

Closure Stage Quality Assurance Report

Form Status: Approved

Overall Rating:	Satisfactory
Decision:	
Portfolio/Project Number:	00105460
Portfolio/Project Title:	Public Administration Reforms and Digital Transformation
Portfolio/Project Date:	2017-10-01 / 2020-12-31

Strategic

Quality Rating: Exemplary

1. Did the project pro-actively identified changes to the external environment and incorporated them into the project strategy?

- ☒ 3: *The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives, assumptions were tested to determine if the project's strategy was valid. There is some evidence that the project board considered the implications, and documented the changes needed to the project in response. (all must be true)*
- ☐ 2: The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives. There is some evidence that the project board discussed this, but relevant changes did not fully integrate in the project. (both must be true)
- ☐ 1: The project team considered relevant changes in the external environment since implementation began, but there is no evidence that the project team considered these changes to the project as a result.

Evidence:

ProDoc was reviewed and updated to reflect changes in the external environment, which is the transfer of the e-government mandate from MITC (initial project implementing partner) to NAPM. The project had to update its strategy and modify some of the outputs to meet the priorities and objectives of the new implementing partner (revised prodoc attached). Changes to the external environment were analyzed and reflected in the project's activities through regularly reviewed Annual Plan of Activities/Annual Work Plans, discussions and decision of project board meetings.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	PARDT_Prodoc_Eng_Final_signed_5522_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PARDT_Prodoc_Eng_Final_signed_5522_301.pdf)	bunyod.avliyokulov@undp.org	6/30/2020 9:47:00 AM

2. Was the project aligned with the thematic focus of the Strategic Plan?

- ☒ 3: *The project responded to at least one of the development settings as specified in the Strategic Plan (SP) and adopted at least one Signature Solution .The project's RRF included all the relevant SP output indicators. (all must be true)*
- ☐ 2: The project responded to at least one of the developments settings¹ as specified in the Strategic Plan. The project's RRF included at least one SP output indicator, if relevant. (both must be true)
- ☐ 1: While the project may have responded to a partner's identified need, this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:

The project corresponds to UNDP Strategic Plan (2018-2021) Outcome 2: Support in accelerating structural transformations for sustainable development, Output 2.2.1 Using digital technologies and big data for improving public service delivery and other government function. Page 23 of the Project document.

As a result of project's implementation, the project has improved (developed) 10 public services, available through a single portal of interactive public services (my.gov.uz) and public services centers (indicator 2.1). Four digital platforms were designed/developed with support from the project (2.2). The project has successfully integrated big data analytics tool (based on Tableau BI) in the Tashkent city Khokimiyat to introduce data driven approaches for better urban planning and governance (2.3).

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#	File Name	Modified By	Modified On
1	FPBM_MINUTES_en_-_24.06.20.docx_5522_302 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FPBM_MINUTES_en_-_24.06.20.docx_5522_302.pdf)	bunyod.avliyokulov@undp.org	7/7/2020 12:14:00 PM

Relevant**Quality Rating: Highly Satisfactory**

3. Were the project's targeted groups systematically identified and engaged, with a priority focus on the discriminated and marginalized, to ensure the project remained relevant for them?

- ☐ 3: Systematic and structured feedback was collected over the project duration from a representative sample of beneficiaries, with a priority focus on the discriminated and marginalized, as part of the project's monitoring system. Representatives from the targeted groups were active members of the project's governance mechanism (i.e., the project board or equivalent) and there is credible evidence that their feedback informs project decision making. (all must be true)
- ☒ 2: *Targeted groups were engaged in implementation and monitoring, with a priority focus on the discriminated and marginalized. Beneficiary feedback, which may be anecdotal, was collected regularly to ensure the project addressed local priorities. This information was used to inform project decision making. (all must be true to select this option)*
- ☐ 1: Some beneficiary feedback may have been collected, but this information did not inform project decision making. This option should also be selected if no beneficiary feedback was collected
- ☐ Not Applicable

Evidence:

The project activities with target groups, including public service users, youth (including girls), academia, NGOs, as well as civil servants had generated feedback, which shaped the annual plans of activities for Y2019 and Y2020 (attached).

