youth-focused digital policies, capacity building, etc.

The **third component** focuses on *unlocking finance solutions to improve youth's financial inclusion and opportunities for nurturing digital entrepreneurship projects and start-ups*.

The project will cover around **10,000 direct beneficiaries, who are youth with young women equally targeted** (at least 50% women and at least 25% from rural areas).

Contributing Outcome (UNSDCF/CPD, RPD or GPD):	Total resources required:	USD 2,100,000
Outcome 3. By 2025, youth, women and vulnerable groups benefit from improved access to livelihoods, decent work and expanded opportunities generated by inclusive and equitable economic growth.	**TFD Youth Window**	USD 2,000,000
	Co-financing:	
	Ministry of Economic Development and Poverty Reduction (MEDPR)	USD 50,000 (in-kind)
Indicative Output(s) with gender marker: **GEN2**	IT Park	USD 50,000 (parallel financing)

Agreed by (signatures):

Ministry of Economic Development and Poverty Reduction	UNDP in Uzbekistan
Mr. Ilkhom Norkulov First Deputy Minister of Economic Development and Poverty Reduction	Ms. Matilda Dimovska UNDP Resident Representative
Date: 20.12.2021	Date: 20.12.2021

1

I. DEVELOPMENT CHALLENGE

Since the early 2000s, Uzbekistan has achieved impressive results in **reducing the poverty level** from 24% in 2000 **to 12.5% in 2020**[1]. Yet, despite this remarkable progress, economic gains have been unequally distributed and were **accompanied by jobless and low productivity growth**. **There are stark imbalances** between and within regions and districts, socio-economic groups, urban and rural areas, as well as between women and men. Many people, especially women, are still unable to reach their full potential in life because they **suffer deprivations in multiple dimensions of human development**, which **accelerated due to the Covid-19 pandemic**.

One of the most serious challenges the country faces is the need to absorb the working-age young population into the labour market. While the youth under 30 years comprise over half (55%) of the total population and about 600,000 youths enter the labour market annually, the national economy has not been able to keep up with the labour force supply, resulting in a 17% (2020)[2] youth unemployment rate – one and a half times higher than the official average rate of unemployment for the entire working age population. Sex disaggregated data reveal significant gender disparities with 16.1% of young men and 23.4% of young women aged 16-25 being unemployed in 2020[3]. 54.6% of the 19-30-year olds are in the category of Not in Education, Employment or Training (NEET), a figure that rises to 50%-74% in the case of young women, depending on age group[4]. Moreover, official estimates suggest that the workforce in Uzbekistan is set to increase by 7.3 million and will reach 25.9 million people by 2035, making it the fifth largest workforce in Europe and Central Asia (after Russia, Turkey, Ukraine and Poland)[5].

Government policy pays significant attention to **harnessing the full potential of the youth** as catalysts of socio-economic and digital development in Uzbekistan. **Youth empowerment remains the highest priority for the country** and President Shavkat Mirziyoyev declared the year 2021 as the "The Year for Supporting Youth and Protecting the Health of the Population".

The national youth policies cover a wide range of issues, including social protection of vulnerable youth, ensuring quality education and skills development, promoting entrepreneurship and decent work, building resilience and social harmony. Importantly, the Government realizes the role that the digital technologies can plan to enhance productivity, income and social well-being of youth by **creating new job opportunities, expanding to new markets, driving innovation and developing new economic sectors**. Therefore, the national youth employment strategies have incorporated measures aimed at creating opportunities for the youth to embrace the potential of the digital era and addressing existing and emerging challenges.

It should be noted that a **youth, gender and rural urban-digital divide** exists. Access to internet is far from universal and highly unequal. Young women are at a distinct disadvantage over young men and rural youth are disadvantaged compared to urban youth when it comes to internet access. More than two thirds of young women (aged 14-30) never use internet, compared to slightly more than one third of the young men and only 60% of rural youth have

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1 State Statistics Committee, nsdg.stat.uz

2 https://www.gazeta.uz/ru/2021/01/27/youth-unemployment/#:~:text=uz%C2%BB.,%C2%BB%2C%20E2%80%94%20%D0%BE%D1%82%D0%BC%D0%B5%D1%82%D0%B8%D0%BB%20%D0%B3%D0%BB%D0%B0%D0%B2%D0%B0%20%D0%B3%D0%BE%D1%81%D1%83%D0%B4%D0%B0%D1%80%D1%81%D1%82%D0%B2%D0%B0.

3 https://gender.stat.uz/ru/i-group-ru/1262-uroven-bezrabotitsy-sredi-zhenshchin-i-muzhchin-v-vozraste-16-25-let

4 UNICEF - https://www.unicef.org/uzbekistan/media/3541/file/Youth%20of%20Uzbekistan-%20Challenges%20and%20Prospects.pdf

5 UNESCO TVET. 2019. TVET Policy Review: Uzbekistan, p. 32.

access to internet, compared to 47% of urban youth. In 2020, the President stated that: *"Taking into account that last year all cities and districts were connected to the high-speed internet, we should provide all rural areas high-speed Internet in the next two years."[6]*. But for now, there is **a glaring gap between a quarter of the youth who use internet on a daily basis and the majority (54%) never use it**. Unless significant efforts are made to rebalance the situation, it seems inevitable that this digital divide will increasingly translate into inequality in access to productive and attractive employment opportunities for youth.

To underpin the government´s ambitious goals the "**Digital Uzbekistan 2030**" strategy was adopted in October 2020, providing a comprehensive set of programs for digital transformation of the economy, government services and the regions. It recognizes the need for accelerated implementation of the digital economy and transformation and the importance of digital jobs.

Several Government initiatives seek to expand opportunities for **youth to enhance their digital entrepreneurship and creativity skills**, such as creation of youth entrepreneurship clusters in the regions, launch of the "one million Uzbek coders" program, establishment of Youth Innovation Center in Fergana,[7] IT-Park and Technoparks. The Government also plans to set up Digital Skills Learning Centers in all regions (Presidential Decree "On measures to further development of digital economy and e-government")[8] so the policy emphasis is increasing.

UNDP Uzbekistan implemented a series of **Start-up Initiatives Programs** fostering youth-led start-ups and the **Technovation Girls Programs** focused on girls in STEM (science, technology, engineering and mathematics) topics, the former with the support of the Russian government. UNDP has also conducted a number of programs aimed at **enhancing digital skills** of population and public civil servants, contributing to creation of an **enabling environment for e-government** and providing better access to **online public services** both at the local and central levels, as well as introducing **digital solutions** to enhance entrepreneurship activities, farming, foreign and domestic trade, employment opportunities and rule of law, among others.

The MEDPR leads the digital economy policy but requires assistance to strengthen its work in terms of policies, programs, monitoring of trends, etc. A major challenge is that while the Government is investing heavily in modern infrastructure and IT facilities, there is a **serious shortage of professional and qualified staff, multi-faceted support to Micro, Small and Medium-sized Enterprises (MSMEs) to digitalize, start-up coaches and mentors** who could support the critical first steps in the entrepreneurial journey of the youth, as well as further support in enhancing and implementing scalable business models.

The digitalisation of businesses has continued apace in recent years, with large and medium businesses being at the forefront. It is notable, however, that the MSMEs have been lagging in the transition, despite potentially tremendous benefits.

The COVID-19 pandemic has not only **entrenched pre-existing inequalities**, including those relating to youth, but also **forced the Government to rethink the speed of adopting digital and disruptive technologies**. It also **re-emphasized the critical importance of addressing existing digital bottlenecks** such as internet connectivity, especially in rural areas, digital skills shortages among the wider population, as well as the low level of digitalization of MSMEs.

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[6] https://kun.uz/en/news/2020/01/24/all-villages-and-neighborhoods-in-uzbekistan-will-be-provided-with-high-speed-internet-in-2-years-shavkat-mirziyoyev
[7] https://lex.uz/ru/docs/4007838
[8] https://lex.uz/docs/4800657

Moreover, the MSMEs themselves have recognized importance of digital transformation for enhanced competitiveness and resilience, as indicated by the Socio-Economic Impact Assessment of COVID-19 pandemic to MSMEs in Uzbekistan conducted by the UNDP jointly with the Government of Uzbekistan in 2020-2021. According to the analysis the MSMEs consider digital transformation and Internet connection as one of top support measures that they expect to receive from the Government[9].

Therefore, there is an urgent need to help **MSMEs and especially those led by the youth to digitalize**, to utilize young people's potential as agents of innovations and technological transformation.

Furthermore, while **there is a general access to finance problem**, for example for digital entrepreneurship, **the problem is much more pronounced for the youth in Uzbekistan** (lack of financial and baking track records, lack of assets, etc.) who are relatively excluded from access to finance, especially when it comes to business creation and development. Access to business finance is known to be more challenging for women, young people and individuals in Tashkent and southern Uzbekistan (EBRD, 2019[10]). Traditional debt financing is not well-suited to high-growth and innovative early-stage firms such as in the ICT sector, which typically lack a credit history, collateral and operate in a rapidly changing environment. For the digital economy and digital entrepreneurship to take-off, for the youth and others, existing public instruments need to be reviewed and enhanced. Moreover, alternative private financial instruments (loans, equity finance, crowdfunding, etc.) need to be established and expanded to support digital businesses in Uzbekistan, including those led by youth and women.

II. STRATEGY

2.1. Overall approach

UNDP works closely and extensively with the Government of Uzbekistan, including MEDPR, to promote equitable and sustainable economic growth through decent and productive employment, improving access to knowledge and innovation, designing digital solutions and creating a more favourable business environment, especially for **young men and women** entrepreneurs, including those located in rural areas.

Therefore, **this project will build on existing knowledge, experience and capacity** and provide support to **enhance the Government´s efforts** to unlock the opportunities presented by the emerging digital economy with an emphasis on **empowering the youth to embrace the digital economy and digital entrepreneurship, as per the title of the project**.

It is expected that the Project will contribute to expansion of opportunities for young women and men and contribute to achievement of the SDGs of the Agenda 2030. The project will be instrumental in achieving **SDG 1**: End poverty in all its forms, **SDG 2**: End hunger, achieve food security and improved nutrition and promote sustainable agriculture, **SDG 4**: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all, **SDG 5:** Achieve gender equality and empower all women and girls, **SDG 8**: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, **SDG 9**: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation, and **SDG 17**: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

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9 https://www.uz.undp.org/content/uzbekistan/en/home/library/democratic_governance/study-of-the-impact-of-covid-19-on-small-and-medium-sized-busine.html
10 https://uzbekistan.un.org/en/download/60010/109009

The project will cover **10,000 direct youth beneficiaries**, primarily women (at least 50% women and at least 25% from rural areas).

As set out in the Development Challenge section above, the project is **fully aligned with the national priorities** of the country (youth, digital economy, and entrepreneurship). It should be also noted that this project has targeted **development of a meaningful and value adding cooperation with Russian partners** in support of the project goal.

In particular, the **Skolkovo Business Centre** in piloting and implementing the Skills Technology Foresight approach is particularly valuable in a country with deep skills mismatches and a need to respond to technological and environmental disruptions (e.g. digitization and green economy) in developing future oriented skills needed by the labour market, as well as new skill sets for traditional sectors, such as agriculture. The **Educational Centre for Digital Transformation Teams (CDTO)** under the Russian Presidential Academy of National Economy and Public Administration[11] has also been identified as a particularly useful institution to help with the learning process (e.g. study tour), as well as wider capacity building processes in relation to digital policies, skills, ecosystems, etc. The Project would benefit from the extensive experience of CDTO on conducting specialized training courses for employees at all levels of public service (starting from the municipal workers, middle-management officials and staff, and ending with senior decision-making officials, deputy ministers, etc.). Collaboration with Russian start-up accelerators and venture funds such as **AddVenture, Internet Initiatives Development Fund (IIDF), Generation S** and others are also envisaged within the framework of Component III of the project. Potential partners are discussed in section F. Partnerships.

