

## UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENTUzbekistan**Substantial Revision**

<b>Project Title:</b>	Enhancing the capacities of the Surkhandarya region to educate and train Afghan citizens
<b>Project Number:</b>	Quantum ID: 00129928, Atlas project ID: 00141161.
<b>Implementing Partner:</b>	Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan
<b>Responsible Partner</b>	Educational Center for Training Afghan Citizens
<b>Start Date:</b> 01.02.2022 <b>End Date:</b> 30.06.2025 <b>LPAC Meeting date:</b> 07.04.2022	

The primary goal of the project is to create new and expand existing education opportunities for Afghan citizens – with particular focus on youth and women – through enhancing the provision of vocational education and training programmes and short-term courses, as well as to further strengthen the capacity of the Educational Centre for Training Afghan Citizens in Termez (ECTAC) in educating Afghan citizens in various disciplines including humanitarian, pedagogical and engineering.

Specifically, during 2022-2023, the project will support the education of 136 Afghan citizens currently undergoing studies at the ECTAC, additionally train 100 Afghan citizens on technical and vocational education and training (TVET) Program and 100 Afghan citizens within the short-term (up to 3 months) vocational courses. Also, the technical capacity of ECTAC will be enhanced to deliver education and training to Afghan citizens.

During 2023-2025, the project will further support the education and training of Afghan citizens in Uzbekistan. In this period, 300 Afghan citizens will undergo six months TVET program. 100 of these successful graduates will then receive a three-month business management training. Finally, 30 final graduates will be awarded small grants in the amount of USD 2,000 to support the creation of their own small businesses.

It is expected that the project results in an enhanced well-being of Afghan citizens currently residing in Uzbekistan through increasing their opportunities for employment and integration into active social and economic life in Uzbekistan. Also, the project will contribute to significantly enhancing the educational, operational and digital capacity of the ECTAC – and of the Surkhandarya region – to become an effective resource center for academic exchange between Uzbekistan and Afghanistan, as well as a sustainable training institution for Afghan students, especially for women.

The project will be implemented in partnership with the MHESI and ECTAC in close collaboration with other relevant national partners, including the Surkhandarya Region Khokimiyat, Ministry of Employment and Poverty Reduction, Chamber of Commerce and Industry, as well as civil society organizations.

<b>Expected Strategic Plan Output:</b> UNDP SP 2022-2025, Signature Solution 2. Governance		<b>Total resources required:</b> EUR 2,000,000	
<b>Expected CPD Output(s):</b> 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.		<b>Total resources allocated:</b> EUR 2,000,000	
<b>Gender marker:</b> GEN 2		<b>EU/USD</b>	EUR 2,000,000/\$2,220,302
		<b>Government</b>	In kind: office, Internet

**Approved by:**

UNDP

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Date: 20-сеп-2023

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## **LIST OF ACRONYMS**

ECTAC – Educational Centre for Training of Afghan Citizens in Termez

UN DESA – United Nations Department of Economic and Social Affairs

UN WFP – United Nations World Food Programme

EUD – EU Delegation in Uzbekistan

EGC – Effective Governance Cluster

UNDP – United Nations Development Programme

CO – Country Office

CPD – Country Programme Document

UNSDCF – United Nations Sustainable Development Cooperation Framework

HEI – Higher Education Institution

TVET – Technical Vocational Education and Training

TSAU – Tashkent State Agrarian University

MHESI – Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan

MEPR – Ministry of Employment and Poverty Reduction of the Republic of Uzbekistan

MIA – Ministry of Internal Affairs of the Republic of Uzbekistan

SRA – Surkhandarya Regional administration

NIM – National Implementation Model

PAC – Project Advisory Committee

PIU – Project Implementation Unit

SPIU – Strategic Planning and Integration Unit

Gender FP – Gender Focal Point

OM – Operations manager

PU – Procurement unit

HR – Human Resources unit

FU – Financial unit

IC – Individual Consultant

PB – Project Board

SBAA – Standard Basic Assistance Agreement

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## I. DEVELOPMENT CHALLENGE

In 2021, hundreds of thousands of Afghans have been displaced and forced to seek refuge in neighboring provinces and across borders in nearby countries as political and economic instability has mounted after Taliban regained power in Afghanistan. United Nations Department of Economic and Social Affairs (UN DESA) estimates that 5.85 million Afghans who lived outside their home country as of mid-year 2020, nearly 74 percent of them resided in neighboring countries in Asia<sup>1</sup>. Less than 11 percent of all Afghan migrants resided in Europe.

Uzbekistan, as one of the neighboring countries, has received its share of Afghans<sup>2</sup>. It is reported that as of November 2021, there were 13,658 Afghan citizens on the territory of Uzbekistan. 13,032 of them live temporarily, most of them came here on business, as well as to visit their relatives. Afghan citizens whose visas expire in Uzbekistan will not be expelled to their homeland, since the border for individuals between the countries is still closed<sup>3</sup>.

As part of its regional foreign policy, Uzbekistan prioritizes support for Afghanistan's development process. Since 2017, Uzbekistan has been providing assistance to Afghanistan in the following areas: 1) Humanitarian support - Uzbekistan has created a logistics center in Termez (administrative center of Surkhandarya Region) with support from the UN (WFP)<sup>4</sup>; 2) Economic support - Uzbekistan provides a special border regime for goods coming from Afghanistan and supplies electricity to neighboring provinces of Afghanistan; 3) Support in educating and training Afghan specialists in humanitarian, pedagogical and engineering disciplines based on requests of the Government of Afghanistan.

As the situation with migration from Afghanistan continues to escalate, it is very important to provide education opportunities for Afghanistan citizens temporarily residing in Uzbekistan. In the short term, this will allow young Afghan citizens to acquire skills and specialties to secure livelihoods and to integrate into active social and economic life in Uzbekistan. In the longer term, educational and vocational training programmes will contribute to strengthening of a human capital in Afghanistan. Due to Afghanistan's limited internal educational capacity, support in this area can offer an opportunity to fill the national human capital deficit, and support individuals to achieve higher qualifications in new fields of knowledge and skills.

Even before the recent political change in Afghanistan, both the Government of Uzbekistan and Afghanistan (former), as well as with international development actors initiated efforts aimed at training the Afghan people. In 2017, Uzbekistan established the Educational Centre for Training of Afghan Citizens (ECTAC) in Termez city of Surkhandarya region, which aims to train Afghan specialists in humanitarian, pedagogical and engineering disciplines based on the bilateral agreement between Uzbekistan and Afghanistan leaders. With a capacity to serve 450 students, the Centre reaches out to the education institutions of Uzbekistan in other regions to deliver training for Afghan students.

In 2020, within a subregional EU-funded regional project 'Supporting the Economic Empowerment of Afghan Women through Education and Training in Kazakhstan and Uzbekistan'<sup>5</sup> UNDP Uzbekistan launched a cross-border initiative supporting the economic empowerment of Afghan women through education grants to study in Uzbekistan. In particular, 10 Afghan women enrolled in the technical vocational

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<sup>1</sup> <https://www.migrationdataportal.org/infographic/destination-regions-afghan-migrants-mid-2020>

<sup>2</sup> <https://eurasianet.org/uzbekistan-afghans-fleeing-taliban-get-cold-shoulder-from-tashkent>

<sup>3</sup> Ministry of Internal Affairs of the Republic of Uzbekistan. <https://www.gazeta.uz/ru/2021/10/28/visa/>

<sup>4</sup> <https://uznews.uz/ru/article/34218/>

<sup>5</sup> [https://www.kz.undp.org/content/kazakhstan/en/home/projects/afghan\\_women.html](https://www.kz.undp.org/content/kazakhstan/en/home/projects/afghan_women.html)

education and training (TVET) programme focusing on the agriculture sector for the period of 2020-2023 within Tashkent State Agrarian University (TSAU).

Considering the newly emerged situation in Afghanistan, it is important to expand the scope and quality of technical vocational education and training (TVET) of Afghan citizens – with particular focus on women – through enhancing the educational and technical capacity of ECTAC in Termez city. The emphasis will be made on training Afghan youth in specific professions that are in demand and could provide them a sustainable income in the future.

### **Rationale for the amendment (June 2023)**

Fourteen months under Taliban's rule, the situation in Afghanistan continues to deteriorate, exacerbating the country's socioeconomic, humanitarian, and human rights crisis. Mass unemployment, increasing prices of food, fuel, and other essential goods have led to increased rates of malnutrition and health problems for the most vulnerable population – mostly women and children. The Taliban de facto authorities have imposed numerous rules and policies violating a wide range of fundamental rights of women and girls, including freedom of movement, right to work and a livelihood, and access to education and health care. The government has prevented most teenage girls from returning to secondary school education and blocked women in Afghanistan from working in most sectors outside of health and education.

In these circumstances, the Afghan people need urgent humanitarian and basic needs support from the international development community. As a neighboring country, which has received its share of Afghan refugees (13,000 in 2021), Uzbekistan plays an important role in addressing the human development crisis unfolding in Afghanistan.

Since December 2021, UNDP and the European Union jointly with the government of Uzbekistan have been supporting Afghans residing in Uzbekistan through training and education in TVET courses and short courses in core professions. In the 2022-2023 academic year, more than 336 young Afghans (including 144 women, were trained at the Educational Centre for training Afghan citizens (ECTAC) in Termez within the project on "Enhancing capacity of Surkhandarya Region to educate and Train Afghan citizens".

However, the main challenge is to ensure sustainability of these interventions because many of the trained Afghans struggle to find decent jobs and other sources of income after graduation. Based on the lessons learned from the implementation of this joint initiative (including the findings of the needs assessment of Afghans in Uzbekistan conducted in Feb-May 2022), there is a need to continue livelihood support to the Afghans affected by the current socioeconomic and humanitarian crisis in Afghanistan through enhancing their access to professional training and job market.