Each activity related to digital transformation of a public or social service/business process starts with user research, through interviews, brainstorming sessions and surveys.

Survey among scientists, academia and experts from government agencies on challenges in promoting innovations was used to prepare a policy paper on Issues and Prospects of commercializing Scientific Research in Uzbekistan (attached).

Also, the project supported the Tashkent City Khokimiyat in conducting 160 sociological surveys among city residents (through <https://mo.tashkent.uz/> portal) to identify major problems and challenges related to social and economic well being, environment, urban infrastructure and other pressing topics.

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#	File Name	Modified By	Modified On
1	PARDT_APA_eng_2019_NAPM_2019_signed_3204_202_5522_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PARDT_APA_eng_2019_NAPM_2019_signed_3204_202_5522_303.pdf)	bunyod.avliyokulov@undp.org	7/7/2020 12:24:00 PM
2	PARDT_APA2020_eng_ver1.docx-1_5522_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PARDT_APA2020_eng_ver1.docx-1_5522_303.pdf)	bunyod.avliyokulov@undp.org	7/7/2020 12:24:00 PM
3	Записка_по_коммерциализации_1_5522_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Записка_по_коммерциализации_1_5522_303.pdf)	bunyod.avliyokulov@undp.org	7/7/2020 12:24:00 PM

4. Did the project generate knowledge, and lessons learned (i.e., what has worked and what has not) and has this knowledge informed management decisions to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?

- ☒ 3: Knowledge and lessons learned from internal or external sources (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) backed by credible evidence from evaluation, corporate policies/strategies, analysis and monitoring were discussed in project board meetings and reflected in the minutes. There is clear evidence that changes were made to the project to ensure its continued relevance. (both must be true)
- ☐ 2: Knowledge and lessons learned backed by relatively limited evidence, drawn mainly from within the project, were considered by the project team. There is some evidence that changes were made to the project as a result to ensure its continued relevance. (both must be true)
- ☐ 1: There is limited or no evidence that knowledge and lessons learned were collected by the project team. There is little or no evidence that this informed project decision making.

Evidence:

All project generated knowledge products have been shared with the national partners throughout the project implementation. Each project board meeting (including the final PBM in June 2020 - minutes attached) included discussion of the lessons learned and prospective follow-up actions.

The project team regularly discussed issues and challenges with national implementing partners and GG C Cluster team, and made the required changes to project activities and events. International expertise and knowledge were provided by foreign experts and exposure of the advanced countries's experiences on digital transformation, innovations and good governance. Risk log was regularly updated in ATLAS.

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#	File Name	Modified By	Modified On
1	FPBM_MINUTES_en_-_24.06.20.docx_5522_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FPBM_MINUTES_en_-_24.06.20.docx_5522_304.pdf)	bunyod.avliyokulov@undp.org	7/7/2020 12:31:00 PM

5. Was the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change?

- ☒ 3: *There was credible evidence that the project reached sufficient number of beneficiaries (either directly through significant coverage of target groups, or indirectly, through policy change) to meaningfully contribute to development change.*
- ☐ 2: While the project was not considered at scale, there are explicit plans in place to scale up the project in the future (e.g. by extending its coverage or using project results to advocate for policy change).
- ☐ 1: The project was not at scale, and there are no plans to scale up the project in the future.

Evidence:

The project has made several systemic interventions to improve the PAR implementation (through targeted policy advice on each aspect of good governance), strategic digital planning (through strategic and conceptual documents on Digital Uzbekistan and Digital Tashkent). The project's capacity building, awareness raising and community support activities targeted a large number of beneficiaries representing government agencies (both at central and local levels), NGOs, private sector, academia, students, women, youth, PWDs. Moreover, the project has created an SDG Innovation and Governance Lab which will serve as knowledge sharing platform to ensure sustainability and further scaling of the project's results (MOU on the lab is attached).