The **main goal** of the project is to **empower young people, especially women, with digital entrepreneurship skills, tools and enabling environment to increase their employment opportunities, competitiveness and resilience to COVID-19 and similar crises,** and thus, to reduce inequality, ensure inclusive, innovative and sustainable economic growth, and job creation.

The three **Outputs** of the Project will be:
1: Enhanced digital entrepreneurship environment and digital skills of young entrepreneurs.

2: Strengthened institutional capacities for developing digital economy and digital entrepreneurship ecosystem with a focus on youth.

3: Unlocked finance solutions to improve youth's financial inclusion and opportunities for nurturing digital entrepreneurship projects and start-ups.
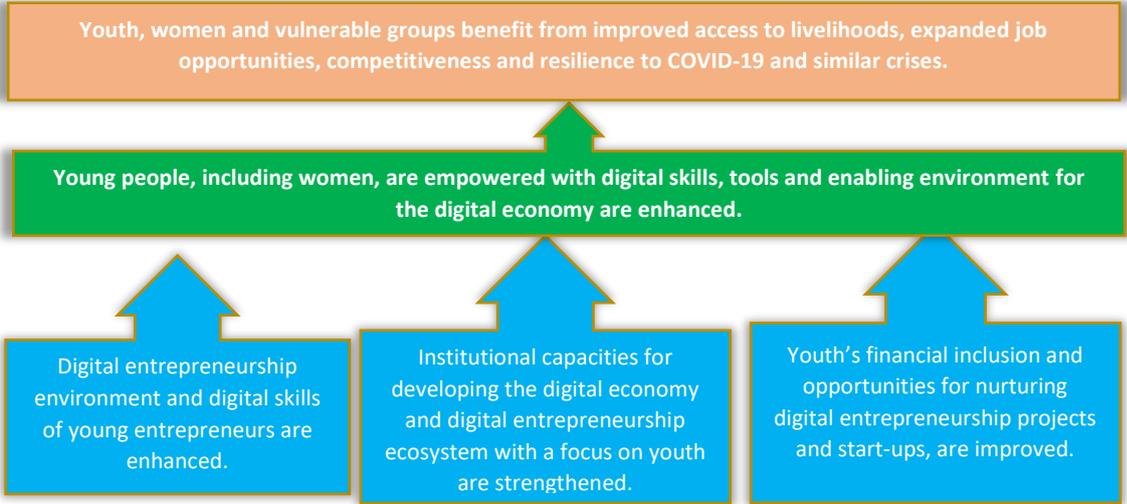
The UNDP will continue previous successful **cooperation with the Government on shaping up e-government system, including enhancement of the public services delivery through optimization and digitization of public services, as well as creating an enabling legal and regulatory framework for such digitalization**. The project is going to assist the Government on enhancing institutional capacities for developing the digital economy and digital entrepreneurship ecosystem with a focus on youth.

Through its assistance to the Government in reforming the institutional framework for enabling the development of digital economy and digital entrepreneurship ecosystem, the project will directly contribute to meeting the objectives of the UN Sustainable Development Cooperation Framework for Uzbekistan 2021-2025. Specifically, the project will **contribute to**

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11 https://cdto.ranepa.ru/eng

Outcome 3 "By 2025, youth, women and vulnerable groups benefit from improved access to livelihoods, decent work and expanded opportunities generated by inclusive and equitable economic growth". Ensuring macro-economic stability and inclusive economic growth to improve the living standards of the population, especially in the regions, and reducing poverty, largely through the creation of decent jobs, and ensuring an enabling environment for entrepreneurship, especially among youth and women, are priorities of the Government for the next five years.

The project is designed as a set of targeted interventions to address priority needs that are expected from the re-alignment of the organizational structure at the Ministry of Economic Development and Poverty Reduction related to appointment of the new post of the Deputy Ministry on green and digital economy, creation of the additional departments and units, as well as emerging high-level government decisions and reforms towards transition to green and digital economy. 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.

Youth, women and vulnerable groups benefit from improved access to livelihoods, expanded job opportunities, competitiveness and resilience to COVID-19 and similar crises.

Young people, including women, are empowered with digital skills, tools and enabling environment for the digital economy are enhanced.

Digital entrepreneurship environment and digital skills of young entrepreneurs are enhanced.

Institutional capacities for developing the digital economy and digital entrepreneurship ecosystem with a focus on youth are strengthened.

Youth's financial inclusion and opportunities for nurturing digital entrepreneurship projects and start-ups, are improved.

The above theory of change will be regularly reviewed and updated if and when needed through the Project Board mechanism.

III. COMPONENTS, ACTIVITIES AND EXPECTED RESULTS
Component I. Enhanced digital entrepreneurship environment and digital skills of young entrepreneurs.

Activity 1.1. Matching Demand and Supply of Digital Skills.

There is currently a gap in knowledge about the digital skills requirements of the labour market, especially in the case of MSMEs. This is important to understand, in order for the education system to deliver the skill-sets that businesses need, a requirement which has intensified since the advent of the COVID-19 pandemic. It is evident that the appetite for digital transformation among enterprises has increased, potentially creating new job and other opportunities, particularly for the youth, if they develop the necessary skill sets.

The digital capacity gaps will be identified through the business digital performance assessment tool **"Digital Pulse"**, an online tool designed by UNDP BiH office in partnership with the Chamber of Commerce of Luxembourg, which will be adapted to the needs of

Uzbekistan[12]. This tool will provide a comprehensive analysis of the youth-led businesses' digitalization aptitude in six different areas (communication, management, human resources, ICT and data security, planning, administration and finance, provision of products and services).

The tool will be extended to involve carrying out a **statistically representative survey of digital skills needs** of youth-led MSMEs, including a gender, age, regional, rural-urban and sectorial perspective. In addition, there will be a qualitative component, which will involve **expert discussions / focus groups** to deepen and extend the survey analysis. The assessment will encompass up to 400 youth-led companies to enable each of them to review digital readiness and identify capacity gaps, and identify current trends, gender-differentiated needs and demands for digitalization in business.

The data will inform the design and delivery of a **training program** for national and regional public and private training centres, as well as Business Development Service (BDS) providers, enabling them to expand the portfolio of services to support small businesses and individual entrepreneurs. Building on this, the project will **support the selected training providers (see Activity 1.2 below)** to design a comprehensive **training for MSME digital skills development and pilot priority modules for youth-led MSMEs** (e.g. on e-commerce, digital marketing, digital business processes, digital production processes, etc.). The project will benefit from close collaboration of UNDP country office in Uzbekistan with other UNDP offices in the region and the knowledge sharing experience. The capacity of the Government on the use of the Digital Pulse online platform will be enhanced to ensure that the tool is used on a regular basis to monitor the businesses' digital performance and feed into the Government's policy-making process.

The project will also assist the MEDPR to identify future skills needs in the context of technological change (focusing on digital and green economy) and innovation, including a sector-based approach (e.g. transformation in the agricultural sector driven by digital and green technologies) and monitor development of gender capacity and skills gaps The **Skills Technology Foresight methodology** developed by the Moscow School of Management SKOKOVO and successfully piloted in countries such as Armenia and Vietnam, will be customized and used to **engage with the relevant educational and training institutions** (e.g. TVET colleges) in order to address the future short-, medium- and long-term digital (and green) skills needs of the country. It is the youth that will benefit most from this process, which has the capacity to address the major skills gaps evident in the economy.

Activity 1.2. Digital Entrepreneurship Capacity Building Program.

New and existing entrepreneurs among the youth can enhance their competitiveness or expand their business activities by developing a suitable set of digital entrepreneurships skills. The next step will be to develop a customized **digital entrepreneurship capacity building program** and prepare associated curriculums, guidelines, teaching materials, etc. This will be designed to be a hybrid (online and offline) training package because of the ongoing influence of the pandemic which is likely to continue for the foreseeable future.

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12 https://appimpact.ba/en/news/59/improve-your-business-with-digital-pulse-a-new-undp-tool-developed-by-the-app-impact-team

This **gender-sensitive training program** will be designed based on the demand and supply side assessment and forecasts conducted under the Activity 1.1, including the barriers faced by women. The program will focus on supporting the digitalization of the youth-led businesses by introducing digital tools, approaches, and innovations in doing business, incorporating devices, the internet, social media, and online platforms in business strategies. The training will capacitate MSMEs and individual entrepreneurs with skills to expand their customer base and sell their products and services online. It will also enable more efficient and cost-effective coordination along the supply chain, streamlining raw materials sourcing, logistics, warehousing, payments and remote work setups.

The trainings will be preceded with a **Training of Trainers (ToT) program** to ensure that the counterparts are able to deliver the necessary training to the participants.

The **pilot digital entrepreneurship training will be delivered through various partners**, training centers and Business Development Service (BDS) providers, to be commissioned to ensure wide geographical reach (regional/district) throughout the country. There are several potential partners who could be selected to deliver the support. These are already engaged in aspects of youth and entrepreneurship so the infrastructure and capacities exist to support the project, as illustrated below:

- The 14 Centres of the Entrepreneurship Agency: current coverage is 70,000 youth aged 18-30 per year who receive training courses on starting and running a small business on a contractual basis with 558 educational institutions;
- The 14 Educational Centres established by the Chamber of Commerce and Industry: it plans to deliver training courses on entrepreneurship to 145,000 youth in 2021;
- The Graduate School of Business and Entrepreneurship with 13 branches in the regions: around 8,000 students are taught entrepreneurship courses annually, 70% of which are youth;
- The IT park infrastructure: 206 IT Centres are currently are being built and have the potential to train 25,800 students per year, mainly consisting of youth.

While the total training capacity of these institutions in terms of entrepreneurship, digital and IT skills-related disciplines reach almost 250,000 youth annually, the Project will target at least **10,000 youth-led MSMEs, individual entrepreneurs and self-employed youth by enhancing their digital entrepreneurship skills**, at least 50% of whom are expected to be young women-led and at least 25% of the participants are expected to be from the rural areas.

Videos of the training modules and courses (e.g. social media marketing, business digitization, self-employment and freelancing opportunities, etc.) will be made available free of charge at professional and vocational training centers, Monocenters "Ishga Markhamat" (mandated to deliver employment and skills development services to the vulnerable population), libraries, universities and private training centers for those interested in self-learning.

Activity 1.3. Business Advisory Services on digital transformation.

To help MSMEs with the advisory support on digital transformation, identification of digitalization opportunities, developing digitalization strategies the project will provide to the young entrepreneurs the access to **digital Business Advisory Services (BDS).** The digital BDS will be built on the existing infrastructure of the IT Park, which specializes in ICT issues and has infrastructure throughout the country targeting the youth. MSMEs that need support and

guidance in their digital transformation will be able to access qualified advisory support from **Digital Business Consultants**, who will conduct an initial **assessment** using the 'Digital Pulse" tool adopted under Activity 1.1. Based on the identified digital needs, they will guide MSMEs on the **digitalization strategies** for their business.

The digital training and digital BDS services will complement each other and will be co-designed and delivered together with the private sector. The manuals, instructions and ToT programme will be developed in close involvement of the trainers under Activity 1.2. and draw upon the feedback received from the participants of the training programme to ensure a user-centered approach and complementarity of two initiatives.

The project will pilot the digital BDS support service with the IT Park in Tashkent city and another pilot regions with a strong UNDP presence (e.g. Republic of Karakalpakstan, Fergana Valley). These will be reviewed and then can be scaled-up to the rest of the country through the IT Park infrastructure, covering all regions and districts of the country.