Due to Afghanistan's limited, neglected and banned internal educational capacity, support in this area can offer an opportunity to fill the national human capital deficit, and support individuals to achieve qualifications in the areas critical for Afghanistan's current situation (healthcare, trade, etc.), should they opt to return to Afghanistan. In the short term, training and skills development is very important for the Afghans staying in Uzbekistan because it contributes to their economic and social integration.

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## **II. STRATEGY**

Building on the previous and ongoing initiatives, this humanitarian intervention aims at providing emergency and short-term support to the Afghan citizens residing in Uzbekistan through enabling their access to professional education, training, employment opportunities, as well as supporting their livelihoods to overcome the challenges of displacement.

Given the current restrictions on movement across the border, the initiative will focus on training the Afghan citizens currently residing in the Surkhandarya region of Uzbekistan, including the Afghan civil and public servants dispatched for training to Uzbekistan by the previous Afghan government, and the members of the Afghan families displaced due to the latest escalation of the military conflict in Afghanistan.

The main **outcome** of the project is 'Afghan citizens displaced to Uzbekistan due to the crisis in Afghanistan benefit from increasing their skills and competencies via effective vocational education mechanisms focused on their needs'.

The project will be implemented in collaboration with ECTAC, which has the technical and human capacity and solid experience in this area and can mobilize the educational and training resources from other relevant institutions of Uzbekistan. This initiative will create opportunities to further strengthen the potential of the ECTAC and eventually turn it into an Education Hub for Afghanistan, through which a wide range of universities, institutions and colleges of Uzbekistan will be able to provide education services to Afghan citizens in the disciplines and professions in demand.

The proposed intervention is based on the following **Theory of Change**: 'IF the displaced Afghan citizens especially women are empowered and capacitated via effective vocational education and skills development mechanisms **THEN** their opportunities for employment and integration into active social and economic life in Uzbekistan increase thus contributing to an increased level of human capital in Afghanistan, which will positively affect growth of the Afghan economy once the situation stabilizes'.

Specifically, the initiative will deliver **three education programs** for Afghan citizens:

- a. **Emergency support for the Afghan students currently educated at ECTAC.** Currently, 136 Afghan students are undergoing studies at the Centre. Considering the exceptional situation unfolding currently in Afghanistan, it is proposed that the action covers the cost of education for these 136 students for the 2021-2022. The cost to be covered by the project for each student is **USD 3,650**. This includes USD 2,500 for tuition, accommodation and catering, USD 1,000 for monthly allowance, USD 150 for insurance. The total cost will be **USD 496,400** (fully covered by project funds).
- b. **TVET programs.** Afghan citizens will be offered *one-year or six-month of vocational training programs* with engagement of instructors from relevant state universities and technical schools in Uzbekistan;
  - a. 100 Afghan citizens living in Uzbekistan will be offered one-year vocational training programs with engagement of instructors from relevant state universities and technical schools in Uzbekistan in such areas as construction, agribusiness, nursing, logistics, tourism. 50% of classes will be conducted online because teachers from Tashkent and other regions of Uzbekistan will be involved in the training process. Practical classes, work in laboratories and internships at the relevant companies of the Surkhandarya region will be included in the curriculum. The candidates must have a 12-year high school graduation certificate to participate in the programme. The cost to be covered by the project for each student is **USD 3,650**. This includes USD 2,500 for tuition, accommodation, and catering, USD 1,000 for monthly allowance, USD 150 for insurance. The total cost will be **USD 365,000** (USD 240,000 to be covered by project funds).
  - b. 300 Afghan citizens living in Uzbekistan will receive six months of technical training (welding, electrical engineering, auto mechanic, food preparation and processing, basic nursing (massage, first aid, etc.), agricultural entrepreneurship, media technology (social media marketing) and logistics). The training will include 4 months of in-class studies and 2

months of exclusively practical training at local businesses. Although it is preferable to have a certain level of education, applicants are not required to have a high school diploma. The cost to be covered by the project for each student is **USD 2,600**. This includes USD 1,700 for tuition, accommodation, and catering, USD 600 for monthly allowance, USD 300 for insurance. The total cost will be **USD 780,000** (USD 525,000 to be covered by project funds).

The total cost for this activity will be **USD 1,145,000** (USD 765,000 to be covered by the project funds). Priority will be given to women from rural areas, people with disabilities. The candidates must have a 12-year high school graduation certificate to participate in the program.

- c. **Short-term courses on basic professions.** These courses will be designed for Afghan citizens willing to acquire new knowledge and skills in technical professions (construction, crane operators, welders, IT specialists, service and consumer services workers, nurses, transport and car repair workers, seamstresses and footwear workers, workers in greenhouses and refrigerators, etc.) as well as businesses management. The proposed duration of courses is up to three months, including one month of exclusively practical classes. As part of this activity, Afghan citizens will be provided two types of short-term courses:

- a. 100 Afghan citizens living in Uzbekistan will receive three months of short-term training in basic professions. The ECTAC will collaborate with the Ministry of Employment and Poverty Reduction of the Republic of Uzbekistan and its regional “Ishga Marhamat” (Welcome to Jobs) monocentres to implement this programme. Priority will be given to women from rural areas, and people with disabilities, as feasible. No specific educational background will be requested from the applicants. The cost to be covered by the project for each student is **USD 1,120**. This includes USD 770 for tuition, accommodation and catering, USD 300 for monthly allowance, USD 50 for insurance. The total cost will be **USD 112,000** (USD 73,500 to be covered by the project funds).
- b. 100 successful graduates who excel in class and provide preliminary business plans based on the skills acquired in the previous 6 months of studies (under Activity 2) will be selected to continue their studies on the three-month business management course. The cost to be covered by the project for each student is **USD 1,220**. This includes USD 770 for tuition, accommodation, and catering, USD 300 for monthly allowance, USD 150 for insurance. The total cost will be **USD 122,000** (USD 83,500 to be covered by the project funds).

The total cost for this activity will be **USD 234,000** (USD 157,000 to be covered by the project funds). Priority will be given to women from rural areas, people with disabilities. The candidates must have a 12-year high school graduation certificate to participate in the program.

Upon graduation, 30 of these students will be selected by the selection committee based on their completed business plans, and small grants in the amount of USD 2,000 will be awarded to facilitate the creation of their small business. The total cost for this activity will be **USD 60,000**.

The students will be able to choose one of the following three languages of study: Uzbek, English or Russian. Students will be provided with individual curricula that meet the National Educational Standards of Uzbekistan, necessary literature (access to electronic resources), sports activities and cultural events (for the period of offline educational activity).

The selection of students will be carried out quarterly for short-term courses and semi-annually for TVET in accordance with the regulations of Uzbekistan and with the engagement of all stakeholders. The selection will comprise the following stages: announcement, application review, written test on selected language, and interview with an evaluation panel. Priority will be given to the candidates who, for objective reasons,

are in Uzbekistan, and do not already possess the sought level of education, and/or had not studied abroad. UNDP Afghanistan will coordinate the selection process based on community level consultations.

In order to effectively organize the educational process and strengthen the ECTAC's potential, the project will create in its premises an **EU Information Center**: a resource center equipped with modern computers and multimedia, a library of foreign scientific and educational literature, and a co-working space. A digital interactive education platform will be developed to support the training programmes. In addition, a bus (29 seats) will be procured to organize internal transportation of students in Uzbekistan (for field trips, practical sessions, internships, culture tours, etc.).

The project rests on the assumption that regional security and stability will improve if more citizens of Afghanistan are empowered through better education, training, and skills development. With professional education and professional skills, Afghans have better opportunities to find a job and to contribute to the economic development and peace in their country.

The Project strategy responds indirectly to the UNDP Strategic Plan for 2022-2025. In particular, the intervention will directly benefit the people displaced as a result of the conflict in Afghanistan through supporting their livelihood and access to free education and training (leaving no-one behind) and aims to enhance the capacity of the Surkhandarya region to educate and integrate the displaced Afghans into the local economy (building resilience). The project leverages UNDP's integrated approach that links development, disaster risk reduction, humanitarian action and sustaining peace to build resilience and strong foundations for sustainable development and human security in the region. The project also corresponds to four out of six corporate signature solutions: poverty and inequality, governance, resilience, and gender equality, and is a good example of South-South and triangular cooperation.

At the national level, the project is aligned with UNSDCF Uzbekistan 2021-2025 Strategic Priority 2 "Inclusive human capital development leading to health, well-being and resilient prosperity", and UNDP Uzbekistan CPD 2021-2025 Flagship Area 3, which aims at enhanced capabilities and better opportunities for women, youth and people from rural areas with the goal of improved access to livelihoods, decent work and enabling opportunities.

The Project contributes primarily to the progressive achievement of SDGs 4 and 5, while also contributing to SDGs 8, 10, and 16. The Project directly contributes to the achievement of the international development agenda, including SDG 4 on inclusive, equitable and quality vocational and higher education and SDG 5 on empowering women and girls by contributing to women's participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. Moreover, the project contributes to the SDG 8: Decent Work and Economic Growth, SDG 10: Reduced Inequalities, and SDG 16: Peace, Justice and Strong Institutions. The interlinkages between SDGs will be addressed in partnership between the EU, UNDP.

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### **III. RESULTS AND PARTNERSHIPS**

#### ***Expected Results***

The project aims to create new and expand existing education opportunities for Afghan citizens – with particular focus on youth and women – through enhancing the provision of vocational education and training programmes and short-term courses, as well as to further strengthen the educational and technical capacity of ECTAC in order to train Afghanistan citizens in various disciplines including humanitarian, pedagogical and engineering.

Specifically, the project aims at the following specific objectives:

Objective 1: Provision of support to Afghan students currently educated at ECTAC;



Objective 2: Creating education opportunities for Afghan citizens through the vocational education and training programme tailored to the employer needs;

Objective 3: Developing and enhancing the skills of Afghan citizens in basic professions through short-term courses;

Objective 4: Strengthening the capacity of ECTAC to effectively organize and provide specific education programmes for Afghan citizens.