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#	File Name	Modified By	Modified On
1	MoU_MinInnovation_SDG_Lab_3204_205_5522_305 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MoU_MinInnovation_SDG_Lab_3204_205_5522_305.pdf)	bunyod.avliyokulov@undp.org	7/7/2020 12:33:00 PM

Principled**Quality Rating: Satisfactory**

6. Were the project's measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and produced the intended effect? If not, evidence-based adjustments and changes were made.

- ☐ 3: The project team gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empower women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true)
- ☒ 2: *The project team had some data and evidence on the relevance of the measures to address gender inequalities and empower women. There is evidence that at least some adjustments were made, as appropriate. (both must be true)*
- ☐ 1: The project team had limited or no evidence on the relevance of measures to address gender inequalities and empowering women. No evidence of adjustments and/or changes made. This option should also be selected if the project has no measures to address gender inequalities and empower women relevant to the project results and activities.

Evidence:

In 2017-2019 the project supported organization events and research on improving interest and engagement of the youth, girls, and women into IT activities, particularly Technovation Challenge to engage more girls into IT, increase the interest and skills of girls in STEM areas. Technovation Challenge in Uzbekistan aims at promoting social adaptation of girls, skills development in IT and entrepreneurship, improving competitiveness of women in labor market. a special event dedicated to engage more young women into IT and to create socially conscious applications.

https://www.uz.undp.org/content/uzbekistan/en/home/presscenter/articles/2019/03/26/_our-motivation-was-our-brother-.html

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No documents available.			

7. Were social and environmental impacts and risks successfully managed and monitored?

- ☐ 3: Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed for identified risks through consultative process and implemented, resourced, and monitored. Risks effectively managed or mitigated. If there is a substantive change to the project or change in context that affects risk levels, the SESP was updated to reflect these changes. (all must be true)
- ☒ 2: *Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed, implemented and monitored for identified risks. OR project was categorized as Low risk through the SESP.*
- ☐ 1: Social and environmental risks were tracked in the risk log. For projects categorized as High or Moderate Risk, there was no evidence that social and environmental assessments completed and/or management plans or measures development, implemented or monitored. There are substantive changes to the project or changes in the context but SESP was not updated. (any may be true)

Evidence:

The project was categorized as low risk and its activities did not create any damage to environment and social life.

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#	File Name	Modified By	Modified On
1	SESP_PARDT_2019_3204_207_5522_307 (https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/SESP_PARDT_2019_3204_207_5522_307.pdf)	bunyod.avliyokulov@undp.org	7/7/2020 12:55:00 PM

8. Were grievance mechanisms available to project-affected people and were grievances (if any) addressed to ensure any perceived harm was effectively mitigated?

- ☐ 3: Project-affected people actively informed of UNDP's Corporate Accountability Mechanism (SRM/SECU) and how to access it. If the project was categorized as High or Moderate Risk through the SESP, a project -level grievance mechanism was in place and project affected people informed. If grievances were received, they were effectively addressed in accordance with SRM Guidance. (all must be true)
- ☒ 2: *Project-affected people informed of UNDP's Corporate Accountability Mechanism and how to access it. If the project was categorized as High Risk through the SESP, a project -level grievance mechanism was in place and project affected people informed. If grievances were received, they were responded to but faced challenges in arriving at a resolution.*
- ☐ 1: Project-affected people was not informed of UNDP's Corporate Accountability Mechanism. If grievances were received, they were not responded to. (any may be true)

Evidence:

No social or environmental grievances have been recorded throughout project implementation. The project used horizon scanning before conducting mass scale events and interventions to take into account possible and unanticipated social effects, such as working with youth groups.

