# UNITED NATIONS DEVELOPMENT PROGRAMME
## TERMS OF REFERENCE / INDIVIDUAL CONTRACT (IC)

## I. Job Information

<table>
<thead>
<tr>
<th>Job Title:</th>
<th>International Consultant - Team Leader on Assessment and Development of Media Development Strategy in Uzbekistan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Title/Department:</td>
<td>Cluster on Effective Governance/UNDP Uzbekistan</td>
</tr>
<tr>
<td>Duration of the assignment:</td>
<td>45 days over four months period (part-time, online, telecommuting)</td>
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<td>Type of contract:</td>
<td>IC</td>
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<tr>
<td>Duty station:</td>
<td>Travel to Uzbekistan to be explored (alternatively home based)</td>
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<tr>
<td>Reports To:</td>
<td>Deputy Resident Representative, Cluster Leader on Effective Governance</td>
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## II. Background

Since late 2016, Uzbekistan embarked on ambitious reforms, influencing every aspect of social, political and economic life. Today the country experiences a unique development momentum, key steps having been taken to enhance freedom of speech, promote human rights, citizen engagement and participation in national and regional legislative oversight processes. Current media reforms in Uzbekistan aim to strengthen the capacity of media actors and stakeholders, including social networks (bloggers, vloggers, etc.) and improve their linking role and dialogue function between the public sector and society.

As noted in the updated UN Common Country Assessment from March 2021, restrictions on the independence of the media have eased over the past four years, and the President has publicly stated that there must be no going back on reforms in freedom of speech. While the liberalization resulted in a jump of Uzbekistan ranking in the World Press Freedom Index from 169th in 2017 to 156th out of 180 countries in 2020, and back to 157th in the just released report.

Moreover, Human Rights Committee, in its concluding observations to the fifth periodic report of Uzbekistan on implementation of International Covenant on civil and political rights in 2020, further concerned that current legislation regulating mass communication, information technologies and the use of the Internet unduly restricts freedom of expression, including: (a) the requirement to register online information dissemination platforms, including blogs, as media outlets; (b) regulations on content removal and the suspension of licences; and (c) restriction or blocking of online media platforms on vaguely defined criteria.

Media should contribute to the freedom of speech, pluralism and participation as well as social cohesion and peace. For this end, media's independence and freedom are crucial preconditions. It is necessary to ensure that media regulation does not lead to a limitation of freedom by the state, but rather strengthens freedom and pluralism as well as competitiveness, and protection of minors’ rights. This, in turn, necessitates conducting regulatory, policy and strategic framework analyses, and enhancing the enabling
environment, legal frameworks, policies and regulations for a robust media sector in Uzbekistan.

The expected output of the consultancy is an assessment report and a conceptual framework/strategy that provides key recommendations and strategic entry points for inclusive, gender-sensitive, and sustainable media development in Uzbekistan. The assessment of the media sector in Uzbekistan will be conducted using, but not limited to, the Swiss Development Cooperation Guidelines for Media Assistance (see Annex 1), adapted further to the context of the country.

The assessment mission consisting of an international senior team leader and a team of two national consultants who will be recruited in parallel (Media, Communications and Journalism Expert and Digitalization/New Media Consultant). Please refer to the proposed division of labor below.

The incumbent will work in close collaboration with Cluster Leader on Good Governance and relevant UNDP projects and advised by the regional Governance Policy Adviser from the UNDP Istanbul Regional Hub.

III. Scope of Work / Outputs / Timeline

1. **Scope of work**

Under the guidance of UNDP GGC Leader and Deputy Resident Representative, the International Consultant (Team Leader) will be responsible to following tasks and responsibilities:

1. Overall lead and technical expert on developing the methodology, analytics and recommendations
   1.1 Coordinate the various research pieces, interviews, focus group discussions, consultations, etc., in coordination with UNDP and the local consultants
   1.2 Ensure alignment of the analysis and recommendations with international standards and benchmarks with regard to media development
   1.3 Bring in practices and examples from other countries on media development, including on rights-based approaches to addressing misinformation and disinformation
   1.4 Lead the forecasting and analysis of media audience, trends and revenue streams across media channels together with national consultants

2. Prepare an inception report with a detailed methodology for the assessment with clear timelines and milestones to complete the assignment within 45 days. The methodology should include specific adaptations (if any) and analysis of approaches, gaps and opportunities to collect data and information as related to the checklist in the SDC Guidelines, but with strong focus on independence, quality, and reach as key dimensions of quality media (see Annex 2).