At least 1000 youth-led MSMEs will benefit from this activity per year (at least 50% women-led).

Activity 1.4 Digital Mentorship Program for young entrepreneurs.

To further help much-needed digital transformation of existing MSMEs, the project will conduct an **MSME Digital Transformation mentorship program** with participation of the selected youth-led MSMEs that underwent training under Activity 1.2 (60 companies/cycle, 2 cycles). The mentorship program will be conducted i**n partnership with key national stakeholders** and their regional departments (MEDPR, CCI, Youth Agency and residents of IT Park) and will aim at step-by-step guidance of young entrepreneurs in digital transformation of their businesses. It will focus on providing hands-on advisory support to businesses on **integrating digital solutions in operations** of the MSMEs selected within the program. The Digital Mentorship Program will include periodic group sessions and will engage experienced and talented mentors from business circles, including lead companies such as Beeline, Yandex, Korzinka.

The program will develop **learning modules and materials** for MSMEs that can be conducted through webinars, self-directed exercises, and experience sharing opportunities with co-mentees. It will build on knowledge and experience gained within the mentorship programs run by the Aid for Trade and Promoting Youth Employment projects and will work with the expert mentor community established under these projects. It will also establish partnership with other organizations with existing MSME development programs.

This activity will benefit 120 young entrepreneurs who run MSMEs and individual entrepreneurs (at least 50% of which are women-led) and 12 mentors who will be trained in conducting digital mentorships (at least 50% of which are women).

Activity 1.5. Digital Internship Program for the young women to enhance their digital skills.

Uzbek employers offer among the least amount of on-the-job training, apprenticeships or internships in the region (22% vs 42% in Russia, for example). The Project, together with lead local and international companies, will co-design a Digital Internship Program (DIP) for young women who want to enhance their digital skills, which will involve Russian companies and joint ventures (such as Beeline, Yandex, IT/Digital departments of Lukoil, among others).

DIP will be targeted at the women graduates of IT or related technical fields (Inha, Amity, TUIT, Yeoju, Turin and others) or young junior level professionals who want to be competitive in the digital job markets and potentially become eligible for full-time employment opportunities at the companies where they complete the DIP.

The DIP will be divided into **two phases**: during the first phase, detailed theoretical and practical training, class exercises, presentations and examinations will take place for a period of about one month. During the second phase, a two-month guaranteed paid internship will allow interns to practice what they have learned so that they can add value to the host companies and potentially secure career opportunities within the companies of their internships. This activity will benefit at least 80 young women (preferences will be given to the vulnerable women living in rural areas, with disabilities, etc.).

Activity 1.6. Developing and piloting digital solutions for youth-led businesses.

Based on the analysis of the business digital needs under Activity 1.1 the project will identify, develop and pilot context-adapted and gender-sensitive **emerging technology solutions for digital transformation of youth-led MSME companies**.

The project will also build on the knowledge and experience of the ongoing UNDP projects, including feedback received from the beneficiaries of these projects concerning their needs for new digital solutions. Possible IT solutions that have been identified in the scope of on-going projects that require support in **developing, scaling-up and building capacities** of service providers and end users include:

- Mobile app for young farmers that offers its users relevant agro-climatic indicators for the past, present and future based on real-time climate data: within the project "Enhancing the adaptation and strengthening the resilience of farming to Climate Change Risks in Fergana Valley (ACCRF)", UNDP is collaborating with the State Plants Quarantine Inspection on improvement of disease and pest control methods through timely delivery of forecasts (weather, disease and pests) to farmers, as well as recommendations and information on effective methods of control (diseases/pests) and advanced agricultural technologies/approaches for improvement of farming in the Ferghana Valley. Special software for agrometeorological stations (15 stations to be installed in 2021) has been developed, which collects weather, disease and pest forecasts, as well as some agrometeorological data specific to the area of location of the station and transfers it through Telegram channels. While a highly demanded tool, the data provided is not in real-time format. To **promote data-driven agricultural practices among youth-led smallholder farms,** the project will develop a mobile tool that provides real-time information and forecasts for managing farms in a technologically "smart" manner. The mobile app will collect information from the agrometeorological network installed by the ACCRF project and beyond and the data will be processed and delivered to the farmers in the form of forecasts and recommendations. The project will explore opportunities to make it **AI-enabled** to help the system deliver highly personalized and timely recommendations tailored to farmers' needs and preferences. **The tool will be developed, tested and scaled-up with the relevant beneficiaries trained** on its use.

- Trading platform for young entrepreneurs, especially farmers: For the sale of produce, entrepreneurs and farmers typically continue using the traditional ways of exchanging information: by correspondence, Telegram channels, direct contacts with buyers in the region or through middlemen and agents. In practice, such middlemen and agents earn a larger profit

from resale compared to the farmers. The continuing absence of effective web-based cooperation platforms make it difficult to sell agricultural products at competitive prices, thus resulting in unfavorable conditions for the farmers. In partnership with the UNDP's "Aid for Trade" project, the Project **will develop the trading platform** and train young <u>entrepreneurs and</u> farmers on their use. The platform has also technical tools on notification of current market indicators in real time, promotion of ready-made innovative business ideas and products of young scientists and innovative firms. This will help to enhance digital marketing and sales opportunities in domestic markets in the mid-term, as well as pave the way to enter foreign markets in the long run.This activity is expected to reach **at least 500 young entrepreneurs** in the agro-business annually, who will benefit from the use of the new digital tools.

Activity 1.7. Piloting Digitalization of the of Value Chains.

Long-standing value chain models are being transformed by new technologies that restructure the way value is delivered to the customer. Digital and other technological innovations help eliminate or shift stages in the design, manufacture, commercialization, distribution, and support of products to create and capture new value. To better understand this process and help the companies to **adjust their value chains to the new realities**, the project will assist the selected companies to undertake a **digitalization of the value chains in selected sectors** (e.g. agricultural, textile, handicraft and other sectors) based on a comprehensive analysis of each phase of value creation.

This will highlight the **gaps in the value chain** which need to be addressed in policy and practical terms, especially with a focus on youth entrepreneurship in rural areas. This work will build upon the value chain analysis of several green niche products conducted within the UNDP's Aid for Trade project being implemented with Russian government support. The Project will **support selected youth-led businesses** to address gaps and weaknesses in the digital value chains and support piloting digital improvements, offering the prospect of subsequent scaling-up by national partners.

MEDPR will be closely involved in the value chain digitalization, thus enabling it to acquire skills for supporting MSMEs in conducting digital transformation of value chains in the future.

Activity 1.8. Youth Co: Lab youth engagement platform.

The project will work on establishing a platform to empower youth in Uzbekistan to create social impact and enhance livelihood through **digital social innovation**, thus contributing to resolving existing social, environmental, urban, and other challenges in society. Through the **Youth Co: Lab**, the project will connect young people and leaders in technology, development, innovation and business to improve cross-sector collaboration, and promotes policies to support and enable young people to lead the development of both new and existing solutions for social (including gender equality), economic and environmental challenges in their communities.

It will include a number of initiatives including but not limited to the **Digital Youth Leader Programme**, where youth-led small business owners who have recently transformed their business by adopting digital tools and digital ways of working under Activities 1.2, 1.3 and 1.4 will share their experiences to benefit other small business owners. This will include small businesses from a wide range of sectors, including agribusiness, hospitality, education, health, tourism.

National Dialogues will bring together stakeholders to establish a common agenda through capacity development, strengthening the coalition and creating an enabling ecosystem in a national context. These **dialogues will connect hundreds of youths to people from academia, social welfare professionals, social entrepreneurs, policymakers and youth leaders**, to discuss the pressing challenges facing youth entrepreneurs and to focus on innovative solutions for public policy, social services and social innovation. This activity will ensure 50% of women's participation.

Expected results:

Result 1.1. Digital capacity gaps for at least 400 young entrepreneurs identified. "Digital Pulse" tool for comprehensive assessment of the gaps in digital capacities and Skills Technology Foresight (digital skills and green jobs e.g. in rural sector) piloted.

Result 1.2. At least 10,000 youths trained in digital entrepreneurship skills, at least 50% of whom are expected to be young women and 25% of the participants are expected to be from the rural areas, including dissemination of modules of courses.

Result 1.3. At least 3,000 youth entrepreneurs obtaining BDS support (50% young women).

Result 1.4 At least 132 participants benefiting from mentorship program (50% young women).

Result 1.5. At least 80 young women benefiting theoretical and practical from the Digital Internship Program.

Result 1.6. Piloting digital improvements in Value Chains for at least 4 youth-led businesses.

Result 1.7. Enhanced youth engagement and dialogue on digital social innovations.

Component II. Strengthened institutional capacities for developing the digital economy and digital entrepreneurship ecosystem with a focus on youth.

The Ministry of Economic Development and Poverty Reduction (MEDPR) is responsible for determining priority areas for the digital economy development and the introduction of digital technologies in the sectors of the economy. It is undergoing institutional reform, which allows scope to assist it in developing youth-centred digital policies according to international good practice and the priorities of the country, including embedding a strong focus on youth engagement in digital entrepreneurship.

Within this component the project will aim at strengthening capacities and raising awareness of institutional partners on digital economy, including via specific thematic events and a pilot training program for line ministries and Chambers of Commerce and Industry; **provide policy advice** for unlocking digital business opportunities (e.g. regulatory framework, digital transformation support services, skills development strategies, incentive schemes, etc.) etc. These efforts will generate multi-stakeholder policy dialogue, which will enable UNDP to stimulate **a broader youth-focused digital economy program** and engage in mobilizing strategic partnership for its implementation. Structural and social factors resulting in gender bias, inequality and exclusion will be taken into consideration in the process of designing new policy and regulatory frameworks that place the youth as a focal point.

Activity 2.1. Digital economy policies, capacities and activities.

MEDPR is undergoing institutional reform and has requested support, with a focus on digital economy policies, capacities and activities. To strengthen the digital economy and the role that youth can play in it, the Project will assist MEDPR to **review and strengthen its´s current policies, capacities and activities to implement effective public policies on digital economy which are youth- and women-centred** using international good practice and benchmarking. The critical importance of youth digital entrepreneurship will be emphasized.

There are currently **policy gaps in the regulatory framework** which hinder the development of the digital economy and entrepreneurship. This activity will aim to improve the regulatory framework for new digital business models and processes based on digital technologies, development of digital markets (sharing economy: based on the sharing, acquiring and providing goods and services through the facilitation of an online platforms; gig economy: economy characterized by flexible and temporary jobs involving freelancers and independent contractors, etc.), enabling greater competition, conducive business environment for relevant stakeholders, especially young people (including women).

The aim of this activity is also to elaborate a **Concept Paper on Youth-Centred Digital Entrepreneurship** setting out how to create an enabling regulatory and legal framework to facilitate the development and effective operation of youth-led digital business models such as Sharing / Gig Economy. The project will work closely with relevant institutional partners to help them **co-design and pilot public incentive schemes benefiting young people, ensuring gender responsiveness** in support of MSME digital transformation.

This will include the development of a **program of gender-sensitive measures** for implementation of the Concept Paper. Following discussion with the MEDPR, the project will help the Ministry to **implement priority aspects of the program of measures / action plan** with a focus on youth and women.

Activity 2.2. Monitoring and evaluation of the Digital Entrepreneurship Policies.

The Department of Digital and Innovative Economy (MEDPR) is relatively new and in need of institutional strengthening. The department has important responsibilities in relation to the digital economy and digital entrepreneurship and have requested support from the Project.

A capacity building program will be developed for the relevant employees of MEDPR to **monitor and evaluate the youth-centred digital entrepreneurship policies and trends** with a strong focus on gender-disaggregated impact and international good practice examples and, where relevant, international trainers.