When conducting behavioral experiments on nudging people to sort solid waste, the project conducted thorough consultations with local population affected by the experiment to learn their expectations and avoid any unintended negative effects. Also, the project has systematically involved vulnerable groups - PWDs, migrants - to better understand the needs of project beneficiaries and mitigate possible risks.

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No documents available.			

Management & Monitoring

Quality Rating: **Satisfactory**

9. Was the project's M&E Plan adequately implemented?

- ☐ 3: The project had a comprehensive and costed M&E plan. Baselines, targets and milestones were fully populated. Progress data against indicators in the project's RRF was reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted, if relevant, fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, included during evaluations and/or After-Action Reviews, were used to take corrective actions when necessary. (all must be true)
- ☒ 2: *The project costed M&E Plan, and most baselines and targets were populated. Progress data against indicators in the project's RRF was collected on a regular basis, although there may be some slippage in following the frequency stated in the Plan and data sources was not always reliable. Any evaluations conducted, if relevant, met most decentralized evaluation standards. Lessons learned were captured but were used to take corrective actions. (all must be true)*
- ☐ 1: The project had M&E Plan, but costs were not clearly planned and budgeted for, or were unrealistic. Progress data was not regularly collected against the indicators in the project's RRF. Evaluations did not meet decentralized evaluation standards. Lessons learned were rarely captured and used. Select this option also if the project did not have an M&E plan.

Evidence:

The project document included Monitoring and Evaluation Plan (page 25-26). The project's progress was regularly monitored by project manager (on day-to-day basis), GGC program focal point (through regular visits to the project office), GGC cluster leader (through systematic cluster meetings) and CO senior management (through program meetings). The project prepared and submitted reports to donors: UN DCO (monthly), UK FCO (each quarter), CIF (annually), Funding Windows (annually). Twice per year the project reported progress at project board meetings. Also, project NPC was updated both regularly and on ad-hoc basis on current and upcoming activities of the project.

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No documents available.			

10. Was the project's governance mechanism (i.e., the project board or equivalent) function as intended?

- ☒ 3: *The project's governance mechanism operated well, and was a model for other projects. It met in the agreed frequency stated in the project document and the minutes of the meetings were all on file. There was regular (at least annual) progress reporting to the project board or equivalent on results, risks and opportunities. It is clear that the project board explicitly reviewed and used evidence, including progress data, knowledge, lessons and evaluations, as the basis for informing management decisions (e.g., change in strategy, approach, work plan.) (all must be true to select this option)*
- ☐ 2: The project's governance mechanism met in the agreed frequency and minutes of the meeting are on file. A project progress report was submitted to the project board or equivalent at least once per year, covering results, risks and opportunities. (both must be true to select this option)
- ☐ 1: The project's governance mechanism did not meet in the frequency stated in the project document over the past year and/or the project board or equivalent was not functioning as a decision-making body for the project as intended.

Evidence:

The project regularly organized PB meetings, which were used to review progress, discuss issues and lessons learned and take corresponding action on the project implementation. Minutes of the latest two PB M attached.

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#	File Name	Modified By	Modified On
1	PBM_minutes_PARDT_240120_eng_5522_310 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PBM_minutes_PARDT_240120_eng_5522_310.pdf)	bunyod.avliyokulov@undp.org	7/7/2020 1:04:00 PM
2	FPBM_MINUTES_en_-_24.06.20.docx_5522_310 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FPBM_MINUTES_en_-_24.06.20.docx_5522_310.pdf)	bunyod.avliyokulov@undp.org	7/7/2020 1:04:00 PM

11. Were risks to the project adequately monitored and managed?

- ☐ 3: The project monitored risks every quarter and consulted with the key stakeholders, security advisors, to identify continuing and emerging risks to assess if the main assumptions remained valid. There is clear evidence that relevant management plans and mitigating measures were fully implemented to address each key project risk and were updated to reflect the latest risk assessment. (all must be true)
- ☒ 2: *The project monitored risks every year, as evidenced by an updated risk log. Some updates were made to management plans and mitigation measures.*
- ☐ 1: The risk log was not updated as required. There was may be some evidence that the project monitored risks that may affected the project's achievement of results, but there is no explicit evidence that management actions were taken to mitigate risks.

