

# **“Modernizing Uzbekistan National Innovation System (MUNIS)” Project**

## **Terms of Reference**

### **IMP Project title: Building Institutional Capacity for Sustainable Futures: A Pathway to Competitiveness in Central Asia and Beyond**

#### **Title of Assignment: Training on Policy Analysis**

## **BACKGROUND**

In 2024, the Institute for Advanced International Studies at the University of World Economy and Diplomacy was awarded a Public Research Institutes Modernization Program (PRIM) grant by the Project Implementation Unit of the “Modernizing Uzbekistan National Innovation System (MUNIS)” project under the Agency for Innovative Development. The awarded grant amount is \$195,600 and its implementation period from December 2024 to December 2025. Within the given grant, the title of the IAIS institutional modernization plan is “Building Institutional Capacity for Sustainable Futures: A Pathway to Competitiveness in Central Asia and Beyond”.

MUNIS PRIM grant program is envisaged under the Subcomponent 1.3 - Public Research Institutes Modernization of the MUNIS Project. The MUNIS Project Development Objective (PDO) aims to enable the development of a market-oriented national innovation system in Uzbekistan. Long-term priorities of national science and innovation sector transformation are defined in the Concept of Uzbekistan Science Development until 2030 (Presidential Decree PF-6097, 29.10.2020).

This strategic concept defined goals and targets for transformation of public management of science, improving science funding mechanisms, diversification of sources for financing, modernization of research infrastructure, and developing data and information systems. In particular, the Concept indicates a comprehensive approach to the transformation of PRIs and envisages scientific infrastructure update, as well as cooperation of institutions with enterprises in the real sector of economy, creation of innovative enterprises, cooperation between various actors of the national innovation infrastructure (institutes, foundations, laboratories, scientific and technical parks, etc.), improving management, planning and forecasting of PRIs, better community outreach of PRIs to increase awareness of society on societal and economic benefits of scientific programs.

Through this grant, IAIS seeks to strengthen its institutional capacity to tackle the interconnected challenges of sustainable development, water and climate diplomacy, energy diplomacy, international trade, and related areas. This project is aligned with IAIS’s strategic vision to establish itself as a regional leader in research, policy dialogue, and practical solutions, enhancing its competitiveness while shaping global policy frameworks.

Central Asia faces pressing challenges at the nexus of environmental sustainability, international trade, and energy security. With Uzbekistan’s ongoing efforts to join the World Trade Organization (WTO) and the region’s struggles with climate change, water scarcity, and energy transition, there is a critical need for rigorous research and informed policy guidance. IAIS, leveraging its expanding centers and interdisciplinary expertise, is well-positioned to provide such leadership but requires further capacity building to achieve its full potential. This project aims to enhance IAIS’s ability to deliver high-impact research and policy solutions that support sustainable development and regional growth.

**The project has three core objectives:**

- 1. Upgrading Research Infrastructure and Data Exchange:** Modernize IAIS's digital platforms to support diverse research topics by developing an internal data management system and securing access to external databases.
- 2. Promoting Strategic Collaboration:** Strengthen partnerships with industries, international organizations, and research institutions to foster joint research and knowledge exchange.
- 3. Building Institutional Capacity:** Enhance IAIS's capabilities through staff training in research methods, resource mobilization, leadership development, and governance, ensuring long-term policy influence and research excellence.

## **ASSIGNMENT OBJECTIVE**

IAIS seeks to enhance the policy analysis capacity of its researchers and staff to strengthen evidence-based decision-making in Uzbekistan's reform processes. As the country undergoes rapid socio-economic and governance transformations, there is a growing need for systematic, data-driven policy analysis to ensure effective implementation of reforms in areas such as public administration, digital governance, and sustainable development. This training will equip participants with core analytical frameworks, scenario-planning techniques, and stakeholder engagement tools to assess policy options, anticipate challenges, and deliver actionable recommendations aligned with national priorities.

The program aims to bridge the gap between theory and practice by providing hands-on training using real-world Uzbek policy case studies. Participants will develop skills in policy design, impact evaluation, and evidence communication, enabling them to contribute more effectively to IAIS's research and advisory functions. By fostering a deeper understanding of political economy dynamics and data-driven methodologies, the training will empower professionals to support Uzbekistan's governance agenda with rigor and innovation. The ultimate goal is to build a sustainable culture of analytical excellence within IAIS, ensuring long-term institutional impact on policymaking.