3. Conduct a state-of-the-art analysis of the media sector encompassing the public, private, independent/non-profit, and new media players, focusing on:
   3.1 A political economy analysis of the media sector including a review of existing legislative, policy and regulatory frameworks, gaps and opportunities for long-term development with special attention to promotion and protection of human rights particularly as related to freedom of expression and media independence;
   3.2 A review of available media channels – print, television, radio, new media – and their current quality status, including with regard to content, professionalism, fact-based articles and analysis, relevance to particular target groups, use trends and reach
3.3 Targeted, representative analysis of the media sector with special emphasis on:

- Institutional policies, frameworks, and systems related to editorial independence, media integrity, transparency, and agility to respond to emerging news and media developments in the country;
- Gender equality, gender advocacy and mainstreaming, and gender-balanced programming
- Capacity development and learning needs as related to infrastructure, technology, and technical professional journalistic skills, ethics and integrity, leadership, among others;

4. Conduct a forecast and analysis of media audience, trends and revenue streams across media channels (print, TV, radio, new media) to inform policy and programmatic options for further modernization of the media sector in the country, with attention to ensuring effective reach to population groups left behind in development processes.

5. Ensure inclusive, triangulated approach to data collection and analysis, including desk review of existing documents, review of legislation and regulatory frameworks, interviews with partners, and key stakeholders, focus group discussions, and launch surveys and online consultations, as needed.

6. Lead the drafting and finalization of the assessment report and related substantive presentation of findings, lead the presentation of findings as part of at least two validation exercises, and ( finalize the report based on substantive feedback from UNDP, SDC, government partners and stakeholders.

7. Based on the findings and recommendations in the assessment report design a media development strategy (including related powerpoint presentation materials), identifying specific entry points, potential partners to engage, capacity development needs and mechanisms to deliver development support, lead its presentation to stakeholders, and revise the strategy according to substantive feedback from stakeholders. This media development strategy should include a clear theory of change encompassing a 5-10 years media development framework for the country. Develop a programme (proposal) to help operationalize the strategy, that will inform potential future media development project/s in line with SDC guideline, including a robust theory of change.

2. Deliverables

- **Deliverable 1:** Inception report with clear methodology and detailed work plan, including division of labour among mission experts. Due date (within 5 working days after signing of contract: *indicatively 5 June*)

- **Deliverable 2:** Assessment Report of maximum 30 pages (plus Annexes), describing the media sector in Uzbekistan along the proposed themes above, including an evaluation of the interaction between the different media actors/stakeholders. A Powerpoint presentation (or other visual aid tool) summarizing key findings and recommendations of the assessment report for a validation meeting. **Due date: 20 July 2021 (25 working days)**

- **Deliverable 3:** A media development strategy consisting of a set of recommendations for the government, the Swiss Embassy in Tashkent, UNDP and other development partners for possible initiatives in the media sector in Uzbekistan, including a vision for potential future project/s in line with SDC guidelines and a robust theory of change. A Powerpoint presentation (or other visual aid tool) of the media development strategy for a stakeholders’ meeting. This includes an annex containing the media development programme proposal and pipeline project ideas. **Due date: 15 August 2021 (15 working days)**
3. **Proposed Outline of the media development strategy (15-20 pages without annexes)**
   - Executive Summary /Introduction
   - Situation Analysis (overall background and specific context)
   - Vision and robust theory of change
   - Scope and Strategy (describe clearly the rational for the proposed intervention, suggest the outputs with related indicators, baselines and targets; define the methodological approach for implementation, including how the project outputs will be achieved)
   - Roles and Responsibilities of key partners/ Management Modality
   - Key activities / budgetary indications

4. **Reference Documents**
   - Swiss Regional Cooperation Strategy for Central Asia 2017 - 2021 Central Asia
   - The role of media in creating inclusive, just and peaceful societies - Guidelines for SDC media assistance
   - Uzbekistan action strategy on five priority development areas in 2017-2021: priority area 1.3 Enhancing civil control over the public institutions: strengthening of the role of media, protection of professional activities of journalists;
   - Local legislation and regulations on media: 2007 Mass Media Law (amended in April 2018 ), the 1997 Law on the Protection of Professional Activity of Journalists (amended in April 2018), and relevant presidential decrees, such as the Decree on Regulating Foreign Media (amended in March 2018 )
   - UNDP’s Engagement with the Media for Governance, Sustainable Development and Peace

**IV. Duration and Payment Conditions**

**First installment** – 11% for deliverable No 1. Deadline: 4 June 2021 (5 working days)
**Second installment** – 55% for Output No 2. Deadline: 20 July 2021 (25 working days)
**Third installment** – 34% for Output No. 3. Deadline: 15 August 2021 (15 working days)

The total duration of the assignment will be 45 working days that will cover the period of May-August 2021. This is a part time-based lumpsum contract and the payment will be made upon successful completion of the outputs, and subsequent review and endorsement by the UNDP GGC leader and Deputy Resident Representative.