Evidence:

The project regularly monitored current and emerging risks, and systematically updated the project's governance structures (GGC, Project Board, NPC) on these risks and proposed mitigation measures. The risk analysis was always taken into account when planning and implementing each project activity.

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No documents available.			

Efficient**Quality Rating:** Satisfactory

12. Adequate resources were mobilized to achieve intended results. If not, management decisions were taken to adjust expected results in the project's results framework.

- ☒ Yes
- ☐ No

Evidence:

Throughout its implementation the project has mobilized the following resources:

- UK CSSF Fund, \$380,000 in 2018-2019 to Support PAR and Digital Transformation, and \$142,000 in 2019-2020 to create Digital Platforms for Improved Public Service Delivery;
- UN DOCO, \$50,000 in 2018 to experiment with blockchain technology in Uzbekistan;
- Country Investment Facility, \$240,000 in 2018-2019 to pilot SDG Innovation Lab in Uzbekistan;
- Aral Sea project under UN Funding Windows, \$87,000 in 2018-2019, for Promotion of the Local Development through enhancing inclusive and responsive government institutions in the Aral Sea region.

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No documents available.			

13. Were project inputs procured and delivered on time to efficiently contribute to results?

- ☐ 3: The project had a procurement plan and kept it updated. The project quarterly reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true)
- ☒ *2: The project had updated procurement plan. The project annually reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true)*
- ☐ 1: The project did not have an updated procurement plan. The project team may or may not have reviewed operational bottlenecks to procuring inputs regularly, however management actions were not taken to address them.

Evidence:

The project developed and submitted annual procurement plan to GGC and PU in the beginning of each calendar year. These plans were used to update the PROMPT system both annually and regularly to reflect changes in the project procurement activities.

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No documents available.			

14. Was there regular monitoring and recording of cost efficiencies, taking into account the expected quality of results?

- ☐ 3: There is evidence that the project regularly reviewed costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximized results delivered with given resources. The project actively coordinated with other relevant ongoing projects and initiatives (UNDP or other) to ensure complementarity and sought efficiencies wherever possible (e.g. joint activities.) (both must be true)
- ☒ 2: *The project monitored its own costs and gave anecdotal examples of cost efficiencies (e.g., spending less to get the same result,) but there was no systematic analysis of costs and no link to the expected quality of results delivered. The project coordinated activities with other projects to achieve cost efficiency gains.*
- ☐ 1: There is little or no evidence that the project monitored its own costs and considered ways to save money beyond following standard procurement rules.

Evidence:

The project collaborated with other UNDP projects, namely:

- "Improved Public Service Delivery in Rural Areas"
- "Empowering Women to Participate in Public Administration and Socio-Economic Life"
- "Support to the enhancement of law-making, rulemaking, and regulatory impact assessment/Phase-2"
- "Preventing corruption through effective, accountable and transparent governance institutions in Uzbekistan" (on the issues of streamlining and digitalization of service delivery and interaction among public bodies in ensuring effective document flow and transparency of services for preventing corruption)
- UN Joint Programme "Building the resilience of communities affected by the Aral Sea disaster through the Multi-partner Human Security Fund for the Aral Sea"

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No documents available.			

Effective**Quality Rating: Satisfactory**

15. Was the project on track and delivered its expected outputs?

- ☒ Yes
☐ No

Evidence:

Despite challenges related to financing, the project has remained on track and delivered most of its expected outputs on:

- informational, analytical and consulting assistance in the field of administrative reform and digitalization;
- digital transformation of services and internal processes of government agencies; design and development of digital platforms;
- introduction of innovations in public administration.