## **SCOPE AND CONTENT OF SERVICES**

As part of the provision of services, the consultant will be responsible for the following key deliverables and actions:

<b>Deliverables</b>	<b>Actions</b>
<b>A. Development of Training Curriculum and Materials</b>	<ul style="list-style-type: none"><li>• Develop comprehensive policy analysis training materials including:<ul style="list-style-type: none"><li>○ Presentations on core policy analysis frameworks and methodologies</li><li>○ Handouts covering quantitative/qualitative analysis techniques</li><li>○ Case studies from Uzbekistan's reform context (e.g., economic policy, governance reforms)</li></ul></li><li>• Prepare detailed training manuals outlining:<ul style="list-style-type: none"><li>○ The policy cycle (agenda-setting to evaluation)</li></ul></li></ul>

	<ul style="list-style-type: none"> <li>○ Cost-benefit analysis and impact assessment methods</li> <li>○ Stakeholder mapping and political economy analysis</li> <li>● Incorporate real-world examples from Central Asian policy contexts</li> </ul>
<b>B. Delivery of Training Sessions</b>	<ul style="list-style-type: none"> <li>● Conduct interactive workshops covering: <ul style="list-style-type: none"> <li>○ Policy problem definition and framing</li> <li>○ Research methods for policy analysis</li> <li>○ Data collection and interpretation techniques</li> <li>○ Scenario planning and forecasting</li> <li>○ Policy option appraisal frameworks</li> <li>○ Effective communication of policy recommendations</li> </ul> </li> <li>● Facilitate practical exercises including: <ul style="list-style-type: none"> <li>○ Group analysis of current Uzbek policy challenges</li> <li>○ Simulation of policy development processes</li> <li>○ Peer review of policy briefs and memos</li> <li>○ Stakeholder negotiation role-plays</li> </ul> </li> </ul>
<b>C. Development and Provision of Templates and Tools</b>	<ul style="list-style-type: none"> <li>● Design and provide ready-to-use templates for: <ul style="list-style-type: none"> <li>○ Policy briefs and memos</li> <li>○ Stakeholder analysis matrices</li> <li>○ Policy implementation roadmaps</li> </ul> </li> <li>● Introduce analytical tools including: <ul style="list-style-type: none"> <li>○ Data visualization techniques</li> <li>○ Simple modeling frameworks</li> <li>○ Monitoring and evaluation templates</li> </ul> </li> </ul>

## EXPECTED RESULTS

By the end of the training, participants will be able to:

- Understand fundamental policy analysis frameworks and methodologies, including the policy cycle (agenda-setting, formulation, implementation, and evaluation), with a focus on Uzbekistan's reform context.
- Apply systematic policy analysis techniques to assess policy options, including cost-benefit analysis, stakeholder mapping, and impact assessment methods relevant to Uzbek governance challenges.
- Develop evidence-based policy recommendations and briefs that align with national development priorities, incorporating rigorous analytical processes and best practices in policy communication.
- Utilize essential policy analysis tools and templates such as problem trees, stakeholder analysis matrices, policy option appraisal frameworks, and monitoring/evaluation templates for effective policy development and implementation.

## CONSULTANT QUALIFICATIONS

- Advanced degree (Master's or PhD) in Public Policy, Economics, Political Science, International Development, or a related social science field.
- Minimum 10 years of professional experience in policy analysis, research, or governance advisory work, preferably with a focus on Central Asia or transition economies.
- Proven track record in designing and delivering policy analysis training programs for government agencies, research institutions, or international organizations.
- Strong technical expertise in policy analysis methodologies, including:
  - Policy cycle frameworks
  - Impact assessment
  - Stakeholder and political economy analysis
  - Evidence-based policymaking
- Familiarity with Uzbekistan's reform agenda and governance context (experience working on Central Asian policy issues is an advantage).
- Excellent facilitation and training skills, with the ability to engage diverse audiences (researchers, policymakers, civil servants).
- Strong analytical and communication skills, including experience in drafting policy briefs, reports, and recommendations.
- Prior experience working with think tanks, universities, or government institutions is highly desirable.

## REPORTING ARRANGEMENTS

The Consultant shall report to and coordinate activities with the IAIS Project Manager or a designated staff member appointed by the Project Manager. Upon completion of services, the Consultant will submit a comprehensive report and a duly executed Act of Work Performed to the Client.

## DURATION OF THE ASSIGNMENT

The contract period is **two months, tentatively scheduled from June 20, 2025, to October 20, 2025**. Extension of the contract may be considered based on project outcomes and evolving business requirements. Training is anticipated to be delivered as a four-day, in-person workshop. The training schedule will be designed to include interactive sessions, regular breaks, and practical exercises to ensure maximum engagement and effective learning.

## PAYMENT SCHEDULE

Nº	Deliverable	Payment/% of the total contract amount
1	Development of Training Curriculum and Materials	20%
2	Delivery of Training Sessions	30%
3	Development and Provision of Templates and Tools	20%
4	Final Report	30%

Payments will be done based on approval of submitted reports (deliverables), signed Act of Execution (both sides) and Invoice.

## **APPLICATION PROCESS**

Interested candidates should submit:

- CV
- Relevant work samples or references
- Methodology and draft work plan
- Financial proposal

*Applications should be submitted via email for the attention of Mr Shakhboz Akhmedov via the following address: [info@iais.uz](mailto:info@iais.uz) by 23:59 (Tashkent time) June 17, 2025.*