These objectives will be achieved by implementing following components activities:

**Activity 1. Emergency support provided for the Afghan students currently educated at ECTAC.**

Overall, 136 Afghan citizens (including 22 women) are trained at the Centre. In particular,

- 103 students (18 women) are undergoing a 4-year education on Uzbek language and literature for teachers to introduce this subject to the secondary schools of Afghanistan.
- 8 students (2 women) are undergoing a 4-year education on railway construction and management, with an aim of developing Afghanistan's capacity to extend its planned railway line from Mazari-Sharif to Herat.
- In June 2022, 25 Afghan students (2 women) successfully graduated from ECTAC and were awarded diplomas on railway construction and management.

Afghan students undergo practical training and internships directly in the “Uzbekiston Temir Yullari” (Uzbekistan Railways) State Company and schools located in Uzbekistan.

Considering the exceptional situation unfolding currently in Afghanistan, the Action covers a full cost of education for 136 students for the 2021-2022 academic year (including tuition fees, accommodation, catering, and monthly allowances).

Indicative **results** within this activity include:

- 1.1. Deliver training programmes on (1) Uzbek language and literature, (2) railway construction and management for the relevant Afghan students of the Centre;
- 1.2. Organize practical training and internships of the students in relevant organizations of Uzbekistan;
- 1.3. Conduct interim and final academic assessments of the students;
- 1.4. Organize an official graduation ceremony of the Afghan students.

**Activity 2. Afghan citizens are provided access to technical vocational education and training (TVET) programmes.**

- a. Afghan citizens will be offered *one-year and six-month of vocational training programs* with engagement of instructors from relevant state universities and technical schools in Uzbekistan;
  - a. 100 Afghan citizens living in Uzbekistan will be offered one-year vocational training programs with engagement of instructors from relevant state universities and technical schools in Uzbekistan in such areas as construction, agribusiness, nursing, logistics, tourism. 50% of classes will be conducted online because teachers from Tashkent and other regions of Uzbekistan will be involved in the training process. Practical classes, work in laboratories and internships at the relevant companies of the Surkhandarya region will be included in the curriculum. The candidates must have a 12-year high school graduation certificate to participate in the programme.
  - b. 300 Afghan citizens living in Uzbekistan will receive six months of technical training (welding, electrical engineering, auto mechanic, food preparation and processing, basic

nursing (massage, first aid, etc.), agricultural entrepreneurship, media technology (social media marketing) and logistics). The training will include 4 months of in-class studies and 2 months of exclusively practical training at local businesses. Although it is preferable to have a certain level of education, applicants are not required to have a high school diploma.

Indicative **results** within this activity include:

- 2.1. Organize selection of the candidates for the TVET programme among Afghan citizens in Uzbekistan;
- 2.2. Organize orientation and induction training for the selected Afghan students at the ECTAC;
- 2.3. Deliver TVET courses as per selected area and language of the programme;
- 2.4. Organize practical training and internships of the students in relevant organisations of Uzbekistan;
- 2.5. Conduct interim and final academic assessments of the students;
- 2.6. Organize an official graduation ceremony of the TVET programme students.

**Activity 3. Afghan citizens are provided access to short-term courses on basic professions.**

These courses will be designed for Afghan citizens willing to acquire new knowledge and skills in technical professions (construction, crane operators, welders, IT specialists, service and consumer services workers, nurses, transport and car repair workers, seamstresses and footwear workers, workers in greenhouses and refrigerators, etc.) as well as businesses management. The proposed duration of courses is up to three months, including one month of exclusively practical classes.

As part of this Activity, Afghan citizens will be delivered two types of short-term courses:

- I. **100 Afghan citizens living in Uzbekistan** will receive *three months of short-term training* in basic professions. The ECTAC will collaborate with the Ministry of Employment and Poverty Reduction of the Republic of Uzbekistan and its regional “Ishga Marhamat” (Welcome to Jobs) monocentres to implement this programme. Priority will be given to women from rural areas, and people with disabilities, as feasible. No specific educational background will be requested from the applicants.
- II. **100 successful graduates** who excel in class and provide preliminary business plans based on the skills acquired in the previous 6 months of studies (under Activity 2) will be selected to continue their studies on the three-month business management course.

Upon graduation, 30 of these students will be selected by the selection committee based on their completed business plans, and **small grants in the amount of USD 2,000 will be awarded** to facilitate the creation of their small business.

Indicative **results** within this activity include:

- 3.1. Organize selection of the candidates for the short-term professional courses among Afghan citizens in Uzbekistan;
- 3.2. Organize induction training for the selected Afghan students at the ECTAC;
- 3.3. Deliver short-term courses as per selected profession and language of the programme;
- 3.4. Organize practical training sessions for the students;
- 3.5. Conduct final academic assessments of the students;
- 3.6. Issue certificates of completion of the short-term professional courses.
- 3.7. Establish a selection committee to review the business plans of graduating students;

3.8. Award small grants to the 30 students whose business plans are selected by the selection committee.

**Activity 4. Technical capacity of ECTAC is enhanced to deliver education and training to Afghan citizens.**

In order to effectively organize the educational process and strengthen the ECTAC's potential, the project will create in its premises an **EU Knowledge Centre**, which will serve as a resource centre for Afghan citizens and will be equipped with modern computers and multimedia, the library with a foreign scientific and educational literature and a co-working space. A **digital interactive education platform** will be developed to support the training programmes. In addition, a **bus (29 seats)** will be procured to organize a transportation of students within Uzbekistan (i.e., field trips, practical sessions, internships, culture tours, etc.).

The project will also support ECTAC to **enhance the current educational and training programs** by focusing on curriculums, qualifications of the instructors (including the graduates of previous training courses), existing partnerships with educational institutions focusing on the needs of Afghans. It will also aim to **improve the operational capacity** of the ECTAC by providing certified training to core operations staff (HR, procurement, finance, administrative units) on modern management principles, introducing a compliance system in the Center to minimize fraud and corruption risks and digital transformation of core business processes. The project will also **organize a series of workshops for the ECTAC** staff on modern user-centric approaches to human resources management in the field of education with a focus on administration of instructors, students, and other topics.

Indicative **results** within this activity include:

- 4.1. Conduct needs assessment, design and procure IT equipment, furniture and other goods to establish an EU Info Centre within ECTAC;
- 4.2. Conduct user research, design, and procure a software company to develop a digital learning platform for the ECTAC;
- 4.3. Conduct market research and procure a bus (26 seats) for ECTAC;
- 4.4. Organize an official handover ceremony of the EU Info Centre, digital platform and bus to ECTAC.

As a general rule, students will be given a choice of the following three languages for their studies: Uzbek, English or Russian. Students will be provided with individual curricula that meet the National Educational Standards of Uzbekistan, necessary literature (access to electronic resources), sports activities and cultural events (for the period of offline educational activity).

The selection of students will be carried out by ECTAC under the supervision of UNDP Uzbekistan and in collaboration with UNDP Afghanistan in accordance with the local regulations of Uzbekistan and with the engagement of other project stakeholders.

The students for the TVET programme will be selected semi-annually. The selection will comprise the following four stages: announcement, application review, written test on selected language, and interview with an evaluation panel.

The students for the short-term courses programme will be selected quarterly. The selection will comprise the following three stages: announcement, application review, and interview with an evaluation panel.

During the review of applications, the priority will be given to women and the candidates who, for objective reasons, are in Uzbekistan, and do not already possess the sought level of education, and/or had not studied abroad.

All COVID-19 safety measures will be put in place during physical training and events.

**Resources Required to Achieve the Expected Results**

In implementing this project, there are several categories of costs that are envisaged for the functioning of the Project Office, in addition to the human resources necessary for the execution of the Project. The aforesaid costs include:

**General Expenses:** To support all project activities, the Project includes expenses related to office rent (if not provided by national partners as in-kind contribution), assets for the operation of the offices, security and insurance costs, costs of electricity and water, heating and etc. (utilities);

**Material Expenses:** These expenses will cover office supplies for the project offices, particularly costs of IT equipment and phone (both mobile and landline), internet, office furniture and stationary;

The detailed costs foreseen for the above-mentioned project offices are reflected and included in the Budget of the Project.

### ***Partnerships***

The project will be implemented jointly with the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan (MHESI) nationwide, the Educational Centre for Training of Afghan Citizens in Termez, “Ishga Marhamat” center in Termez and Surkhandarya Regional administration; closely coordinating with other relevant line ministries, i.e. the Ministry of Employment and Poverty Reduction of the Republic of Uzbekistan (MEPR), the Chamber of Commerce and Industry of Uzbekistan (CCIU), as well as civil society organizations.

In order to organize effective cooperation with state organizations, the relevant documents will be signed: a Memorandum of Understanding and a Roadmap with the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan; Letter of Agreement and Responsible Party Agreement with ECTAC. Contracts for the provision of educational services, in accordance with the approved technical specifications, will be signed between ECTAC and state educational institutions (universities) of Uzbekistan, as well as the “Ishga-Marhamat” Centre.

The Ministry of Internal Affairs of the Republic of Uzbekistan, at the request of the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan, in accordance with the established procedure, will provide registration of the Afghan students of the ECTAC at the place of their temporary stay, including extension of their registration period, without levying state fees<sup>6</sup>.

### ***Risks and Assumptions***

The major risks that can negatively affect project results and outcomes are as follows:

**Risk 1.** Inadequate cross-sectorial coordination among national partners. This is a common risk that can be faced in a project involving various national partners. Impact of this risk (if occurred) is very significant as it can delay achievement of project results and outcomes. To mitigate this risk, the project will put extra efforts in effective communication between involved national partners to avoid any miscommunication. Project will use project board meetings (PBM) to effectively communicate roles and responsibilities of each involved national partner as well as donors and project management.

**Risk 2.** Management and structural changes in national partner institutions. This risk is common for Uzbekistan where the fast pace of reforms often results in sudden and unexpected changes in management and organizational structure of the national partners. To minimize this risk, the project will ensure work with national partners on a detailed plan of actions defining the role and responsibility of each

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<sup>6</sup> Decision of the Cabinet of Ministers of the Republic of Uzbekistan dated November 13, 2017, No. 911.