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No documents available.			

16. Were there regular reviews of the work plan to ensure that the project was on track to achieve the desired results, and to inform course corrections if needed?

- ☐ 3: Quarterly progress data informed regular reviews of the project work plan to ensure that the activities implemented were most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations /or After-Action Reviews) were used to inform course corrections, as needed. Any necessary budget revisions were made. (both must be true)
- ☒ 2: *There was at least one review of the work plan per year with a view to assessing if project activities were on track to achieving the desired development results (i.e., outputs.) There may or may not be evidence that data or lessons learned were used to inform the review(s). Any necessary budget revisions have been made.*
- ☐ 1: While the project team may have reviewed the work plan at least once over the past year to ensure outputs were delivered on time, no link was made to the delivery of desired development results. Select this option also if no review of the work plan by management took place.

Evidence:

As part of regular reviews of the project's implementation and to better align to changing government agenda of digital development, the project has made:

- 5 APAs (2017, 2018 first half, 2018 second half, 2019, 2020);
- 9 AWP and Budget Revisions (A to I).

Also consultations have been conducted with the World Bank on UNDP's role in the Digital CASA project.

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No documents available.			

17. Were the targeted groups systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results were achieved as expected?

- ☐ 3: The project targeted specific groups and/or geographic areas, identified by using credible data sources on their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. There is clear evidence that the targeted groups were reached as intended. The project engaged regularly with targeted groups over the past year to assess whether they benefited as expected and adjustments were made if necessary, to refine targeting. (all must be true)
- ☒ 2: *The project targeted specific groups and/or geographic areas, based on some evidence of their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. Some evidence is provided to confirm that project beneficiaries are members of the targeted groups. There was some engagement with beneficiaries in the past year to assess whether they were benefiting as expected. (all must be true)*
- ☐ 1: The project did not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are populations have capacity needs or are deprived and/or excluded from development opportunities relevant to the project area of work. There is some engagement with beneficiaries to assess whether they benefited as expected, but it was limited or did not occurred in the past year.
- ☐ Not Applicable

Evidence:

The project's activities have been focused on the following target groups: youth (including girls), PWDs, elderly, unemployed.

All youth related activities covered the vulnerable groups from regions and mostly focused on girls/young women. The eligibility criteria correspond to international standards. Evidence: <http://technovation.uz/>, <https://www.womentechmakers.com/>, <https://www.microsoft.com/en-us/diversity/programs/digigirlz/default.aspx>.

In November 2019, the Technovation InfoWeek was organized throughout regions of Uzbekistan simultaneously within the 16 Days of Activism campaign against Gender-Based Violence. The total number of participants exceeded 5000 girls. The event has promoted STEM social partnership projects for regional universities, enterprises, R&D, Labs, and local authorities aimed at involving women and girls in science and technology-oriented projects. These activities facilitated Technovation Uzbekistan teams to break STEM-related gender stereotypes. The key delivered message was that education is the key to unleash the potential of the younger generation – especially for women and young girls in rural areas – to enable their access to the labour market and improve life prospects.

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No documents available.			

Sustainability & National Ownership**Quality Rating: Satisfactory**

18. Were stakeholders and national partners fully engaged in the decision-making, implementation and monitoring of the project?

- ☐ 3: Only national systems (i.e., procurement, monitoring, evaluation, etc.) were used to fully implement and monitor the project. All relevant stakeholders and partners were fully and actively engaged in the process, playing a lead role in project decision-making, implementation and monitoring. (both must be true)
- ☒ 2: *National systems (i.e., procurement, monitoring, evaluation, etc.) were used to implement and monitor the project (such as country office support or project systems) were also used, if necessary. All relevant stakeholders and partners were actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true)*
- ☐ 1: There was relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.
- ☐ Not Applicable

Evidence:

The project was implemented under the National Implementation Modality (NIM) with UNDP CO's full support as per NIM guidelines. Page 21 of ProDoc.