This would also mean assisting the Ministry to develop the capacity to ensure **effective programs covering the full cycle from design to evaluation and recalibration of youth-focused digital entrepreneurship policies** (as well as other policies, thus adding to a key part of their institutional maturity). The capacity building will also cover the regional and district offices of the Ministry and Agencies, ensuring participation of women employees, both of which are important players in the digital entrepreneurship ecosystem of the country, for example, responsible for delivering youth entrepreneurship support.

The project will help institutionalize the Digital Pulse methodology piloted under Activity 1.1 and learn from the experience of the Russian Federation that piloted the **MSME Digital**

Entrepreneurship Index. This will include **study tours** to learn best international practices, subject to COVID-19 restrictions, to such institutions as the **Educational Centre for Digital Transformation Teams (CDTO)** under the Russian Presidential Academy of National Economy and Public Administration, **Analytical Center NAFI** and the **Skolkovo Business Centre.**

Activity 2.3. Digital Economy Public Private Dialogue (PPD)

The **responsibility for the youth policies and digital economy, including entrepreneurship, is currently highly fragmented**, which makes it difficult to ensure policy coherence as well as the implementation of effective programs of support. Seven state bodies are responsible for this area.

Therefore, a priority for the project will be to establish a **digital economy platform** to ensure policy coordination. Since the public sector is not the only player in this field (Ministries, agencies, IT Parks, etc.), it is essential to ensure that the private sector is also involved, including relevant business associations, NGOs, academics and others engaged in the digital economy , including young entrepreneurs. This will be designed on the principles of regular, two-way Public Private Dialogue (PPD). The project will help to **establish the Digital Economy PPD** with the express intention to hand over complete **responsibility for the operationalization of platform to the Chairing state body** before the end of the project. It is expected to hold regular policy and coordination meetings (online, offline or hybrid, depending on the pandemic situation).

Expected results:

Result 2.1. MoEDPR capacities to formulate youth-centred digitalization policies, programmes and activities, with a focus on digital entrepreneurship, enhanced (at least 25 public servants enhance their capacities on digital economy policy measures)

Result 2.2. Monitoring and evaluation of youth-led digital entrepreneurship policies enhanced, including a study tour to leading Russian institutions (at least 35 public servants enhance their capacities on M&E tools of youth-led digital entrepreneurship programmes).

Result 2.3. Digital Economy Public Private Dialogue (PPD) established.

Component III. Unlocked finance solutions to improve youth's financial inclusion and opportunities for nurturing digital entrepreneurship projects and start-ups.

Access to finance is the main challenge for all enterprises, not least youth-led entrepreneurial activities because of the more limited assets and financial track-records of this target group. This applies particularly for implementation of start-ups and existing projects with a digital focus, as the current financial instruments are not geared towards this type of activity. Work towards the establishment of alternative and innovative means of funding digital entrepreneurship activities would be useful for all entrepreneurs, especially young women.

Activity 3.1. Facilitation of Public Instruments.

It is necessary to **review the current state of financing instruments available to support digital entrepreneurship**, both public (e.g. grants, soft loans, funds, etc.) and private (credit, equity finance, crowdfunding, etc.), to identify the gaps, (including gender gap) and develop evidence-based policy recommendations for further development of the financing of digital

businesses in Uzbekistan. While this is useful for all MSMEs, the emphasis will be on instruments that have the capacity to support youth entrepreneurs, especially women.

There are several public instruments to support access to finance to support youth entrepreneurship, some of which have a digital focus. However, there is **great potential to enhance the focus on the digital economy**, including facilitating greater access by the youth. This is expected to be confirmed by the previously discussed mapping and analysis of digital entrepreneurship finance.

The project will prepare a set of **recommendations based on the mapping and analysis of digital entrepreneurship finance** landscape as well as proposed **public incentive schemes** (Activity 2.2), which will be integrated in the existing models of allocation of public funds, thus leveraging greater public investment for the digital transformation / economy.

Given the leading role and mandate of the MEDPR in supporting investment projects on green, digital and innovative transformation, the Project will assist this Ministry to leverage public finance to nurture digital projects and initiatives led by youth. **Mechanisms/models for financing digital entrepreneurship** will be co-designed jointly with the Ministry.

Activity 3.2. Facilitation of Private Instruments.

Globally, new forms of access to finance involving instruments such as **crowdfunding and peer-to-peer lending** are increasingly important in catalyzing small-scale private funding in support of business ventures, including by youth entrepreneurs. Other financial instruments include various forms of equity financing (e.g. business angels, seed funding, diaspora funding, etc.). These instruments are currently underdeveloped partly because of the lack of regulatory frameworks, unsupportive investment climate and other challenges.

The project will aim to **strengthen the enabling environment** for some of these instruments with a focus of **regulations, platforms and other channels of dialogue and collaboration**. In particular, the project will scale-up the pilot crowdfunding initiative that was conducted by UNDP led by the AccLab in 2020-2021 prioritizing support to youth and women.

The Project will also collaborate with the IT Park to support the **venture capital ecosystem** in Uzbekistan. This will include assessment of the existing challenges on venture capital (legal & regulatory, organizational, financial, etc.), assistance in capacity building and other activities that will prioritize support to youth and young women.

Expected results:

Result 3.1. At least 2 public instruments enhanced to support to support digital youth entrepreneurship.

Result 3.2. At least 2 private instruments enhanced to support to support digital youth entrepreneurship.

IV. MANAGING SOCIAL AND ENVIRONMENTAL RISKS

Social and environmental sustainability are cornerstones of human development and poverty reduction. The project will have the following overarching policy and principles:

Principle 1: Human Rights

Human Rights are at the forefront of UNDP's work. The project will specifically target the right to work as per ICESCRT Art.6.1, the right to an adequate standard of living and elimination of discrimination against women (UN CEDAW ART. 14).

The main aim of the project is to contribute to poverty reduction through increased employment and entrepreneurship opportunities of the population, particularly the youth and women, by creating enabling environment and strengthening of the institutional capacities for the development of the digital entrepreneurship, building digital entrepreneurship skills, digital leapfrogging, reskilling and upskilling of the workforce to deliver new business models in the post-pandemic era. Special attention will be given to ensure financial inclusion of the youth-led entrepreneurial activities. The project will also ensure that participating businesses implement safe labour standards as per the ILO recommendations.

Principle 2: Gender equality and women's empowerment

Recognizing that there is a gender gap in economically active men and women, especially young women[13], the project interventions at all levels are focused on promoting gender equality. In particular, at activity level the project will work to improve the capacity of the MEDPR and other national partners in delivering services in support of youth and women employment; promote youth and women digital entrepreneurship skills; and other interventions with specific focus on gender issues and women empowerment. As an example, the project will together with lead local and international companies, will co-design a Digital Internship Program (DIP) for young women who want to enhance their digital skills. All research activities and policy recommendations envisaged under this project will be developed considering gender -sensitive approach and preventing perpetuation of gender stereotypes and biases. In addition, several initiatives, such as digital Business Advisory Services (BDS) are planned within the project to increase business and entrepreneurship opportunities for women, as well as facilitate economic empowerment of women.

Principle 3: Environmental Sustainability

The project entails the provision of support to business initiatives of young and women entrepreneurs, and in doing so, the project will support the initiatives that are oriented to creating green & digital jobs, environmentally friendly and that:
1. Decrease CO2 emissions or;
2. Ensure climate change mitigation/adaptation activities, or;
3. Ensure sustainable natural resource management, or;
4. Ensure disaster risks are considered and investments are protected from potential hits of disasters by decisions based on the information on available risks, vulnerabilities and capacities.

Standards used will be compliant with the Convention on Biological Diversity which includes the sustainable use of components and the fair and equitable sharing of the benefits arising

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[13] In Uzbekistan, women's participation in the labour force is lower than that of men (48.8 percent for women compared to 75 percent for men). Labor force participation rate, male (% of male population ages 15+) (modeled ILO estimate) - Uzbekistan | Data (worldbank.org)

out of a natural resource. Detailed list of indicators the project will be compliant to in order to ensure social and environmental sustainability can be found [here](#).[14]

V. RESULTS AND PARTNERSHIPS

5.1. Expected results

The project will use the following indicators to measure its results:

- Digital entrepreneurship environment and digital skills of young entrepreneurs are enhanced.

  - *Digital capacity gaps for at least 400 young entrepreneurs identified. "Digital Pulse" tool for comprehensive assessment of the gaps in digital capacities and Skills Technology Foresight (digital skills and green jobs e.g. in rural sector) piloted.*

  - *At least 10,000 youths trained in digital entrepreneurship skills, at least 50% of whom are expected to be young women and 25% of the participants are expected to be from the rural areas, including dissemination of modules of courses.*

  - *At least 3,000 youth entrepreneurs obtaining BDS support (50% young women).*

  - *At least 132 participants benefiting from mentorship program (50% young women).*

  - *At least 80 young women benefiting theoretical from the Digital Internship Program.*

  - *Piloting digital improvements in Value Chains for at least 4 youth-led businesses.*

  - *Enhanced youth engagement and dialogue on digital social innovations.*

- Institutional capacities for developing the digital economy and digital entrepreneurship ecosystem with a focus on youth are strengthened.

  - *MoEDPR capacities to formulate youth-centred digitalization policies, programmes and activities, with a focus on digital entrepreneurship, enhanced.*

  - *Monitoring and evaluation of youth-led digital entrepreneurship policies enhanced, including a study tour to leading Russian institutions.*

  - *Digital Economy Public Private Dialogue (PPD) established.*

- Youth's financial inclusion and opportunities for nurturing digital entrepreneurship projects and start-ups, are improved.

  - *At least 2 public instruments enhanced to support to support digital youth entrepreneurship.*

  - *At least 2 private instruments enhanced to support to support digital youth entrepreneurship.*

5.2. Resources Required to Achieve the Expected Results

The project is embedded within the larger context of reforms where one of the key national partners, the Ministry of Economic Development and Poverty Reduction (MEDPR) is tasked with developing and implementing digital economy and entrepreneurship support policies. The project will complement MEDPRs efforts to design cross-sectoral comprehensive programmes and increase the impact and reach of the relevant Government's policies.

Main project activities will be funded by the Russian Federation - UNDP- Trust Fund for Development (TFD). In addition to this, other UNDP projects and UN agencies are expected to

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support the reform processes as described in this Project document. Also, UNDP will seek and utilize partnerships with traditional development agents and institutions, such as the World Bank, ADB, JICA and other emerging donors to coordinate and align activities targeting youth's digital entrepreneurship and empowerment in the country.

The project will also work on resource mobilization to attract more funding opportunities for the strategic project activities, expand the scale of activities, ensure replication and sustainability of results.

UNDP CO will provide operational support to the project in the following areas: human resources management services, financial services, procurement and contracting services, as well as with logistics and administration.

5.3. Partnerships

The themes of youth, digital economy and digital entrepreneurship are horizontal / cross-cutting in nature. While the Ministry of Economic Development and Poverty Reduction (MEDPR) is responsible for these policy fields and will be the principal project partner and beneficiary. Inevitably, there will be several other partners involved. The main partners that are envisaged at present include the following.

National Government Institutions

- Ministry of Economic Development and Poverty Reduction (MEDPR): is the lead ministry and main national implementing partner for this project since it has responsibility for the two main themes at the heart of this project, namely digital economy and digital entrepreneurship. The Ministry will be leading the overall coordination of the project, co-designing relevant policies, incorporating the Digital Pulse into the decision-making process, leading the dialogues with the stakeholders, etc. It will gain a much stronger institutional, policy-making and programming capacity in relation to the digital entrepreneurship, job creation, skills development, including a stronger focus towards youth and women as critical drivers of future of work.

