

TERMS OF REFERENCE FOR CONSULTANTS

A. INTERNATIONAL CONSULTANTS

1. All international experts will have (i) at least 7 years of experience of working in their field of expertise in several countries (experience in the Central Asia region will be an advantage) including experience working with government agencies, (ii) relevant educational background, and (iii) a deep understanding of issues and proven strong background pertaining to their area of expertise. The consultants will have strong analytical and leadership expertise in identifying strategic policy options and recommending reforms. They must also demonstrate strong writing skills in English, as evidenced by publications of relevant reports and/or articles. They must have a strong client focus, and have excellent communication, team coordination and applied training skills.

a. **Medium Term Budget Framework/ Budget Specialist (3 person-months)**

2. Major responsibilities include, though not limited to, the following activities:
- (i) Support the Government of Uzbekistan (GoU) to prepare a medium-term budget framework (MTBF) for the federal government, and prepare detailed guidelines;
 - (ii) Ensure the MTBF incorporates findings of the gender analysis of the budget and the government's expenditure programs;
 - (iii) Support GOU to link the MTBFs with actual budget allocations for 2020; and
 - (iv) Train the staff on the MTBF techniques; and prepare training materials.

b. **Internal Audit Specialist (2 person-months)**

3. Major responsibilities include, though not limited to, the following activities:
- (i) Review the current guidelines for internal audit and internal audit systems in central and line ministries, and propose revisions as necessary to strengthen internal audit processes;
 - (ii) Review the experience and reports of the internal audit activities initiated in the health and public education ministries;
 - (iii) Prepare a roadmap for improving internal audit and establishing internal audit departments in other key line ministries including adoption of risk-based internal audit;
 - (iv) Prepare a risk-based audit manual based on international best practice applied to the Uzbekistan country context, and introduce the manual in government ministries; and
 - (v) Conduct at least two training workshops for relevant internal audit staff.

c. **Public Private Partnership (PPP) Specialist (4 person-months)**

4. Major responsibilities include, although are not limited to, the following activities:
- (i) Provide technical support to the GoU to develop, shortlist, select and monitor PPP projects;
 - (ii) Review the financial analysis prepared for proposed PPP projects to ensure they are financially viable;
 - (iii) Support the GoU to develop and evaluate bid documents, and ensure compliance with safeguard requirements of the Asian Development Bank (ADB) for PPP projects; and
 - (iv) Provide comprehensive training to the selected staff.

d. Banking Specialist (3 person-months)

5. Major responsibilities include, although are not limited to, the following activities:
- (i) Review the current banking supervision guidelines of the Central Bank of Uzbekistan (CBU) and recommended revisions to the guidelines drawing on international best practice;
 - (ii) Support the CBU improve monetary management practices, including implementation of risk-based supervision procedures;
 - (iii) Prepare a manual on risk-based banking supervision procedures; and
 - (iv) Conduct at least three training sessions for relevant CBU staff.

e. Asset Revaluation Specialist (4 person-months)

6. Major responsibilities include, although are not limited to, the following activities:
- (i) Support JSC Uzbekenergo Joint Stock Company (JSC), an energy state owned enterprise (SOE), to complete a revaluation of its fixed assets; and
 - (ii) Prepare a report based on the asset revaluation including improvements made to the balance sheet and financial position of JSC Uzbekenergo.

f. Energy Investment Plan Specialist (3 person-months)

7. Major responsibilities include, although are not limited to, the following activities:
- (i) Support JSC Uzbekenergo to prepare a master plan for investment financing in the energy sector for 2018-2022; and
 - (ii) Support JSC Uzbekenergo to identify non-core assets of energy SOEs for divestment and support implementation of the process.

g. Gender Sensitivity Analysis Specialist (2 person-months)

8. Major responsibilities include, although are not limited to, the following activities:
- (i) Support the GoU to conduct a gender sensitivity analysis of public expenditure programs in the budget; and
 - (ii) Create a specialized sex-disaggregated database of private enterprises (including small and medium enterprises).

h. National Accounts Data Specialist (2 person-months)

9. Major responsibilities include, although are not limited to, the following activities:
- (i) Support the State Committee on Statistics to disseminate national accounts data based on the Enhanced General Data Dissemination System (e-GDDS), including use of standardized electronic reporting procedures;
 - (ii) Support the State Committee on Statistics to improve the web-based data dissemination systems to make it more user friendly;
 - (iii) Prepare a timeline and road map for implementing Special Data Dissemination Standard (SDDS); and
 - (iv) Conduct 2-3 workshops on SDDS.

B. NATIONAL CONSULTANTS

10. All national consultants correspond to the international positions which includes expertise on: MTBF (6 person months), internal audit (2 person months), PPPs (6 person months), banking

(6 person months), asset revaluation (8 person months), energy investment planning (4 person months), gender sensitivity analysis (4 person months), and national accounts data (6 person months). All national consultants should have at least 5 years of experience in the area of expertise. All national consultants should have good writing skills in English and Russian, and strong speaking and applied training skills. Major responsibilities include, though not limited to, the following activities:

- (i) Assist the international consultants to deliver the assignments as detailed in their TORs;
- (ii) Contribute to report writing by working on and drafting relevant report sections, where required;
- (iii) Organize stakeholder consultations/ workshops/ training in consultation with the international consultant and the concerned government officials;
- (iv) Collect background information and data required for preparation of reports and other outputs, and gather information on relevant government procedures;
- (v) Liaise with the concerned government departments and coordinate with government officials;
- (vi) Prepare background notes/reports for the international consultants;
- (vii) Translate key documents to Russian, and ensure quality and integrity of translated documents to be shared with the government; and
- (viii) Assist the implementation units for effective and timely implementation of the TA.