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No documents available.			

19. Were there regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed, and were the implementation [arrangements](#)⁸ adjusted according to changes in partner capacities?

- ☒ 3: *Changes in capacities and performance of national institutions and systems were assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including relevant HACT assurance activities. Implementation arrangements were formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (all must be true)*
- ☐ 2: Aspects of changes in capacities and performance of relevant national institutions and systems were monitored by the project using indicators and reasonably credible data sources including relevant HACT assurance activities. Some adjustment was made to implementation arrangements if needed to reflect changes in partner capacities. (all must be true)
- ☐ 1: Some aspects of changes in capacities and performance of relevant national institutions and systems may have been monitored by the project, however changes to implementation arrangements have not been considered. Also select this option if changes in capacities and performance of relevant national institutions and systems have not been monitored by the project.
- ☐ Not Applicable

Evidence:

In mid-December 2018, the Government reformed the e-governance sector within several agencies. Authority to coordinate e-government projects was transferred from the MITC to the National Agency for Project Management (NAPM) based on Presidential Decree #UP-5598 dated 13 Dec 2018. Based on this decision, UNDP was informed about the change of the implementing partner of the PARDT project to NAPM (attached). As a result, changes were made to the project document, to refocus the project to the new national partner's priorities.

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#	File Name	Modified By	Modified On
1	LoA_NAPM_Eng_signed_3204_219_5522_319 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LoA_NAPM_Eng_signed_3204_219_5522_319.pdf)	bunyod.avliyokulov@undp.org	7/7/2020 1:16:00 PM
2	INC_68590_NAPM_Coordination_Role_3204_219_5522_319 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/INC_68590_NAPM_Coordination_Role_3204_219_5522_319.pdf)	bunyod.avliyokulov@undp.org	7/7/2020 1:16:00 PM

20. Were the transition and phase-out arrangements were reviewed and adjusted according to progress (including financial commitment and capacity).

- ☐ 3: The project's governance mechanism regularly reviewed the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan. The plan was implemented as planned by the end of the project, taking into account any adjustments made during implementation. (both must be true)
- ☒ 2: *There was a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan.*
- ☐ 1: The project may have had a sustainability plan but there was no review of this strategy after it was developed. Also select this option if the project did not have a sustainability strategy.

Evidence:

The resolution of the final project board meeting includes a decision to consider prospective areas of cooperation between UNDP and MITC and other national partners in further promoting digital governance and use them in drafting the project document of a new joint project on e-government, digital economy, digital innovations and good governance.

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QA Summary/Final Project Board Comments

Final Project Board Meeting held on June 24, 2020 made the following decisions:

1. Final project review report of Project Manager covering the period from 2017 to 2020 has been reviewed and endorsed by Project Board.
2. Annual project report of Project Manager covering the period from January to June 2020 has been reviewed and endorsed by Project Board.
3. Approve the Project outcomes achieved in 2017-2020.
4. Conduct final budget revision to reflect actual amounts of Project expenditures for the duration of the Project.
5. Approve June 30, 2020 as the date of the Project's operational closure.
6. Assign the Project to share all produced knowledge products to the main beneficiary – National Agency for Project Management under the President of Uzbekistan to be further shared with the national partners.
7. Publish the final versions of all produced knowledge products of the Project at the official web-site (uz.undp.org) and other media platforms of UNDP.
8. Recommend national partners of the Project to publish Project materials on their official websites and other online resources.
9. Consider prospective areas of cooperation between UNDP and MITC and other national partners in further promoting digital governance and use them in drafting the project document of a new joint project on e-government, digital economy, digital innovations and good governance.
10. Complete the transfer of all Project assets (including furniture, computers and other equipment) owned by (on the balance of) UNDP to NAPM by the end of June 2020. At the same time, NAPM together with representatives of the Administrative Unit of the UNDP Country Office in Uzbekistan to make an inventory of the Project property.