- Ministry of ICT, Ministry of Agriculture, Ministry of Employment and Labour Relations, etc.: there are several ministries and state bodies responsible for different aspects of the digital economy / digital entrepreneurship themes. These will be brought together in the Digital Economy Public Private Dialogue platform to ensure effective design and coordination of implementation. They will also be cooperating on various initiatives, where the Ministry of Agriculture: will be part of the training programs through the business support service centers and agricultural extension centers. It would acquire a future-oriented perspective in relation to the future needs of the agricultural sector. It will also be engaged in co-design of relevant digital solutions for young farmers,. The Ministry of ICT will work jointly with IT Park on Business Advisory Services, mentorship and internship programs.

- Graduate School of Business and Entrepreneurship: this institution reports to MEDPR and trains businesspeople at master´s level and via short courses, mostly geared towards the youth. It will help to co-design curriculum for the training and ToT programmes.

- Chamber of Commerce and Industry: this institution is engaged with delivering a significant program of entrepreneurial and other support, much of which focuses on youth. It has 14 regional Business Information Consulting Offices engaged with youth entrepreneurship. Together with the IT Park it will lead on the Business Advisory Services initiative.

- IT Park: is the Government´s main institution implementing the Digital Strategy. It has a large space and facilities, it prioritizes computer literacy (programming, IT entrepreneurship, robotics, cybersport, IT English, etc.). It also has an extensive network of 107 IT Centers (additional 99 IT Centers are being built) with the potential to train 26,000 young people per year. This specialist network will be used to deliver a significant portion of the digital skills and digital entrepreneurship skills trainings to the 10,000 direct beneficiaries, especially with a gender and rural focus, as well as development of new modules, etc.

- Agency for Youth Affairs is the main state organization that supports the overall youth policy, search for effective solutions of the youth promoting issues, develops and delivers policy measures and coordinates the activities of the competent authorities. The Agency system includes the Central office, regional branches, the Institute for the Study of Youth Problems and the Training of Perspective Personnel, Youth Media Holding, territorial subdivisions, which act as legal entities. Taking into account that the youth under 30 years comprise over half (55%) of the total population, the involvement of the Agency for the Project activities, and particularly for the Activity 1.8 on Youth Co: Lab Uzbekistan youth engagement platform.

- Ministry of Innovations: the partnership will be facilitated on the enhancement of development of digital and innovative solutions, co-organizing the Youth and Public Private Dialogues.

  o Private sector:

    ▪ IT companies like Beeline, Megafon and Yandex that are present on Uzbekistan's market will be engaged in conducting the mentorship programs, co-organizing the internship programs and engaging actively in the Public Private Dialogue on digital economy policies and practices.

    ▪ IT Park resident firms: there are currently 450 residents which are ICT companies in need of digital skill sets. It is anticipated that some of the 10,000 beneficiaries will benefit from placements and jobs in some of these companies, as per the experience of previous UNDP projects.

Other UNDP projects

The Project will also collaborate, closely work and utilize knowledge of the **other ongoing UNDP Projects.** UNDP STEM4ALL platform will be included in communicating women role models in this project and project's relevant gender activities. This has been more broadly detailed in the **"6.2. Project Management"** section of the project document.

International, including Russian Institutions

In the course of project implementation, the project team will establish and maintain close partnerships with various international stakeholders and partner agencies. The partners identified at present are as follows:

- Skolkovo Business Centre: establishment of the Skills Technology Foresight methodology to understand future digital, green and agricultural sector skills needs (including the youth), which will feel into a large-scale digital skills and digital entrepreneurship training program for the youth (10,000 in all regins with an emphasis on women and rural areas). Monitoring and evaluation of MSME digitalization.

- Educational Centre for Digital Transformation Teams under the Russian Presidential Academy of National Economy and Public Administration: good practices in digital

economy and digital entrepreneurship, capacity building for Uzbek counterparts, study tour, etc.

- Ministry of Digital Development, Communications and Mass Media of the Russian Federation: consultation on the digital entrepreneurship policies, incentives for the MSMEs to accelerate digital transformation, etc.

- "Small Business of Moscow" (ГБУ «Малый бизнес Москвы»): business support center providing digital transformation support to the small businesses located in Moscow. The project will assess partnering with the "Small Business of Moscow" in designing training and mentorship programs.

As the project evolves, the intention is that each project component will seek to establish linkages with value adding international partners, including Russian counterparts, to benefit from experiences, methodologies, guidelines, good practices and expertise. Collaboration with Russian start-up accelerators and venture funds such as **AddVenture, Internet Initiatives Development Fund (IIDF), Generation S** and others are envisaged.

In addition to the mentioned above, the Project team will partner with the emerging partners to maximize the efforts and effectives of the project activities during the planning and implementation phases of the project.

5.4. Risks and Assumptions

The key assumptions revolve around continued support of the Government to focus on **enhancing the digital economy and entrepreneurship environment, as well as promoting digital skills and inclusion of the youth.** It is also assumed that the Government will stay committed to designing effective strategies, programmes and initiatives on the digital economy and involve UNDP as the key partner. In addition, it is assumed that various institutions will be committed and partner to achieve common goals under the project initiatives, as well as proposed mid- and longer-term solutions after the project completion to achieve more effects on the sustainability. The key risks partly stem from these assumptions, though not limited with them.

Risks:

The risks analysis has identified 6 risks.

Risk 1. New lock-down measures that could be imposed by the Government due to the next waves of the coronavirus pandemic. Several waves of the pandemic that was continuously unfolding in the country and around the world, have posed a serious risk in the light of the new lock-down measures that could be imposed by the Government. The possible lockdown may halt business operations, send a new wage of supply and demand shocks and more importantly disrupt the labor markets. Though pandemic did not affect much on IT and digital sectors of the economy, as evidenced by the practice it may have adverse impact on the economy as a whole, including services and industrial sectors, which are closely linked and part of the digital economy. The project will monitor development trends in order to be able to address any arising concerns regarding new lock-down measures. In addition, most of the project activities such as internship, mentorship or capacity building and skills development training programmes on the digital entrepreneurship thematic areas will not suffer much even in case of the lock-down measures, as they do not require physical presence and personal interaction.

Risk 2. Regulatory limitations which may negatively affect implementation of activities towards digital economic transformation. The Government emphasizes on the need to improve monitoring and evaluation of digital economy policies, as well as so called "digital trends" in the economy and entrepreneurship. However, the need to further enhance relevant regulatory and legal base may pose some risk on conducting such project activities as, building and fine-tuning of the existing institutional capacities for the MEDPR and other relevant institutions. Thus, the project will need to take into account adherence of the legal and regulatory framework to conduct such activities.

Risk 3. Lack of public and private sectors' support to facilitate financial schemes for unlocking financial solutions for the youth's digital entrepreneurship and start-up projects. There has always been some uncertainty about sustainability of project interventions related to increasing the funding opportunities for the most vulnerable groups. With regards to the conditions of the youth in Uzbekistan, this becomes even challenging, as they were always behind the financial inclusion and lacked funding opportunities for their entrepreneurship and start-up projects. Digital entrepreneurship projects, as a rule, are of higher risk and potentially the youth who are categorized as the vulnerable groups in the country may face additional obstacles in the long run. To mitigate such risks, the project will work both with the public and private sector agencies to unlock financial opportunities for the youth to nurture their digital entrepreneurship plans not only within the project activities, but also at more scalable levels in the long-run.

Risk 4. Consistency of organizational structure and institutional memory, quick staff turnover within local authorities. Rapid changes and reappointments in the local authorities may cause the loss of the institutional memory and therefore affect the achievement of the project outputs and activities on supporting local governance and digitalization of entrepreneurial activities, increasing capacities of the employers of MEDPR and other national partners, as well as other activities in the target regions. The organizational structures and staff turnover within national implementing partners may also be impacted by the upcoming Presidential elections in October 2021, which may lead to staffing changes across the line ministries and agencies. The project will work to engage a wide range of national partners to its activities as well as document and issue the progress in the form of analytical documents and policy briefs.

Risk 5. Insufficient capacities of the relevant Government authorities to implement joint activities aimed at enhancement of the youth's digital entrepreneurship skills. Capacity building activities of the project will be based on the assumptions that relevant Government authorities will be ready to experiment and explore new initiatives on the digital economic transformation, which can be achieved through the implementation of foreign best practices, open and transparent public and private dialogue mechanisms, as well as strong collaboration with the international development partners, including involvement of UNDP, particularly within the framework of this project. However, the risk of insufficient capacities of the national partners to implement joint activities may occur during the project implementation phase and the project will work with the main national partners to be able to address any arising concerns regarding this risk in a timely manner.

Risk 6. Delays in the high-level government decisions and reforms towards transition to green and digital economy. The re-alignment process of the organizational structure at the Ministry of Economic Development and Poverty Reduction related to appointment of the new post of the Deputy Ministry on green and digital economy, creation of the additional departments and units, has already started, which should evidently lead to the adoption of

the high-level government decisions and reforms towards transition to green and digital economy. And currently there's very low probability on disruptions or cancellation of this process, however it is good to take into account possible delays in the adoption of high-level government decisions and reforms towards transition to green and digital economy. Thus, the project will closely monitor the development trends on this direction to be able to manage any arising concerns and changes regarding this risk on time.

The full risk log is attached as an Annex III.

5.5. Stakeholder Engagement

The key stakeholders of this project are youth and women (equally targeted), Ministry of Economic Development and Poverty Reduction, Chamber of Commerce and Industry, Ministry for Development of Information Technologies and Communications, IT Park, Ministry of Agriculture, Ministry of Employment and Labour Relations, Graduate School of Business and Entrepreneurship, Agency for Youth Affairs, Ministry of Innovations, business support service providers, IT companies, local think tanks and international organizations such as World bank, ADB, IsDB, ILO, and others. Local nongovernmental organisations, including NGO Tech4Impact, and other organisations and activists.

The project concept was developed based on priorities identified at the meetings of UNDP with stakeholders, including at the Ministry of Economic Development and Poverty Reduction, international partners and private sector representatives. The project focus areas and planned activities are aligned to the needs of the national partners that were discussed during several working meetings with the representatives of the MEDPR during July and August 2021.

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

During the implementation phase, the project will consider relevant South-South and Triangular Cooperation opportunities based on the needs of counterparts. Specifically, the project will facilitate South-South cooperation via MEDPR and create knowledge products based on successful cases, reforms and relevant methodologies created as a result of similar reforms in middle-income developing countries that are relevant to the case of Uzbekistan. The project will actively work on the establishment of mechanisms for exchanging experience and knowledge among relevant state authorities, international development organizations (e.g. ILO, JICA, World Bank, ADB, KOICA, GIZ, EU, UK Embassy) involved in private sector development, youth and women digital entrepreneurship development, and digital skills enhancement initiatives in order to increase the overall impact of the efforts.

5.7. Knowledge, Innovative Solutions and Expertise

The project will generate knowledge on both national policy level and local level. Knowledge will be generated through traditional means such as developing guidelines, research and trainings, and also through usage of IT based modalities such as using mobile application, online courses, and practical approaches (pilots).

Digital economy and digital entrepreneurship for the youth of Uzbekistan are the main themes of this project. The fact is that Uzbekistan is aiming to catch-up in relation to both themes so the project has been designed to enable the identification and deployment of good practices, including from the Russian Federation, for the benefit of the country and its development.

Innovative solutions can take time from the ideation stage to the roll-out phase and full adoption by beneficiaries. With this in mind, the project will be designed to ensure continuity of ongoing efforts within the other UNDP projects to introduce digital innovations. This

includes a range of follow-up interventions, such as testing the prototypes, piloting models and scaling new effective solutions. An example of such work is the "IT tool", a digital solution for collecting agrometeorological, pest and other information from the farmers, developed within the framework of the ACCRF project, as discussed in Activity 1.6.