<https://lex.uz/uz/docs/3409638>

involved national partner. Project will use project board meetings (PBM) to effectively communicate roles and responsibilities of each involved national partner as well as donors and project management.

Risk 3. Ensuring sustainability of project results. Project will agree with national partners that certificates and diplomas awarded to Afghanistan citizens enrolled in the vocational education and training programmes are recognized in Uzbekistan. Vocational education and training programmes designed within the project implementation cycle will remain with the ECTAC, thus ensuring sustainability of the action's outcomes after the project's closure. (See Annex 3: Risk analysis for more details).

Risk 4. Low number of target beneficiaries covered by the project's educational programs. The project may struggle engaging a sufficient number of Afghan citizens to educational and training programs due to low interest, unawareness or other factors. The risk will be mitigated through better information campaigns and outreach among the local communities of Afghan citizens in Uzbekistan.

Risk 5. Inability of the responsible partner to deliver fast and high quality results. A large scope of the project's activities will be implemented through the ECTAC based on RPA, which makes the quality of project results dependent on the capacities of the partner. To mitigate the risk, micro-HACT assessment of the ECTAC will be conducted and the MHESI will be closely engaged in the project's oversight and implementation.

### ***Stakeholder Engagement***

This Project places Afghan citizens (including youth and women) currently residing in Uzbekistan, as its immediate direct beneficiaries and 'rights holders'. Various national and international institutions served as stakeholders. Due to the high political interest, both historically and presently, the involvement of initial stakeholders may be continued, and new stakeholders of various institutions will be engaged. The level of participation is determined by their relevance and potential impact on the Project.

The stakeholders are responsible to smooth the way for student mobility (formal permission for travel and residence), facilitate diplomatic and technical exchange visits, maintain national interest in the beneficiaries including for home country briefings, support and placement of students upon the return to Afghanistan, and resolve any occurred issues at the diplomatic level.

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

Building on achievements and results of existing interventions of UNDP in Uzbekistan in this area, as well as regional interventions by the European Union, Project will support sharing and exchange of experiences and good practices between its counterparts in Kazakhstan and Kyrgyzstan.

### ***Knowledge***

Project will support ECTAC in developing/updating vocational education and training programmes for Afghan citizens enrolled in educational programmes. In addition, the project will ensure that communication materials (press releases, infographics, flyers) related to project events are prepared and disseminated. These materials will also be posted on available social networks to ensure visibility of project activities.

### ***Sustainability and Scaling Up***

Afghanistan citizens enrolled in the vocational education and training programmes of the ECTAC will eventually be awarded with certificates and diplomas recognized both in Uzbekistan and Afghanistan. In the course of implementation, the project will support ECTAC in establishing and maintaining communication and coordination with local authorities, private sector and NGOs to facilitate employability of Afghan citizens through awarding of certificates and diplomas upon successful completion of education programmes. The ECTAC will be able to continue maintaining such communications in order to facilitate

employment of its graduates after the end of the Action. In general, Afghan citizens who have completed their studies within the framework of the project will be able to continue their studies by enrolling in the higher education institutions (HEIs) of Uzbekistan in accordance with the national legislation. This will contribute to the expansion of their integration into the socio-economic life in Uzbekistan and other countries.

From an organizational point of view, upon completion of the Project, vocational education and training programmes designed within the project implementation cycle will remain with the ECTAC, thus ensuring sustainability of the action's outcomes after the project's closure.

## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

The project is expected to achieve maximum results with available resources based on good practices and lessons learnt from the implementation of previous and ongoing UNDP interventions in the areas of livelihood support, skills development, institutional capacity building, youth and women empowerment. Cost efficiencies and value for money will be ensured through application of the UNDP rules and procedures in procurement, finance, HR management and other operations. In its implementation the project will widely use new programme and project management methods, mechanisms and financial instruments to ensure better effectiveness, transparency and accountability. The project will also attempt to build synergies through coordination with other development actors working in the region with focus on the target groups, including UNHCR, UNICEF and UNODC.

### ***Project Management***

The project will be operationalized in the Surkhandarya region of Uzbekistan, which hosts the largest Afghan community (including displaced Afghan citizens) in the country. The project's office and personnel will be located at the premises of the ECTAC in Termez district to ensure effective implementation of the project activities, including oversight and quality assurance of the services provided by responsible parties and vendors.

UNDP Country Office staff including the following will carry out tasks that are directly attributable to the implementation of the Action, by providing strategic guidance, coordination with partners and quality assurance. Therefore, the staff fees will be charged through project costs for the time spent directly attributable to the implementation of the Action:

1. Cluster Leader (7%): responsible for providing overall guidance for the project implementation especially in terms of positioning the project in the national development context and supporting the project's engagement with policy/decision makers.
2. Programme Analyst (15%): responsible for the project oversight and quality assurance.
3. Operations staff (procurement, finance, HR associates, admin and logistic assistant, finance clerk) (10% each): provides effective operational support to ensure the smooth implementation of the project. More specifically:
  1. One Finance Associate and One Finance clerk – will process payments, disbursements and other financial transactions;
  2. Procurement Associate – will support the procurement of goods, works and services, local and international consultants;
  3. Human Resource Associate – will support the identification and recruitment of the Action personnel, performance management, organization of training activities;
  4. Admin & Logistics Assistant – will provide administrative services, support in organization of workshops, training, travels.

Project office costs directly attributable to the implementation of the Action will also include travel local/international and transportation costs, costs for procurement of office furniture, IT equipment, office utilities and internet charges, stationeries, cost of the office premises renovation if required.

The procurement of goods and services and the recruitment of project staff by the UNDP country office shall comply with UNDP regulations, rules, policies and procedures.

The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan and the UNDP, signed by Parties on 10 June 1993, including the provisions on liability and

privileges and immunities, shall apply to the provision of such support services. Audit of the project will be conducted as per UNDP procedures and requirements.



## V. RESULTS FRAMEWORK

**Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework:** UNSDCF 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.

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:** UNDP SP 2022-2025, Signature Solution 2. Governance

- Proportion of youth (aged 16-24 years) not in training or employment (NSDG 8.6.1). Baseline (2018): 21.8%. Target: TBD
- Unemployment rate, sex disaggregated (NSDG 8.5.2). Baseline (2019): 9% (12.8% female, 6.1% male). Target (2025): 7.5% (10% female, 5.5% male)

Poverty level (urban/rural) (NSDG 1.2.1). Baseline (2018): 11.4% (Urban/ 8.4%, Rural/14.3%). Target: TBD

**Applicable Output(s) from the UNDP Strategic Plan:** UNDP Strategic Plan, 2022-2025, Outcome: Advance poverty eradication in all its forms and dimensions.

OUTCOME 2: No-one left behind centering on equitable access to opportunities and a rights-based approach to human agency and human development.

Signature Solution 2: Governance

**CPD 2021-2025 Output 3.1:** Women, youth and people from remote rural areas benefit from better skills, sustainable jobs and strengthened livelihoods

**Project Title and Quantum Project Number:** Enhancing the capacities of the Surkhandarya region to educate and train Afghan citizens.

**Quantum ID:** 00129928; **Project Output ID:** 00141161;

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS		DATA COLLECTION METHODS & RISKS
			Value	Year	Value	Year	
<b>Output 1.</b> Afghan citizens in Uzbekistan are provided access to vocational education and skills development programmes through enhanced technical capacity of the ECTAC	1.1. Number of Afghan students (men, women) successfully completing ongoing education at ECTAC.	ECTAC Reports	0 (m: 0, w: 0)	2021	136 (m: 114, w: 22)	2022	ECTAC Reports, UNDP report
	2.1. Number of Afghan students (men, women) successfully completing a one-year TVET programmes.	ECTAC Reports	0 (m: 0, w: 0)	2021	100 (m: 50, w: 50)	2022	ECTAC Reports, UNDP report

	2.2. Number of Afghan students (men, women) successfully completing a six-month TVET programmes.	ECTAC Reports	0 (m: 0, w: 0)	2023	300 (m: 150, w: 150)	2025	ECTAC Reports, UNDP report
	3.1. Number of Afghan students (men, women) trained through short-term courses on basic professions.	ECTAC Reports	0 (m: 0, w: 0)	2021	100 (m: 50, w: 50)	2022	ECTAC Reports, UNDP report
	3.2. Number of Afghan students (men, women) trained through short-term courses on business management.	ECTAC Reports	0 (m: 0, w: 0)	2023	100 (m: 50, w: 50)	2025	ECTAC Reports, UNDP report
	4.1. EU Knowledge Center with computers and multimedia, library and co-working space established at ECTAC.	ECTAC Reports	NO	2021	yes	2022	ECTAC Reports, UNDP report
	4.2. Digital platform developed to enable ECTAC to deliver online training and education for Afghan students.	ECTAC Reports	NO	2021	yes	2025	ECTAC Reports, UNDP report
	4.3. Small grants in the amount of USD 2,000 awarded to facilitate the creation of small businesses of Afghan students	ECTAC Reports	0 (m: 0, w: 0)	2023	30 (m: 15, w: 15)	2025	ECTAC Reports, UNDP report

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring plan.

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed activities.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
<b>Monitor and Manage Risk</b>	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.
<b>Learn</b>	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.
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
<b>Review and Make Course Corrections</b>	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.
<b>Project Report</b>	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 activity level, the annual project quality rating summary,	Annually, and at the end of the project (final report)	

	an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.		
<b>Project Review (Project Board)</b>	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.	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.

## VII. MULTI-YEAR WORK PLAN

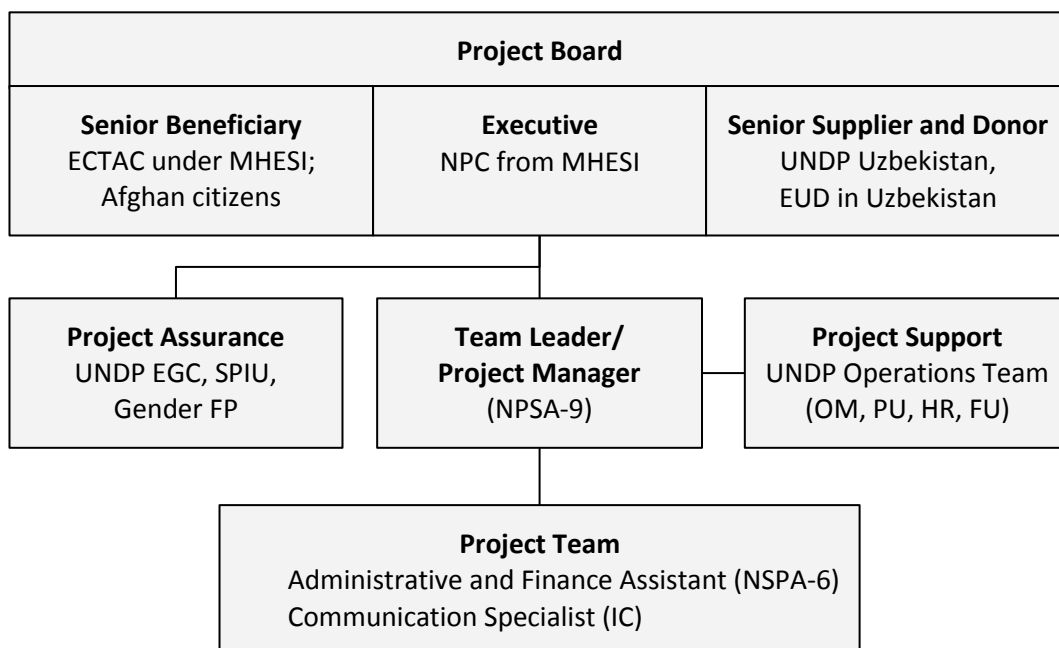
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget (USD)	RESPONSIBLE PARTY	PLANNED BUDGET	
		2022-2025		Funding Source	Amount (USD)
<b>Output 1.</b> Afghan citizens in Uzbekistan are provided access to vocational education and skills development programmes through enhanced technical capacity of the ECTAC.  <i>Gender marker: GEN 2</i>	<b>Activity 1.</b> Emergency support provided for the Afghan students currently educated at ECTAC	496,400	ECTAC	EU	496,400
	<b>Activity 2.</b> Afghan citizens are provided access to vocational training and education (TVET) programmes	816,615	ECTAC, UNDP	EU	816,615
	<b>Activity 3.</b> Afghan citizens are provided access to short-term courses on basic professions	206,828	ECTAC, UNDP	EU	206,828
	<b>Activity 4.</b> Technical capacity of ECTAC is enhanced to deliver education and training to Afghan citizens and Project Management	555,207	ECTAC, UNDP	EU	555,207
<b>Total programmatic budget</b>		<b>2,075,049</b>			<b>2,075,049</b>
General Management Support (7%)		145,253			145,253
<b>Total project budget</b>		<b>2,220,302</b>			<b>2,220,302</b>

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented according to the UNDP procedures for national implementation modality (NIM) with full CO support. The NIM modality with full CO support has been selected to strengthen the national ownership and sustainability of the project results. The project's national implementing partner is the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan (MHESI). The MHESI will appoint a **National Project Coordinator** to provide strategic guidance to the project.

The project will be overseen and guided by a **Project Board** as the main body responsible for overall direction and management of the project. It will consist of the following members – Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan (Executive), ECTAC (Senior Beneficiary), UNDP (Senior Supplier) and the EU Delegation in Uzbekistan representatives.

### Project Organizational Structure



The Project Board will be co-chaired by the MHESI and UNDP. It will provide strategic guidance, oversee project implementation and will be responsible for making consensus-based decisions for the Project, including the changes to the project strategy and/or budget, approval and revisions of project work plans. To ensure UNDP's ultimate accountability, Project Board decisions will be made in accordance with standards that shall ensure best value for money, fairness, integrity, transparency and effective competition. In case a consensus cannot be reached within the Board, a final decision shall rest with the UNDP Resident Representative, in consultation with the EU Delegation in Uzbekistan. In the course of the project implementation, the Project Board assumes the following specific duties:

- Overall guidance and direction to the project;
- Review of each stage and approval of progress;
- Review and approval of work-plans and any exception plan.
- Organize a (steering committee) after 6 months

At the end of the project, the Project Board will:

- Assure that all expected activities have been delivered in a satisfactory manner;
- Approve the Final Project Report and Results.

The Project Board will meet at the request of the National Project Coordinator but not less than once in a calendar year. The Project Board members, Project Manager, project team, and other project stakeholders will attend the Project Board meetings.

The **Project Manager** will have the authority to manage the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager's prime responsibility is to ensure that the project achieves the outcomes specified in the Action Document and adheres to the required standard of quality and within the specified timeframe and budget.

The **Project Team** will consist of personnel that will be responsible for providing technical assistance and carrying out administrative and management tasks. The human resources required for the implementation of the Action will be as follows:

1. Project Manager (NPSA-9): full time position under National Personnel Services Agreement for the duration of 24 months, who will be responsible for overall management of the project activities by developing and implementing a results-based work plan for the project. He/she shall be responsible for all substantive, managerial and financial for the project. He/she will provide overall supervision of all project staff in the project management unit in UNDP Country Office in Uzbekistan, as well as in field offices. She/he will be guiding and supervising all policy-based relations between the project, the EU Delegation in Uzbekistan and the Government of Uzbekistan.
2. Administrative and Finance Assistant (NPSA-6): full time position under National Personnel Services Agreement for the duration of 24 months responsible for performing administrative, financial, procurement, human resource, and other operational tasks of the project.
3. Communications Specialist (IC): part time individual contractor for the duration of 23 months who will be supporting the project to ensure a proper planning and implementation of communication and visibility activities.

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## IX. 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 Uzbekistan and UNDP, signed on June 10, 1993. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Ministry of Higher Education, Science and Innovation 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.

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## X. 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, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>.
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. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
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 with 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.

10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.

11. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

12. 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](http://www.undp.org).

13. 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.

14. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, credible allegation of fraud or corruption or other financial irregularities 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.

15. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this 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.

16. 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.

17. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

18. 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.

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## **XI. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Partner Capacity Assessment**
- 4. Risk Analysis**
- 5. Communication and Visibility Plan**
- 6. Project Board Terms of Reference and TORs of key management positions**

**Annex 1. Project Quality Assurance Report**

Has been conducted in the system.

**Annex 2. Social and Environmental Screening Template**

Attached as a separate document.

**Annex 3. Partner Capacity Assessment**

Attached as a separate document.

**Annex 4. Risk Analysis**

#	Description	Category	Impact and Probability	Countermeasures / Management response	Risk owner
1.	Inadequate cross-sectorial coordination among national partners	Organizational	P = 4 I = 3	To mitigate this risk, the project will put extra efforts in effective communication between involved national partners to avoid any miscommunication. Project will use project board meetings (PBM) to effectively communicate roles and responsibilities of each involved national partner as well as donors and project management.	Project Manager
2.	Management and structural changes in national partner institutions	Political	P = 4 I = 3	To minimize this risk, the project will ensure work with national partners on a detailed plan of actions defining the role and responsibility of each involved national partner. Project will use project board meetings (PBM) to effectively communicate roles and responsibilities of each involved national partner as well as donors and project management.	Project Manager
3.	Ensuring sustainability of project results	Legal	P = 4 I = 3	Project will agree with national partners that certificates and diplomas awarded to Afghanistan citizens enrolled in the vocational education and training programmes are recognized in Uzbekistan. Vocational education and training programmes designed within the project implementation cycle will remain with the ECTAC, thus ensuring sustainability of the action's outcomes after the project's closure.	Project Manager
4.	Low number of target beneficiaries covered by the project's educational programs.	Environmental	I = 4 P = 3	The project may struggle engaging a sufficient number of Afghan citizens to educational and training programs due to low interest, unawareness or	Project Manager

				other factors. The risk will be mitigated through better information campaigns and outreach among the local communities of Afghan citizens in Uzbekistan.	
5.	Inability of the responsible partner to deliver fast and high quality results.	Organizational	I = 4 P = 2	A large scope of the project's activities will be implemented through the ECTAC based on RPA, which makes the quality of project results dependent on the capacities of the partner. To mitigate the risk, micro-HACT assessment of the ECTAC will be conducted and the MHESI will be closely engaged in the project's oversight and implementation.	Project Manager

## Annex 5. Communication and Visibility Plan

### 1. Overall communication objectives

The overall objective of the Communication and Visibility Plan (CVP) is to accurately communicate the project's goals and progress and to provide appropriate visibility to the project to a diverse audience within Uzbekistan, including the project's support from the EU Delegation.

To achieve the objective, the proposed communication and visibility plan **aims to**:

- Inform and raise awareness around the project and its activities, objectives and impact
- Promote the cooperation of Government-UNDP-EU and national/local partners to deliver on the project goals
- Provide appropriate, clear and throughout the project visibility for EU funding support to the programme
- Create a visual and brand identity for the project
- Develop effective, appropriate messaging of interest to the target groups with regards to the project

### 2. Responsibilities for project communication

UNDP, as the project lead implementing agency, manages the overall project communication and visibility strategy. The role of the EU will be highlighted in all project communications.

Communications on specific project activities and events, as well as project reporting, are managed by UNDP according to its responsibilities for project implementation, the conditions defined in the Contribution Agreement and its Annexes.

The CVP will consider dissemination and communication actions during the lifetime of the project.

### 3. Target audience

Beneficiaries, Afghan citizens, who may be informed of the main objectives, progress and outcomes of the project and the benefits that derive from it for them, as well as of the EU-UNDP support to the project;

Key Stakeholders, the government and its agencies, who may be informed of key results and the impact achieved through the project's implementation together with the successes and good practices emanating from the project; as well as of the EU-UNDP support to the project;

Opinion Makers, who may be informed of the context, activities, expected results of the project, and the policies and practices that aspire to providing a decent education for Afghan citizens, as well as of the EU support to the project;

Development Community and Donors, who may be informed of the key achievements of the project made possible through the support of the EU.