The extensive network of UNDP Acceleration Labs [15], which focus on exploration, experimentation and solutions mapping, will also be deployed in order to maximize use of innovative solutions and expertise. One of these solutions is the introduction of a crowdfunding platform, with a focus on innovative MSMEs, which will build on experience and lessons learned by the AccLab in Uzbekistan in developing and piloting a crowdfunding initiative during 2020-2021.

As part of the South-South cooperation, the knowledge sharing with other UNDP Country Offices will be leveraged to distil and apply innovative practices tested in other countries, such as the "Digital Pulse", a new UNDP tool developed by the App Impact team.

5.8. Sustainability and Scaling Up

The project's objectives are based on national priorities and a series of national strategic documents. Such approach ensures inherent ownership over the project's interventions and targets the core needs of the authorities. To improve national ownership, the project will involve stakeholders at all levels through enhanced dialogues. Sustainability of the project support on improving digital economy policies will be ensured through capacity building of key project partners – MEDPR, Chamber of Commerce and Industry, Ministry for Development of Information Technologies and Communications, IT Park, and others. It is envisioned that sustainability of training courses will be ensured through partnership with the main national partner, which has presence throughout the country. To increase the sustainability of projects, provision of business counselling during the project implementation will further strengthen sustainability of the pilot projects. It is acknowledged that the sustainability of the project will depend on continued commitment of all stakeholders, and therefore, the project will be in close consultations with them.

VI. PROJECT MANAGEMENT

6.1. Cost Efficiency and Effectiveness

The project will build on the knowledge, experience, institutional arrangements, lessons learned, and findings gained through ongoing projects of UNDP in areas of economic empowerment, employment, skills development, digitization and ICT promotion, etc. In view of urgency of the intervention, UNDP will ensure an accelerated and smooth start of the project inception activities. The national consultants will be hired as necessary and on time.

To ensure potential synergies and avoid overlaps in the work, the project will coordinate the project activities with national stakeholders, international organizations and development agencies.

The UNDP Country Office in Uzbekistan may provide, at the request of the Ministry of Economic Development and Poverty Reduction of the Republic of Uzbekistan, following support services:

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https://acceleratorlabs.undp.org/?utm_source=EN&utm_medium=GSR&utm_content=US_UNDP_PaidSearch_Brand_English&utm_campaign=CENTRAL&c_src=CENTRAL&c_src2=GSR&gclid=Cj0KCQjwxJqHBhC4ARIsAChq4auvo3hNAtTW_g0IBswXUcApKcvfgczBibYSxbU36GH8o6YDs9YgkmYaAgXjEALw_wcB

(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-V of this project document.

The goods procured within the framework of the Project and necessary for the implementation of its activities, in particular IT equipment, software & 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.

6.2. Project Management

The project will be implemented under the National Implementation Modality (NIM) with CO support. Ministry of Economic Development and Poverty Reduction of the Republic of Uzbekistan will be the main Implementing Partner. It is considered to have the project office in the capital city - Tashkent.

The project will work closely and utilize knowledge, staff expertise of the ongoing UNDP projects. The project will align and harmonize its activities with several ongoing projects implemented by UNDP Uzbekistan, including those funded by the Government of Russian Federation, which have potential synergies and complementarities:

- **"Adapting population skills to the post-pandemic economy in Ferghana Valley" project** (USD 1,800,000; 2021-2023) with the support of Russian Federation-UNDP Trust Fund for Development (RTF) was established to consolidate efforts and increase the efficiency of activities on building digital and future skills of the youth. The projects will exchange knowledge and analyses generated within the framework of each project. The current project will build on the rapid skills assessment undertaken by the "Adapting population skills to the post-pandemic economy in Ferghana Valley" project to understand the existing competencies needs of the MSMEs, the results will be analyzed through the prism of digital skills and will feed into the design of the training programs for the MSMEs.

- **"Promoting Youth Employment in Uzbekistan" project** (USD 1,000,000; 2019-2021) on establishing effective digital ecosystem as well as "Public administration reforms and digital transformation" project (USD 1,200,000; 2017-2020) on strengthening the national capacities in the areas of ICT. The Project will build on the experience of the "Promoting Youth Employment in Uzbekistan" project on conducting mentorship programs, business support consultations for the MSMEs, developing training programmes on entrepreneurship.

- **"Enhancing the adaptation and strengthening the resilience of farming to Climate Change Risks in Fergana Valley (ACCRF)" and "Aid for Trade" projects.** The Project will further advance the efforts undertaken within the ongoing RTF projects on developing

and piloting digital solutions for MSMEs. It will work on the established prototypes/minimum viable products (MVPs) and concepts developed in those projects and elaborate them into fully developed and tested digital solutions that have a solid user base, ownership and capacities to run it. These include the digital data and forecasting tool for the smallholder famers and digital marketplace for farmers. Furthermore, the projects will collaborate on the value-chain analysis, with the current project building on the analysis conducted by the Aid for Trade project.

- **UNDP in Bosnia and Herzegovina "Digital Transformation in Business (DigitalBIZ)" project** (USD 463,700; 2020-2022). The Project will learn and apply the experience of the Bosnia and Herzegovina with Digital Pulse initiative aimed at assessing MSMEs' readiness for the digital economy.

VII. Results Framework

Intended Outcome as stated in the UNSDCF/Country [or Global/Regional] Programme Results and Resource Framework:
UNSDCF Outcome 3. By 2025, youth, women and vulnerable groups benefit from improved access to livelihoods, decent work and expanded opportunities generated by inclusive and equitable economic growth.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:
CF OUTCOME: By 2025, youth, women and vulnerable groups benefit from improved access to livelihoods, decent work and expanded opportunities generated by inclusive and equitable economic growth
Output 3.1: Women, youth and people from remote rural areas benefit from better skills, sustainable jobs and strengthened livelihoods
Indicator 3.1.2: Number of people who gained 21st century skills as a result of UNDP support (women, youth)
Baseline (2020): 400 (30% women, 80% youth)
Target (2025): 750 (50% women, 50% youth)
Output 3.2. Public institutions and private entities have improved capacities to design and implement innovative policies for inclusive, resilient economic growth and reduced regional inequalities
Indicator 3.2.1: Number of companies benefiting from improved business advisory support (including led by women, youth)
Baseline (2020): 750
Target (2025): 1000 (30% women-led, 25% youth-led)
Source, frequency: UNDP reports

Applicable Output(s) from the UNDP Strategic Plan: STRATEGIC PLAN OUTCOME1: Advance poverty eradication in all its forms and dimensions
OUTPUT 1.1.2 Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs

Project title: "Empowering the Youth to Embrace the Digital Economy and Digital Entrepreneurship"
Project Number: 00138539

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year 2021	Year 2022	Year 2023	Year 2024	FINAL	
Output 1 Digital entrepreneurship environment and digital skills of young entrepreneurs are enhanced.	1.1. Availability of "Digital Pulse" tool for comprehensive assessment of the gaps in digital capacities and Skills Technology Foresight (digital skills and green jobs e.g. in rural sector) piloted.	Dedicated studies conducted by UNDP	Availability	No	No	Yes	Yes	Yes	Project report MEDPR reports
	1.2. Number of youths trained in digital entrepreneurship skills, including dissemination of modules of courses.	MEDPR, Dedicated studies conducted by UNDP	Number	0	2000	6000	10,000 (50%-women; 25% - from rural areas)	10,000 (50%-women; 25% - from rural areas)	Project report MEDPR reports The numbers are cumulative across years
	1.3. Number of youth entrepreneurs obtaining BDS support.	MEDPR, Dedicated studies	Number	0	500	1500	3,000 (50% - women)	3,000 (50% - women)	Project report MEDPR reports

Output	Indicator	Data source	Unit						Means of verification
									conducted by UNDP						The numbers are cumulative across years
	1.4. Number of participants benefiting from mentorship program (50% young women).	Dedicated studies conducted by UNDP	Number	0	50	90	132 (50% young women)	132 (50% young women)	Project report MEDPR reports The numbers are cumulative across years
	1.5. Number of young women benefiting theoretical from the Digital Internship Program.	Dedicated studies conducted by UNDP	Number	0	40	60	80	80	Project report MEDPR reports The numbers are cumulative across years
	1.6. Piloting digital improvements in Value Chains in youth-led businesses.	Dedicated studies conducted by UNDP	Number	0	0	2	4	4	Project report MEDPR reports The numbers are cumulative across years
Output 2 Institutional capacities for developing the digital economy and digital entrepreneurship ecosystem with a focus on youth are strengthened.	2.1. Availability of Digital Economy Public Private Dialogue (PPD).	MEDPR, Dedicated studies conducted by UNDP	Availability	No	No	No	Yes	Yes	Project report MEDPR reports
	2.2. Number of public servants with enhanced capacities on effective digital economy policy measures.	Dedicated studies conducted by UNDP	Number	0	10	15	0	25	Project report MEDPR reports The numbers are annual across years
	2.2. Number of public servants with enhanced capacities on M&E of youth-led digital entrepreneurship programmes.	Dedicated studies conducted by UNDP	Number	0	10	15	10	35	Project report MEDPR reports The numbers are annual across years
Output 3 Youth's financial inclusion and opportunities for nurturing digital entrepreneurship projects and start-ups, are improved.	3.1. Number of public instruments enhanced to support to support digital youth entrepreneurship.	MEDPR, Dedicated studies conducted by UNDP	Number	0	0	1	2	2	Project report MEDPR reports The numbers are cumulative across years
	3.2. Number of private instruments enhanced to support to support digital youth entrepreneurship.	MEDPR, Dedicated studies conducted by UNDP	Number	0	0	1	2	2	Project report MEDPR reports The numbers are cumulative across years

VIII. Monitoring And Evaluation

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed 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.	Bi-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.
Project Report	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.	Annually, and at the end of the project (final report)	
Project Review (Project Board)	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.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

IX. Multi-Year Work Plan

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTIES	PLANNED BUDGET		
		2022	2023	2024		Funding Source	Budget Description	Amount
Output 1 Digital entrepreneurship environment and digital skills of young entrepreneurs are enhanced. *Gender marker: 2*	Activity 1.1. Demand and Supply of Digital Skills	48,000	34,000		MEDPR, CCI, MITC, IT Park, Agency for Youth Affairs	**TFD**	72100 – Contractual Services – Company 71200 - International Consultants 71300 - Local Consultants	82,000
	Activity 1.2. Digital Entrepreneurship Capacity Building Program	40,000	194,000	74,000	MEDPR, CCI, IT Park, The Graduate School of Business and Entrepreneurship	**TFD**	72100 – Contractual Services – Company 71400 – Contractual Services – Individuals 71200 - International Consultants 71300 - Local Consultants 75700 – Trainings, workshops and conferences 74200 - Audio Visual and Print Production Costs	308,000
	Activity 1.3. Business Advisory Services on digital transformation	17,000	85,000	112,000	MEDPR, CCI, MITC, IT Park, The Graduate School of Business and Entrepreneurship, Agency for Youth Affairs	**TFD**	72100 – Contractual Services – Company 71400 – Contractual Services – Individuals 71200 - International Consultants 71300 - Local Consultants 75700 – Trainings, workshops and conferences	214,000