### 4. Channels of communication by target audience

Messages will be disseminated utilizing several channels of communication at the same time. However, the channels of communication will be selected in accordance with the target audience it aims at in order to maximize message impact. The table below summarizes the channels of communication by target group.

Target group	Key channels of communication
Beneficiaries, Afghan	<ul style="list-style-type: none"> <li>● National/International television and radio with news stories and reports and</li> </ul>

<b>citizens – students of three educational programmes</b>	<p>thematic / expert dialogue programmes;</p> <ul style="list-style-type: none"> <li>● Articles and reports and other publications in the national and international press;</li> <li>● Outreach materials (infographics, printed matter, promotional items, posters); Social media networks;</li> <li>● Trainings;</li> <li>● Educational Centre for Training Afghan Citizens (ECTAC) in the Surkhandarya region;</li> <li>● State universities and technical schools in Uzbekistan;</li> <li>● Regional Monocentre “Ishga Markhamat” of the Ministry of Employment and Poverty Reduction of the Republic of Uzbekistan;</li> <li>● Local government authorities</li> </ul>
<b>Central and local government</b>	<ul style="list-style-type: none"> <li>● Trainings and training programmes;</li> <li>● Print and electronic media;</li> <li>● Social media networks and corporate websites</li> </ul>
<b>Opinion makers</b>	<ul style="list-style-type: none"> <li>● Conferences and other public events;</li> <li>● Diplomas awarding (graduation ceremonies ) and showcasing events</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>● Conferences and other public events;</li> <li>● Diplomas awarding (graduation ceremonies ) and showcasing events;</li> <li>● Calendar of events;</li> <li>● Joint, or outsourced preparation of articles and information material for publication;</li> <li>● Web resources and/or social media networks with specialised sections</li> </ul>

## 5. Communication tools chosen

The communication and visibility activities will occur throughout the project cycle, and communication and visibility actions and products will be carefully sequenced to achieve maximum impact, keeping in mind, however, that different stages of the project cycle require different communication and visibility activities. The Plan will employ a range of tools in order to provide visibility for the project, as well as its funding partner through the project life cycle, the main mix of which are described below.

<b>Tool</b>	<b>Advantage</b>	<b>Responsibility</b>
<b>Project flier</b>	<ul style="list-style-type: none"> <li>● Short document (max. 4 pager) summarizing the main project features and expected results, updated regularly with success stories</li> <li>● Can be used to share information to all target audiences</li> <li>● Both paper and online</li> </ul>	UNDP in cooperation with project partners
<b>Project PowerPoint presentation</b>	<ul style="list-style-type: none"> <li>● Common standard presentation for use by all project partners to introduce and present the project to all target audiences at any event</li> <li>● Ensure common communication messages are delivered by all project partners</li> <li>● Can be customized according to the needs of each event</li> </ul>	UNDP in cooperation with project partners



<b>Press releases/Media advisories</b>	<ul style="list-style-type: none"> <li>● Create awareness on the project progress, results and on major project activities/events</li> <li>● Promote media coverage of the project in Uzbekistan, the region and beyond</li> </ul>	UNDP for project-wide activities/events and for the activities/events under its responsibility Other project partners if selected
<b>UNDP website</b>	<ul style="list-style-type: none"> <li>● Provide an information package on the project, accessible online by all target audiences</li> <li>● Share experiences and success stories, show progress, inform on project activities and events, build credibility with beneficiaries and with a wider audience</li> </ul>	UNDP in cooperation with project partners
<b>Social media (Facebook group, Twitter account and others)</b>	<ul style="list-style-type: none"> <li>● Constant and up-to-date flow of information to project beneficiaries and stakeholders</li> <li>● Share practical information on project activities, events, experiences in real time</li> <li>● Attract interest towards the project from a larger audience</li> </ul>	UNDP for posting information on the activities/events Project partners
<b>Project video</b>	<ul style="list-style-type: none"> <li>● Provide statements and testimonials from project partners and beneficiaries;</li> <li>● Show the project in live and through images;</li> <li>● Can be disseminated during events and online on YouTube;</li> <li>● Can be updated during the project lifespan with new evidences of results;</li> </ul>	UNDP in cooperation with project partners
<b>Official communication</b>	<ul style="list-style-type: none"> <li>● Letters, correspondence, other official communication, printed and electronic material, etc that will acknowledge the support of the EU Delegation of the Project;</li> <li>● The EU logo will feature in all public documents, along with the EU standard disclaimer.</li> </ul>	UNDP in cooperation with project partners
<b>Media visits</b>	<ul style="list-style-type: none"> <li>● The journalistic community will be actively engaged in reporting the project's objectives and outcomes by arranging media visits to the project sites to report on the successes and impact of the project;</li> <li>● To reach a full spectrum of target groups especially opinions makers and key stakeholders;</li> <li>● To highlight milestones of the project have been achieved to report on their benefits for project beneficiaries and key stakeholders;</li> </ul>	UNDP in cooperation with project partners

## 6. Coordination mechanism

Coordination and facilitation of all visibility, information, and branding related to the project, in adherence with the strategy agreed among partners and in congruence with Article 8 of the General Conditions and the Joint Visibility guidelines for EC-UN in the field.

UNDP, in close cooperation with the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan at national level and Surkhandarya regional administration and close coordination with other relevant line ministries: Ministry of Employment and Poverty Reduction of the Republic of Uzbekistan, Chamber of Commerce and Industry, as well as civil society organizations, will jointly pursue the overall communication objective, that is to give adequate publicity to the implementation of the project and to the crucial support by the European Union Delegation.

During the course of implementation of activities, press releases and media visits will be jointly planned and prepared between UNDP and the national project stakeholders. Similarly, project implementation milestones and achievements will be posted on all key stakeholders' websites and social media channels. Relevant imagery will be shared regularly with all stakeholders so it can be used in their promotional and information dissemination activities with respect to project activities implementation and progress, as well as results achieved. The production of several videos encompassing some human-interest stories and a documentary film covering the entire scope of the project.

At the completion of the project all key materials and documentation generated by the action, photos, videos and technical activities such as studies and training materials must be made available to the EU Delegation in an appropriate format.

All communication materials and products will prominently feature the EU emblem accompanied by text acknowledging the support of the European Union, links to relevant EU social media accounts and websites and a disclaimer.

Administrative reports will be prepared periodically by the communication and visibility team describing all activities undertaken covering the implementation phase of the project cycle.

All reasonable measures will therefore be taken to ensure that the joint visibility requirements and expectations of the national partners are met in an appropriate, expedient, cost-effective, and equitable manner.

## **7. Resources**

### **Human Resources**

A national communications consultant will be recruited by UNDP for this project, who will be responsible for: [i] the development, coordination and implementation of communication and visibility activities, as well as for the coordination of the design and production of communication and promotional materials; and [ii] advice and guidance provision on publicity and information campaigns and any other initiatives carried out for enhancing the communication and visibility of the project.

### **Financial Resources**

Activities included in the communication and visibility plan will be funded from the budget of the project and will not require additional funding.

## Annex 5. Project Board Terms of Reference and TORs of key management positions

### I. PROJECT BOARD

#### Overall responsibilities

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

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

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

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

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

#### Specific responsibilities

##### 1. Initiating a project:

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

##### 2. Running a project:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;

- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions.

### 3. Closing a project

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

## **II. EXECUTIVE**

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

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

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

## **III. SENIOR BENEFICIARY**

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

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

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

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

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored
- Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities.

#### **IV. SENIOR SUPPLIER**

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

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

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts The supplier assurance role responsibilities are to:
- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project If warranted, some of this assurance responsibility may be delegated.

#### **V. PROJECT MANAGER**

##### **Overall responsibilities**

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

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

##### **Specific responsibilities** would include:

###### *Overall project management:*

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

###### *Running a project*

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;

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

#### *Closing a Project*

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

## **VI. PROJECT ASSURANCE**

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

Project Assurance has to be independent of the PM; therefore, the Project Board cannot delegate any of its assurance responsibilities to the PM. A UNDP Programme Officer typically holds the Project Assurance role. The implementation of the assurance responsibilities needs to answer the question “What is to be assured?”. The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality:

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

**Specific responsibilities would include:**

#### **1. Initiating a project**

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Quantum 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 Quantum are regularly updated;
- Ensure that critical project information is monitored and updated in Quantum, 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 Quantum;
- Ensure that all financial transactions are in Quantum based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Quantum accordingly.

## **VII. PROJECT SUPPORT**

**Overall responsibilities:** The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

**Specific responsibilities:** Some specific tasks of the Project Support would include:

### *Provision of administrative services:*

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

### *Project documentation management:*

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

### *Financial Management, Monitoring and reporting*

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

### *Provision of technical support services*

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

**1) PROJECT MANAGER****Terms of Reference for functions under a National Personnel Service Agreement****1. Position Information**

<b>Office/Unit/Project</b>	UNDP Uzbekistan/Effective Governance Cluster/Enhancing the capacities of the Surkhandarya region to educate and train Afghan citizens Project
<b>Functional Title</b>	Project Manager
<b>Classified Level (NPSA 1-12)</b>	NPSA-9 (NB-4)
<b>Duty station (City and Country)</b>	Termez district, Surkhandarya region/Tashkent, Uzbekistan
<b>Type (Regular or Short term)</b>	Regular
<b>Office- or Home-based</b>	Office-based
<b>Expected Starting Date</b>	As soon as possible
<b>Expected Duration</b>	12 months (with possible extension subject to satisfactory performance)

**2. Office/Unit/Project Description**

"Enhancing the capacities of the Surkhandarya region to educate and train Afghan citizens" is a new joint project of the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan (MHESI) and UNDP, financed by the European Union.

The project has a duration of 42 months and aims at implementing part of the agreements reached during the joint visit of the EU Ambassador to Uzbekistan and the UNDP Resident Representative in Uzbekistan to the Surkhandarya region in November 2021. It is also a logical continuation of the joint EU and UNDP initiatives in the field of humanitarian support for Afghan citizens through their education and training in Uzbekistan.

The purpose of the project is to create new and expand existing education opportunities for Afghan citizens – with particular focus on youth and women – through enhancing the provision of vocational education and training programmes and short-term courses, as well as to further strengthen the capacity of the Educational Centre for Training Afghan Citizens in Termez (ECTAC) in educating Afghan citizens in various disciplines including humanitarian, pedagogical and engineering.

Specifically, during 2022-2023, the project will support the education of 136 Afghan citizens currently undergoing studies at the ECTAC, additionally train 100 Afghan citizens on technical and vocational education and training (TVET) Program and 100 Afghan citizens within the short-term (up to 3 months) vocational courses. Also, the technical capacity of ECTAC will be enhanced to deliver education and training to Afghan citizens.

During 2023-2025, the project will further support the education and training of Afghan citizens in Uzbekistan. In this period, 300 Afghan citizens will undergo six months TVET program. 100 of these successful graduates will then receive a three-month business management training. Finally, 30 final graduates will be awarded small grants in the amount of USD 2,000 to support the creation of their own small businesses.



The project will be implemented in partnership with the MHESI and ECTAC, in close collaboration with other relevant national partners, including the “Ishga Marhamat” Center in Termez, Surkhandarya Regional Administration, Ministry of Employment and Poverty Reduction of the Republic of Uzbekistan, Chamber of Commerce and Industry, as well as civil society organizations.

It is expected that this project results in an enhanced well-being of Afghan citizens currently residing in Uzbekistan through increasing their opportunities for employment and integration into active social and economic life in Uzbekistan. Also the project will contribute to significantly enhancing the educational, operational and digital capacity of the ECTAC – and of the Surkhandarya region – to become an effective resource centre for academic exchange between Uzbekistan and Afghanistan, as well as a sustainable training institution for Afghan students, especially for women.

### **3. Scope of Work**

Under direct supervision of the UNDP Cluster Leader on Effective Governance and guidance of the Project Board, the Project Manager will be responsible for the operational management and implementation of the project according to the project document, UNDP corporate rules and procedures, donor requirements, and will perform the following tasks and responsibilities:

1. Responsible for managing project team, and closely liaise with national partners teams effectively to ensure effective project implementation;
2. Supervise work of project assistant, project consultants/sub-contractors, local consultants and conduct performance reviews in accordance with UNDP rules, regulations and procedures;
3. Develop Terms of Reference for project personnel and consultants/potential service providers and ensure proper delivery of technical services and submission of technical and other reports;
4. Draft annual project work plan in consultation with major project stakeholders;
5. Comply with security and safety requirements and regulations and ensure the same are respected by all local consultants;
6. Prepare and update work plans and budgets;
7. Manage financial allocations, ensure timely payments in accordance with UNDP rules, regulations and procedures; generate Quantum reports, including combined delivery reports;
8. Prepare procurement plans and oversee procurement and logistics for project implementation;
9. Monitor and analyze the project environment and progress, using applicable M&E and risk management tools where relevant, and advise on timely readjustments of strategies and corrective actions as necessary;
10. Produce periodical annual project progress reports and financial reports for the Steering Committee and donor;
11. Provide regular updates on the project progress;
12. Design and implement a communication strategy of the project with communication specialist in UNDP CO;
13. Ensure regular communication and coordination with project donor and partners and develop and maintain effective mechanisms for integrating and responding to their feedback and insights;
14. Ensure careful selection of communication tools and tailoring the messages taking into account overall socio-political and development context in the countries of the region.
15. Liaise with the national implementing partners on rollout of the project and its smooth implementation in cooperation with national and international stakeholders
16. Ensure effective communication with national and local partners;
17. Ensure timely preparation, update and implementation of project annual and detailed work plans, and other related documents for timely commencement of planned in-country activities and expected outputs;

18. Organize and/or coordinate project events;
19. Build partnerships with state bodies, NGOs and other potential partners;
20. Coordinate implementation of the national component of the project in close cooperation with local authorities and other relevant parties;
21. Ensure smooth implementation of in-country project activities and attainment of the overall project objectives as stated in the project document at the national level;
22. Coordinate all project in-country activities with the activities of national counterparts and other UNDP projects;
23. Organize and conduct project Steering Committees;
24. Ensure compliance of project business processes with UNDP Project Operational Policies and Procedures and UNDP Standard Operating Procedures;
25. Perform other duties as required, in consultation with and under direct supervisor;
26. Perform other relevant duties within the scope of this position.

#### **4. Institutional Arrangements**

The Project Manager will be under the direct supervision of the UNDP Cluster Leader on Effective Governance and guidance of the Project Board. The Project Manager will work in close collaboration with the government counterparts, project, operations, and programme staff in the UNDP CO to exchange information and ensure consistent service delivery, and undertake day-to-day responsibility for operational and thematic support services for the satisfactory achievement of the project outputs.

#### **5. Competencies**

The candidate is expected to demonstrate the following sets of competencies.

##### ***Core Behavioral Competencies***

<b>Achieve Results:</b>	LEVEL 3: Set and align challenging, achievable objectives for multiple projects, have lasting impact
<b>Think Innovatively:</b>	LEVEL 3: Proactively mitigate potential risks, develop new ideas to solve complex problems
<b>Learn Continuously:</b>	LEVEL 3: Create and act on opportunities to expand horizons, diversify experiences
<b>Adapt with Agility:</b>	LEVEL 3: Proactively initiate and champion change, manage multiple competing demands
<b>Act with Determination:</b>	LEVEL 3: Think beyond immediate task/barriers and take action to achieve greater results
<b>Engage and Partner:</b>	LEVEL 3: Political savvy, navigate complex landscape, champion inter-agency collaboration
<b>Enable Diversity and Inclusion:</b>	LEVEL 3: Appreciate benefits of diverse workforce and champion inclusivity

##### ***People Management Competencies***

UNDP People Management Competencies can be found in the dedicated [site](#).

Show Managerial Courage: Face up to organizational and people problems

Demonstrate Empathy and Emotional Intelligence: Enable the wellbeing of the team(s)

Motivate and Direct: Create and communicate a compelling vision and purpose

Build an Enabling Workplace: Create a working environment where people are engaged and want to do their best; Empower and enables team members to perform and have a positive workplace experience

Build Capability: Identify and develop talent in individuals, providing positive support to enable them to achieve their potential

Manage Performance and Ensure Accountability: Ensure regular conversations with people about work; Provide positive and constructive feedback

Lead with Humility: Be authentic and transparent, act with integrity; Be accessible and available to team members they lead

### ***Cross-Functional & Technical Competencies***

<b><i>Thematic Area</i></b>	<b><i>Name</i></b>	<b><i>Definition</i></b>
Business Direction & Strategy	Strategic Thinking	Ability to develop effective strategies and prioritized plans in line with UNDP's objectives, based on the systemic analysis of challenges, potential risks and opportunities; linking the vision to reality on the ground, and creating tangible solutions
Business Direction & Strategy	Business Acumen	Ability to understand and deal with a business situation in a manner that is likely to lead to a good outcome
Business Development	Knowledge Generation	Ability to research and turn information into useful knowledge, relevant for content, or responsive to a stated need
Business Development	Integration within the UN	Ability to identify, and integrate capacity and assets of the UN system, and engage in joint work; knowledge of the UN System and ability to apply this knowledge to strategic and/or practical situations
Business Management	Project Management	Ability to plan, organize, priorities and control resources, procedures and protocols to achieve specific goals
Business Management	Digital Awareness and Literacy	Ability and inclination to rapidly adopt new technologies, either through skillfully grasping their usage or through understanding their impact and empowering others to use them as needed

Business Management	Monitoring	Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results
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## 6. Minimum Qualifications of the Successful NPSA

<b>Min. education requirements</b>	University degree in any of the following areas: Adult Education, Social Science, Economics, Business Administration, Development Studies or other relevant area.
<b>Min. years of relevant work experience</b>	At least 3 years of work experience in government, higher or secondary specialized training institution, international organization or non-governmental organization, including 1 year of managerial experience, in any of the following areas is required: Adult education, TVET programme, Vocational trainings, Exchange programmes in NGOs or other educational institutions. Managerial experience in international projects would be considered as an asset.
<b>Required skills</b>	<ul style="list-style-type: none"> <li>· Responsible for day-to-day management, administration and decision-making for the project;</li> <li>· Oversees strategic planning process for the project and ensures its implementation in accordance with the signed project document;</li> <li>· Demonstrates commitment to UNDP's mission, vision and values;</li> <li>· Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;</li> <li>· Demonstrating/safeguarding ethics and integrity;</li> <li>· Demonstrate corporate knowledge and sound judgment;</li> <li>· Self-development, initiative-taking;</li> <li>· Acting as a team leader and facilitating team work;</li> <li>· Facilitating and encouraging open communication in the team, communicating effectively;</li> <li>· Creating synergies through self-control;</li> <li>· Managing conflict;</li> <li>· Learning and sharing knowledge and encourage the learning of others.</li> </ul>
<b>Desired skills in addition to the competencies covered in the Competencies section</b>	<ul style="list-style-type: none"> <li>· Ability to use information and communication technology as a tool and resource;</li> <li>· Excellent knowledge in use of computer software packages for word processing, excel spreadsheets, power point, internet, databases and handling web-based management systems;</li> <li>· Ability to work under pressure and with tight deadlines, ethics and honesty;</li> <li>· Work prioritization and ability to handle multiple tasks;</li> <li>· Ability to maintain a high level of accuracy, confidentiality concerning financial and employee files;</li> <li>· Basic understanding of development issues, governance reform, and education issues is desirable.</li> </ul>

<b>Required Language(s)</b>	· Fluency in English, Russian, and Uzbek.
<b>Professional Certificates</b>	· Project management training certificates would be considered an asset.