						74200 - Audio Visual and Print Production Costs	
	Activity 1.4. Digital Mentorship Program for young entrepreneurs (ToT for mentors, mentorship fee, event management)	29,000	100,000	110,000	MEDPR, CCI, The Graduate School of Business and Entrepreneurship, Agency for Youth Affairs	TFD	71200 - International Consultants 71300 - Local Consultants 75700 – Trainings, workshops and conferences 74200 - Audio Visual and Print Production Costs	239,000
	Activity 1.5. Digital Internship Program for the youth to enhance their digital skills (co-design, co-financing)	18,000	26,000	26,000	MEDPR, IT Park, The Graduate School of Business and Entrepreneurship	TFD	72600 – Grants	70,000
	Activity 1.6. Developing and piloting digital solutions for MSMEs such as youth-led businesses (development of at least 3 solutions, trainings, outreach)	42,000	83,000	53,000	ADE, CCI, IT Park, Agency for Youth Affairs	TFD	72100 – Contractual Services – Company 71300 - Local Consultants 72800 - IT Equipment	178,000
	Activity 1.7. Piloting Digitalization of the improvements of Value Chains	10,000	64,000	19,000	MEDPR, CCI, IT Park, Agency for Youth Affairs	TFD	71200 - International Consultants 72100 – Contractual Services – Company 71300 - Local Consultants	93,000
	Activity 1.8. Youth Co: Lab Uzbekistan youth engagement platform	28,000	51,000	35,000	Agency for Youth Affairs, IT Park, The Graduate School of Business and Entrepreneurship	TFD	72100 – Contractual Services – Company 71300 - Local Consultants 72800 - IT Equipment	114,000
	Delivery Enabling Services (Monitoring, Quality Assurance, Financial Oversight, Recruitment, Evaluation etc.)	**18,000**	**18,000**	**19,000**		**TFD**		**55,000**
	Sub-Total for Output 1	**250,000**	**655,000**	**448,000**		**TFD**		**1,353,000**

Output 2 Institutional capacities for developing the digital economy and digital entrepreneurship ecosystem with a focus on youth are strengthened.	Activity 2.1. Digital economy policies, capacities and activities	55,000	7,000		MEDPR, CCI, MITC	**TFD**	71200 - International Consultants 71400 – Contractual Services – Individuals 71300 - Local Consultants 75700 – Trainings, workshops and conferences	62,000
	Activity 2.2. Monitoring and evaluation of the Digital Entrepreneurship Policies	25,000	24,000	4,000	MEDPR, CCI	**TFD**	71200 - International Consultants 71600 – Travel 75700 – Trainings, workshops and conferences	53,000
	Activity 2.3. Digital Economy Public Private Dialogue (PPD)	16,000	18,000	23,000	MEDPR, CCI, MITC, IT Park	**TFD**	71200 - International Consultants 71300 - Local Consultants	57,000
	Delivery Enabling Services (Monitoring, Quality Assurance, Financial Oversight, Recruitment, Evaluation etc.)	**4,000**	**4,000**	**4,000**		**TFD**		**12,000**
	Sub-Total for Output 2	**100,000**	**53,000**	**31,000**		**TFD**		**184,000**
Output 3 Youth's financial inclusion and opportunities for nurturing digital entrepreneurship projects and start-ups, are improved.	Activity 3.1. Facilitation of Public Instruments		37,000	25,000	MEDPR, IT Park	**TFD**	71200 - International Consultants 71300 - Local Consultants 75700 – Trainings, workshops and conferences	62,000
	Activity 3.2. Facilitation of Private Instruments	20,000	44,000	10,000	MEDPR, IT Park	**TFD**	71200 - International Consultants 71300 - Local Consultants 75700 – Trainings, workshops and conferences	74,000
	Delivery Enabling Services (Monitoring, Quality Assurance, Financial Oversight, Recruitment, Evaluation etc.)	**3,000**	**3,000**	**2,000**		**TFD**		**8,000**
	Sub-Total for Output 3	**23,000**	**84,000**	**37,000**		**TFD**		
	Total Outcomes 1,2 & 3	**373,000**	**792,000**	**516,000**		**TFD**		**1,681,000**

MANAGEMENT	Project Management	50,000	50,000	50,000		**TFD**	71400 – Contractual Services – Individuals	150,000
	Miscellaneous costs	300	300	252		**TFD**		852
EVALUATION	Final project evaluation			20,000		**TFD**	71200 - International Consultants	20,000
TOTAL (before GMS)		423,300	842,300	566,252		**TFD**		1,851,852
	General Management Services (8%)	49,383	49,383	49,382		**TFD**		148,148
GRAND TOTAL		**472,683**	**891,683**	**635,634**				**2,000,000**

Government in-kind contribution in the amount of around USD 50,000 includes office facilities for the project team.

Co-financing from IT Park in the amount of USD 50,000 will be used for supporting joint activities.

X. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project activities will be implemented according to the UNDP procedures for national implementation (NIM) with CO support. The project will be nationally implemented by Ministry of Economic Development and Poverty Reduction of the Republic of Uzbekistan (MEDPR) as the implementing partner. The MEDPR shall retain overall responsibility for this nationally managed project and will appoint the **National Project Coordinator (NPC)** who will be responsible for providing strategic recommendations, as well as coordinating the Project activities. She/he will approve the annual work plans which will provide the basis for the implementation of the project activities.

Overall guidance will be provided by the Project Board (PB). This will include representation from the MEDPR, as the Executive and Senior Beneficiary as well as UNDP as the Donor and Senior Supplier, respectively, but key national governmental and non-governmental agencies, appropriate local level representatives, representatives of local governments and industry, and independent third-parties, such as international and national NGOs can attend the augmented PB meetings as observers as well.

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the **Project Manager** (PM), including recommendation for UNDP/ MEDPR approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the PM. This group is consulted by the PM for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project annual plans when required and authorizes any major deviations from the original plans. It is the authority that signs off the completion of each annual plan as well as authorizes the start of the next annual 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.

The Project Board will have three roles, including:

1) **Executive Role**: individual (National Project Coordinator from MEDPR) representing the project ownership to chair the group.

2) **Donor and Senior Supplier Role**: UNDP and the Embassy of the Russian Federation will serve as a Senior Supplier. UNDP representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Donor's (The Government of the Russian Federation) primary function within the Board will be to provide overall guidance regarding the project implementation. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. This role will rest with UNDP Uzbekistan represented by the UNDP RR/DRR or designated official.

3) **Senior Beneficiary Role**: MEDPR 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.

The Project Board, if necessary, will also decide on the reallocation of project budget among its activities based on the respective request made by the Project manager. In addition, it approves the appointment and responsibilities of the PM and any delegation of its Project Assurance responsibilities. (see Annex V for details).

Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role (see Annex V for details).

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 (see Annex V for details).
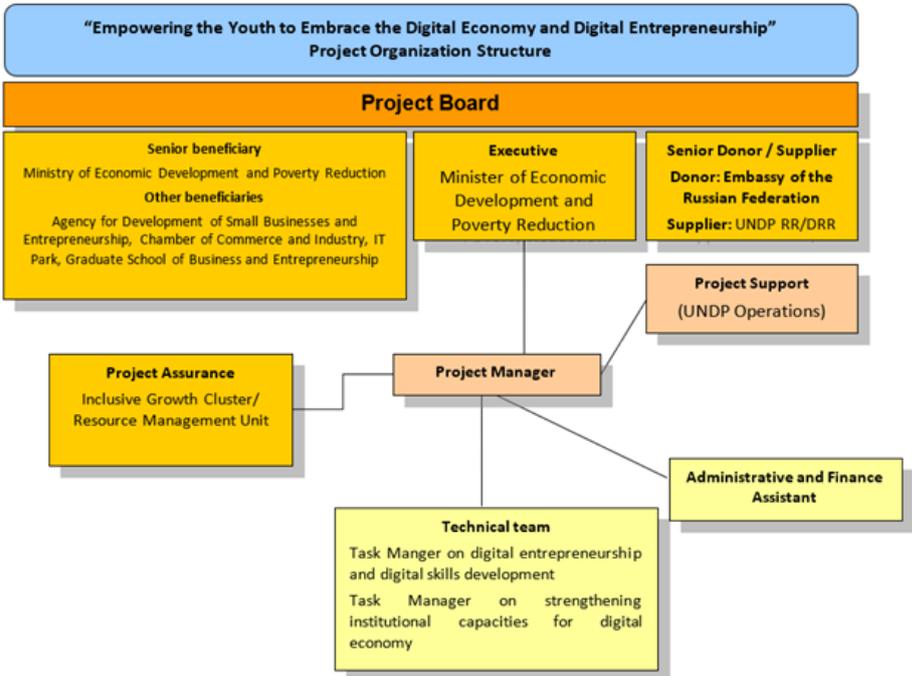
Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The PM is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost (see Annex V for details). **Furthermore, to provide technical, administrative and organizational support in the implementation of project activities the following positions will be recruited:**

- Task Manger on digital entrepreneurship and digital skills development;
- Task Manager on strengthening institutional capacities for digital economy;
- Administrative and Finance assistant.

XI. LEGAL CONTEXT

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

This project will be implemented by the Ministry for Economic Development and Poverty Reduction 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.

XII. RISK MANAGEMENT

Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, 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/aq_sanctions_list.shtml.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

   (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

    i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

    ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

    iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

    iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

    v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

    b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. 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).

7. 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.

8. 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.

9. 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.

10. 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.

11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. 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.

12. 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.

13. The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

    Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Senate 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.

16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

ANNEXES
1. **Project Quality Assurance Report**
2. **Social and Environmental Screening**
3. **Risk Analysis**.
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner
5. **Project Board Terms of Reference and TORs of key management positions**
6. **Standard Letter of Agreement between UNDP and Ministry of Economic Development and Poverty Reduction of the Republic of Uzbekistan for the provision of support services to the project**

ANNEX 2. SOCIAL AND ENVIRONMENTAL RISK SCREENING CHECKLIST

Checklist Potential Social and Environmental <u>Risks</u>	
Overarching Principle: Leave No One Behind **Human Rights**	**Answer (Yes/No)**
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
Would the project potentially involve or lead to:	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [16]	No
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
Would the project potentially involve or lead to:	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	No
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
P.12 exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.*	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	
Accountability	
Would the project potentially involve or lead to:	
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14 grievances or objections from potentially affected stakeholders?	No
P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
Would the project potentially involve or lead to:	
1.1 adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

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[16] **Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.**

		For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes	
1.2		activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3		changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4		risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5		exacerbation of illegal wildlife trade?	No
1.6		introduction of invasive alien species?	No
1.7		adverse impacts on soils?	No
1.8		harvesting of natural forests, plantation development, or reforestation?	No
1.9		significant agricultural production?	No
1.10		animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11		significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.12		handling or utilization of genetically modified organisms/living modified organisms?[17]	No
1.13		utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[18]	No
1.14		adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks			
Would the project potentially involve or lead to:			
2.1		areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2		outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	No
2.3		increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
2.4		increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security			
Would the project potentially involve or lead to:			
3.1		construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2		air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3		harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4		risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5		transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6		adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7		influx of project workers to project areas?	No

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[17] **See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.**
[18] **See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.**

3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions?[19]	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk*	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	No
Standard 7: Labour and Working Conditions		

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[19] **Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.**

Would the project potentially involve or lead to: (note: applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the* *Montreal Protocol*, *Minamata Convention*, *Basel Convention*, *Rotterdam Convention*, *Stockholm Convention*	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

ANNEX 3. RISK ANALYSIS.