**7. The following documents shall be required from the applicants:**

- a) **Personal CV or P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least 3 (three) most recent professional references of previous supervisors and/or peers.
- b) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.

**8. Annexes to the TOR**

The project document of the Enhancing the capacities of Surkhandarya region to educate and train Afghan citizens Project.

**9. Approval**

**This TOR is approved by:** Kamila Mukhamedkhanova, Effective Governance Cluster Leader

This certifies the appropriateness of the functions to the NPSA contractual modality.

**2) ADMINISTRATIVE AND FINANCE ASSISTANT**

**Terms of Reference (TOR) for functions under a National Personnel Service Agreement**

**1. Position Information**

<b>Office/Unit/Project</b>	UNDP Uzbekistan/Effective Governance Cluster/ Enhancing the capacities of Surkhandarya region to educate and train Afghan citizens
<b>Functional Title</b>	Administrative Finance Assistant
<b>Classified Level (NPSA 1-12)</b>	NPSA-6
<b>Duty station (City and Country)</b>	Termez district, Surkhandarya region/Tashkent, Uzbekistan
<b>Type (Regular or Short term)</b>	Regular
<b>Office- or Home-based</b>	Office-based
<b>Expected starting date</b>	As soon as possible
<b>Expected Duration</b>	12 months (with possible extension subject to satisfactory performance)

**2. Office/Unit/Project Description**

"Enhancing the capacities of Surkhandarya region to educate and train Afghan citizens" is the joint project of the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan (MHESI) and UNDP, financed by the European Union.

The project has a duration of 42 months and aims at implementing part of the agreements reached during the joint visit of the EU Ambassador to Uzbekistan and the UNDP Resident Representative in Uzbekistan to the Surkhandarya region in November 2021. It is also a logical continuation of the joint EU and UNDP initiatives in the field of humanitarian support for Afghan citizens through their education and training in Uzbekistan.

The purpose of the project is to create new and expand existing education opportunities for Afghan citizens – with particular focus on youth and women – through enhancing the provision of vocational education and training programmes and short-term courses, as well as to further strengthen the capacity of the Educational Centre for Training Afghan Citizens in Termez (ECTAC) in educating Afghan citizens in various disciplines including humanitarian, pedagogical and engineering.

Specifically, during 2022-2023, the project will support the education of 136 Afghan citizens currently undergoing studies at the ECTAC, additionally train 100 Afghan citizens on technical and vocational education and training (TVET) Program and 100 Afghan citizens within the short-term (up to 3 months) vocational courses. Also, the technical capacity of ECTAC will be enhanced to deliver education and training to Afghan citizens.

During 2023-2025, the project will further support the education and training of Afghan citizens in Uzbekistan. In this period, 300 Afghan citizens will undergo six months TVET program. 100 of these successful graduates will then receive a three-month business management training. Finally, 30 final graduates will be awarded small grants in the amount of USD 2,000 to support the creation of their own small businesses.

The project will be implemented in partnership with the MHESI and ECTAC, in close collaboration with other relevant national partners, including the "Ishga Marhamat" Center in Termez, Surkhandarya Regional Administration, Ministry of Employment and Poverty Reduction of the Republic of Uzbekistan, Chamber of Commerce and Industry, as well as civil society organizations.

It is expected that this project results in an enhanced well-being of Afghan citizens currently residing in Uzbekistan through increasing their opportunities for employment and integration into active social and economic life in Uzbekistan. Also, the project will contribute to significantly enhancing the educational, operational and digital capacity of the ECTAC – and of the Surkhandarya region – to become an effective resource center for academic exchange between Uzbekistan and Afghanistan, as well as a sustainable training institution for Afghan students, especially for women.

### **3. Scope of Work**

The Administrative Finance Assistant (AFA) will be responsible for providing back-office/administrative support to the Project Manager including: (I) facilitating procurement; (II) financial and administrative tracking of activities and expenses; (III) support with communication, facilitation and organization of outreach activities, press releases, project/UNDP/government briefing notes, translations, etc.; (IV) liaising with UNDP country office to facilitate financial reporting and compliance, and UNDP procurement compliance.

AFA will provide project management support that includes all financial and administrative requirements of the project, especially those related to project funding and accounting to ensure that project is executed in a timely and appropriate manner. AFA will facilitate, guide, and monitor the work of the project's contractors, and manage payment schedules. He/or She will assist in project related activities, including planning for meetings, trips, and other project related activities, and ensure all national and international travel is organized smoothly. AFA takes responsibility for documenting and sharing records of meetings, decisions, actions, etc., and supporting with the Monitoring and Evaluation of the project at the national level, including workshop evaluations. AFA's functions on financial oversight covers management of the project budget, maintaining records of expenditures and collaboration in financial reporting, overseeing procurement and accounting together with the UNDP Country Office to ensure financial resources are

disbursed on time to implementing partners. AFA takes any other duties assigned by the Project Manager that have direct relevance to the project.

Key deliverables of the Administrative Finance Assistant as follows (products and processes):

- Ensure the QUANTUM approval system is set up at the Country Office. Develop calculations for the development of the annual workplan/budget;
- Handle all required procurement processes, requisitions and purchase orders, ensuring compliance with UNDP rules and regulations. Regularly update of the procurement plan and contacts list;
- Take care of all logistical matters to organize the inception workshop, consultation workshops and any meetings as required;
- Take care of all travel arrangements for national travel/missions and participants to national level workshops. Handle all travel for participants to global and regional workshops and other international meetings, ensuring all necessary visa, security clearances and plane tickets are obtained timely and confirmations/changes of travel arrangements are communicated to the project staff and external parties immediately.
- Maintain an inventory of assets/equipment and support with the handover of equipment upon project closure.

#### 4. Institutional Arrangement

Under the direct supervision and guidance of the Project Manager, the Administrative and Finance Assistant provides operational and thematic services ensuring high quality, accuracy and consistency of work. The AFA works in close collaboration with project, operations, and programme's staff in the UNDP CO to exchange information and ensure consistent service delivery, and undertake day-to-day responsibility for operational and thematic support services for the satisfactory achievement of the project component outputs.

#### 5. Competencies

##### *Core Behavioral Competencies*

<b>Achieve Results:</b>	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline
<b>Think Innovatively:</b>	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements
<b>Learn Continuously:</b>	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback
<b>Adapt with Agility:</b>	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible
<b>Act with Determination:</b>	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident
<b>Engage and Partner:</b>	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships
<b>Enable Diversity and Inclusion:</b>	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination

**Cross-Functional & Technical Competencies**

<b><i>Thematic Area</i></b>	<b><i>Name</i></b>	<b><i>Definition</i></b>
Business Management	Communication	Ability to communicate in a clear, concise and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience. Ability to manage communications internally and externally, through media, social media and other appropriate channels.
Business Management	Digital Awareness and Literacy	Ability and inclination to rapidly adopt new technologies, either through skillfully grasping their usage or through understanding their impact and empowering others to use them as needed
Business Management	Customer Satisfaction/Client Management	Ability to respond timely and appropriately with a sense of urgency, provide consistent solutions, and deliver timely and quality results and/or solutions to fulfil and understand the real customers' needs. Provide inputs to the development of customer service strategy. Look for ways to add value beyond clients' immediate requests. Ability to anticipate client's upcoming needs and concerns.
Business Management	Operations Management	Ability to effectively plan, organize, and oversee the organization's business processes in order to convert its assets into the best results in the most efficient manner. Knowledge of relevant concepts and mechanisms.
Administration & Operations	Events management (including retreats, trainings and meetings)	Ability to manage events, including venue identification, accommodation, logistics, catering, transportation, and cash disbursements, etc.
Finance	Accounting (General)	Knowledge of accounting concepts, principles, frameworks, standards, regulations, policies and trends, and ability to apply this to strategic and/or practical situations
Procurement	Procurement management	The ability to acquire goods, services or works from an outside external source

**6. Minimum Qualifications of the Successful NPSA**



<b>Min. education requirements</b>	<ul style="list-style-type: none"> <li>· Bachelor's degree in any of the following areas: Accounting, Finance, Economics, Business Administration and Management, Planning or any closely related field;</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>· Secondary education combined with equivalent relevant work experience.</li> </ul>
<b>Min. years of relevant work experience</b>	<ul style="list-style-type: none"> <li>· At least 3 years of relevant work experience in administration and finance;</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>· At least 6 years of relevant work experience in administration and finance for the candidates with secondary education.</li> </ul> <p>Work experience in international organizations is an asset.</p>
<b>Required skills</b>	<ul style="list-style-type: none"> <li>· Strong financial and administrative skills, result and client-orientation;</li> <li>· Excellent knowledge of computer software packages for word processing, excel spreadsheets, internet, databases and operating web-based management systems;</li> <li>· Ability to work under pressure and with tight deadlines, ethics and honesty;</li> <li>· Ability to maintain a high level of accuracy, confidentiality concerning financial and employee files.</li> </ul>
<b>Desired skills in addition to the competencies covered in the Competencies section</b>	<ul style="list-style-type: none"> <li>· Knowledge of and experience in gender mainstreaming;</li> <li>· Experience in working and collaborating with governments;</li> <li>· Basic understanding of development issues, governance reform, digital transformation issues in Uzbekistan.</li> </ul>
<b>Required Language(s)</b>	<ul style="list-style-type: none"> <li>· Fluency in English, Uzbek and Russian is required.</li> </ul>
<b>Professional Certificates</b>	<ul style="list-style-type: none"> <li>· Certificates in accounting, HR management, procurement or related fields will be considered an asset.</li> </ul>

### 7. The following documents shall be required from the applicants

a) Personal CV or P11, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.

b) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.

### 8. Annexes to the TOR

The Prodoc of the Enhancing the capacities of Surkhandarya region to educate and train Afghan citizens Project.

### 9. Approval

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