№	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner
1	New lock-down measures that could be imposed by the Government due to the next waves of the coronavirus pandemic.	Political Organizational	Enter probability on a scale from 1 (low) to 5 (high): P = 3 Enter impact on a scale from 1 (low) to 5 (high): I = 3 Several waves of the pandemic that was continuously unfolding in the country and around the world, have posed a serious risk in the light of the new lock-down measures that could be imposed by the Government. The possible lockdown may halt business operations, send a new wage of supply and demand shocks and more importantly disrupt the labor markets. Though pandemic did not affect much on IT and digital sectors of the economy, as evidenced by the practice it may have adverse impact on the economy as a whole, including services and industrial sectors, which are closely linked and part of the digital economy.	The project will monitor development trends in order to be able to address any arising concerns regarding new lock-down measures. In addition, most of the project activities such as internship, mentorship or capacity building and skills development training programmes on the digital entrepreneurship thematic areas will not suffer much even in case of the lock-down measures, as they do not require physical presence and personal interaction.	Project Manager
2	Lack of public and private sectors' support to facilitate financial schemes for unlocking financial solutions for the youth's digital entrepreneurship and start-up projects.	Economic	Enter probability on a scale from 1 (low) to 5 (high): P = 3 Enter impact on a scale from 1 (low) to 5 (high): I = 4 There has always been some uncertainty about sustainability of project interventions related to increasing the funding opportunities for the most vulnerable groups. With regards to the conditions of the youth in Uzbekistan, this becomes even challenging, as they were always behind the financial inclusion and lacked funding opportunities for their entrepreneurship and start-up projects. Digital entrepreneurship projects, as a rule, are of higher risk and potentially the youth who are categorized as the vulnerable groups in the country may face additional obstacles in the long run.	To mitigate such risks, the project will work both with the public and private sector agencies to unlock financial opportunities for the youth to nurture their digital entrepreneurship plans not only within the project activities, but also at more scalable levels in the long-run.	Project Manager
3	Consistency of organizational structure and institutional memory, quick staff turnover within local authorities.	Organizational	Enter probability on a scale from 1 (low) to 5 (high): P = 4 Enter impact on a scale from 1 (low) to 5 (high): I = 4 Rapid changes and reappointments in the local authorities may cause the loss of the institutional memory and therefore affect the achievement of the project outputs and activities on supporting local	The project will work to engage a wide range of national partners to its activities as well as document and issue the progress in the form of analytical documents and policy briefs.	Project Manager

			governance and digitalization of entrepreneurial activities, increasing capacities of the employers of MEDPR and other national partners, as well as other activities in the target regions. The organizational structures and staff turnover within national implementing partners may also be impacted by the upcoming Presidential elections in October 2021, which may lead to staffing changes across the line ministries and agencies.		
4	Insufficient capacities of the relevant Government authorities to implement joint activities aimed at enhancement of the youth's digital entrepreneurship skills.	Organizational	Enter probability on a scale from 1 (low) to 5 (high): P = 2 Enter impact on a scale from 1 (low) to 5 (high): I = 2 Capacity building activities of the project will be based on the assumptions that relevant Government authorities will be ready to experiment and explore new initiatives on the digital economic transformation, which can be achieved through the implementation of foreign best practices, open and transparent public and private dialogue mechanisms, as well as strong collaboration with the international development partners, including involvement of UNDP, particularly within the framework of this project.	The project will work with the main national partners to be able to address any arising concerns regarding this risk in a timely manner.	Project Manager
5	Delays in the high-level government decisions and reforms towards transition to green and digital economy.	Political	Enter probability on a scale from 1 (low) to 5 (high): P = 2 Enter impact on a scale from 1 (low) to 5 (high): I = 2 The re-alignment process of the organizational structure at the Ministry of Economic Development and Poverty Reduction related to appointment of the new post of the Deputy Ministry on green and digital economy, creation of the additional departments and units, has already started, which should evidently lead to the adoption of the high-level government decisions and reforms towards transition to green and digital economy. And currently there's very low probability on disruptions or cancellation of this process, however it is good to take into account possible delays in the adoption of high-level government decisions and reforms towards transition to green and digital economy.	The project will closely monitor the development trends on this direction to be able to manage any arising concerns and changes regarding this risk on time.	Project Manager

ANNEX 4.   CAPACITY ASSESSMENT

Key Implementing partner: MINISTRY OF ECONOMIC DEVELOPMENT AND POVERTY REDUCTION
OF THE REPUBLIC OF UZBEKISTAN
Web-site: **https://mineconomy.uz**

**MEDPR is the main state authority for macroeconomic policy and industrial development. It's
responsible for** development of strategic documents aimed at sectoral and regional development
on the basis of analyses and forecasting of macroeconomic indicators, facilitation of private sector
and formalization of informal economy, development and implementation of industrial policy
measures, including within the "free economic zones", development and implementation of
localization and import-substitution programmes, state investment programme, development of
human capital, as well as many other activities.

The following departments and agencies are under the Ministry's system:

- Central office of the Ministry (departments and units of the Ministry, around 300 permanent
  staff)
- Ministry of Economic Development and Poverty Reduction of the Republic of Karakalpakstan,
  Regional Main departments for economic development and poverty reduction, District
  departments for economic development and poverty reduction
- "E-coopeation" platform development center
- State enterprise for complex expertise of import contracts
- Agency for development of entrepreneurship
- State fund for development of entrepreneurship
- Institute for macroeconomic forecasting and research
- Center for research of sectoral markets and labour efficiency in production
- Higher business and entrepreneurship school

The last structure of the Ministry was renewed in accordance with President's Resolution № PP –
4653 from 26 March, 2020. In accordance with these documents the ministry's main tasks include:

— development of integrated, targeted, sectoral and territorial concepts and programs aimed at
ensuring a dynamic and balanced socio-economic development of the country for the short,
medium and long term, improving well-being and solving pressing problems of the population, with
deep complex calculations of the expected macroeconomic target results and social-economic
consequences of the proposed solutions, taking into account the situation on world markets and
long-term prospects for the development of the global economy;

— implementation of a targeted structural policy ensuring deep structural transformations and
diversification of the economy, increasing the competitiveness of domestic products in the
domestic and foreign markets, developing specific measures to increase export potential, reduce
the import dependence of the economy by deepening localization of production, balanced and
coupled development of industries and territories, advanced development of road transport,
engineering and communications and social infrastructure;

— elaboration of proposals for reduction of poverty, based on the strategic priorities of the
prospective socio-economic development of the country, further deepening of the reforms and
liberalization of the economy, ensuring the priority role of private property, strengthening
guarantees for the protection of the rights and interests of private property and entrepreneurship,
widespread introduction of market methods and mechanisms for managing the economy in close
partnership with business entities;

— development of proposals, measures, and programs for the intensive, integrated development of territories and the optimal distribution of productive forces, ensuring the efficient use of natural and economic resources of the regions, eliminating imbalances in socio-economic development, in the structure of the economy and living standards of the population of the territories, while enhancing job creation and income-generating opportunities of the population;

— organization of a system of training, retraining and advanced training of personnel, continuous institutional strengthening of the Ministry of Economic Development and Poverty Reduction and its structural divisions, prevention of facts of bureaucracy and red tape, ensuring timely response to citizens' appeals, increasing the responsibility of staff for timely and high-quality implementation of the assigned tasks.

The re-alignment of the organizational structure of the Ministry is expected. This will include establishment of the new post of the Deputy Ministry on green and digital economy, creation of the additional departments and units, as well as emerging high-level government decisions and reforms towards transition to green and digital economy.

The Ministry has successful experience with implementing joint initiatives in collaboration with NGOs, international organizations such as World Bank, ADB, IsDB, UNDP and others.

The organization has good institutional and human capacity for the joint implementation of the project.

ANNEX 5. TERMS OF REFERENCE FOR PROJECT BOARD AND KEY PROJECT POSITIONS

TERMS OF REFERENCE

A) PROJECT BOARD

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

I. Specific responsibilities

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

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

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

II. Executive – National Project Coordinator

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

The following documents shall be signed by the NPC:

1. **Administrative and financial documents:**
   - Project revisions (if the project total budget or duration of the project is being changed)
   - Combined Delivery Reports
   - Transfer of Assets Form
2. **Monitoring and evaluation of the project**
   - Minutes of the Project Board meetings
   - Final review report

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. 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)
   - Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
   - Resolve priority conflicts

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

IV. Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. Specific Responsibilities (as part of the above responsibilities for the Project Board)
   - Make sure that progress towards the outputs remains consistent from the supplier perspective
   - Promote and maintain focus on the expected project output(s) from the point of view of supplier management
   - Ensure that the supplier resources required for the project are made available
   - Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
   - Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

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

B) 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 Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. 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.

PROJECT SUPPORT
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

C) PROJECT MANAGER

I.   JOB INFORMATION

Job title:	Project Manager
SC range:	NPSA10
Duration of the service:	6 months (with possible extension)
Work status (full time / part time):	Full time
Reports To:	Inclusive Growth Cluster Lead

II.   FUNCTIONS/KEY OUTPUTS EXPECTED

Project Manager will work under the direct supervision of the UNDP Inclusive Growth Cluster Lead and the overall guidance of the National Project Coordinator. The Project Manager will ensure smooth and timely delivery of operations in accordance with annual and quarterly work plans of the Project through performing the following duties and responsibilities:

1. Overall project management:

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

2. Running the project

- Plan the activities of the project and monitor progress against the initial quality criteria;
- Manage the project in accordance with the project document, UNDP rules and procedures;
- Coordinate and manage Project's day-to-day activities and its overall implementation process, including planning and monitoring towards optimal use of resources, in an effort to ensure successful achievement of the projects' objectives;
- Supervise the accomplishment of the Project work-plans, analyze emerging problems and take adequate measures to ensure timely fulfilment of envisioned tasks;
- Oversee selection, recruitment and supervision of the Project task teams and their activities, including full-time and part-time national and international consultants;
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Determine and implement partnership and fund raising strategy to further strengthen Projects' activities;
- Ensure that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;

- Manage and monitor the project risks as initially identified in the Project Document appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance (UNDP Sustainable Development Cluster);
- Prepare the Annual review Report, and submit the report to the Project Board and Project Assurance (UNDP Sustainable Development Cluster);
    - Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

3. Closing the Project

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

III.   COMPETENCIES AND CRITICAL SUCCESS FACTORS

I. Corporate Competencies:

- 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

II. Functional Competencies:

1. Communications and Networking

- 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.

2. Knowledge Management and Learning

- 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;
- Focus on results 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;
- Competent in leading team and creating team spirit, stimulating team members to produce quality outputs in a timely and transparent fashion.

3. Development and Operational Effectiveness

- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints.

4. Job Knowledge/Technical Expertise

- 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.

5. Leadership and Self-Management

- 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.

IV. QUALIFICATION REQUIREMENTS

Education:	Bachelors' degree in public administration, economics, business management, management, IT management, international relations or other related fields;
Experience:	At least 4 years of progressive work experience in the field of public administration, economics and/or project management in the sphere of e-government /socio-economic development /public administration.
	Work experience in any development organization is an advantage;
Language Requirements:	Fluency in English, proficiency in Uzbek and Russian;
Others:	Ability to use information and communication technology as a tool and resource;
	Experience in handling web-based management systems.

D) ADMINISTRATIVE / FINANCE ASSISTANT

I.   JOB INFORMATION

Job title: Administrative/Finance Assistant
SC range: NPSA 6
Work status (full time / part   Full time
time):
Reports To: Project Manager

II.   FUNCTIONS/KEY OUTPUTS EXPECTED

Under the guidance and direct supervision of Project Manager, the Administrative Finance Assistant provides financial services 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.

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

III. QUALIFICATION REQUIREMENTS

Education:	University degree in Business Administration, Finance and/or Economics;
Experience:	At least 2 years of relevant work experience;
Language Requirements:	Fluency in English and Russian (both written and spoken), knowledge of Uzbek is an asset.
Others:	Ability to use information and communication technology as a tool and resource; knowledge of and experience in gender mainstreaming is an asset; experience in handling web-based management systems.