In the case of travel requested by UNDP CO (if COVID condition allows), payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between UNDP and the Individual Consultant, prior to travel and will be reimbursed. In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the ICs wish to travel on a higher class, he/she should do so using their own resources.

**V. Qualifications Requirements**

**Education:**
- Master's in Media, Journalism, Political Science, International Relations, Social Sciences, Law or related fields;

**Experience:**
- At least ten years of professional experience in media freedom and media development;
- Experience in policy advisory services on media governance, media sector assessment and media development at the international level (with the United Nations System a strong asset);
• Good knowledge of the freedom of speech, political environment and media sector in the context of Central Asia and/or other regions of the former Soviet Union;
• Experience in conducting media sector needs and gap analysis and assessments.

Competencies:
• Knowledgeable of different tasks relating to the media sector analysis;
• Ability to work under pressure in a multicultural and complex environment;
• Ability to produce reports and high-level political analysis;
• Capacity to dialogue with key stakeholder and high-level decision-makers as well as donors from the international community;

Language requirements:
• Fluency in English is required. Good knowledge of Russian is a strong asset.

VI. Signatures- Post Description Certification
Name Signature Date

Incumbent:

Supervisor:
Kamila Mukhamedkhanova,
GFC Leader

Endorsed:
Doina Munteanu,
deputy Resident Representative

5. Annexes:
Annex 1. “The role of media in creating inclusive, just and peaceful societies - Guidelines for SDC media assistance (PDF)
Annex 2. Checklist for analysis of media sector and audience (all six segments)
Annex 3. Preliminary division of labor
Annex 4. Individual Consultant General Terms and Conditions
Annex 5. Letter of Confirmation of Interest and Availability
Annex 2. Checklist for analysis of media sector and audience (all six segments)

<table>
<thead>
<tr>
<th>Segments</th>
<th>Category description</th>
<th>Proposed methodology for assessment</th>
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</thead>
</table>
| 1. Individual journalists     | • Characteristics of journalists, reporters, popular bloggers/vlogger and influencers (number, level of education both general and journalistic, professional skills, access to employment, specialization, gender, income; social background, ethnic/cultural background, languages, multimedia skills)  
  • Existing role models and public figures in the context of Uzbekistan¹ | Desk-reviews                                 |
| 2. Media outlets              | • Number and character of existing media (newspaper, magazines, TV, private, public service or state, radio stations, websites, popular bloggers/vlogger channels in social media)  
  **Working issues**  
  • Editorial work-flow, working conditions for women and men, editorial/ethical policy  
  • Influence of owner  
  • Independence from government  
  • Security and safety  
  • Autonomy of reporters/editors  
  • Infrastructure (technical equipment, IT, electricity, paper)  
  Media output: quality/objectivity  
  • Range of opinions published, topics (diversity, priorities)  
  • Quality of content (accuracy, impartiality and responsibility in the public interest, level of professionalism, diversity of sources, human rights-based approach, gender-balanced programming)  
  • Journalism concept (appropriateness of concept, use of information sources)  
  • Relevance (for elites, for poor people, urban/rural, young/old, for women and men) | Desk-reviews and interviews                  |
| 3. Media institutions, including new media | • Existence and importance of education and training institutions  
  • Existence and importance of professional associations, accreditation processes (press cards)  
  • Performance of regulatory bodies  
  • Existence of ombudsmen, press councils  
  • Media research institutes and médiamétrie (incl. outreach of different media to the general public and different sub-groups, number of accounts in social media (Facebook, Twitter, etc.)) | Desk-reviews, Interviews, Audience measurement, Surveys and interviews |

¹ Further contextualization will be needed, to ensure all sensitivites
| 4. Economic and technological Factors | • Level of technical media infrastructure (outreach)  
| • Level of technical internet infrastructure (satellite, fiber, distribution)  
| • Level of power and electricity availability  
| • Structure of ownership (private/commercial, state/government owned, public, non-profit), media concentration, affiliation  
| • Competition/monopolies in printing, distribution, advertising, etc.  
| • Sources of revenue: subscription and advertisement markets, hidden advertising, public support, institutional communication opportunities | desk reviews and targeted surveys and interviews |
| 5. Political and legal environment, and safety | • Existence and quality of legislation on: freedom of expression, mass media, public broadcasting, regulatory bodies, licenses, censorship, libel and slander, copyright, etc.  
| • Legislation on access to information by government or other public bodies  
| • Gender balance in all entities that consider media policy  
| • Performance of law enforcement, judiciary system  
| • Existence and activities of regulating bodies, advisory and complaints councils (accountability, appointment/constitution)  
| • Government’s attitude towards freedom of expression (pressure, repression)  
| • Government’s accountability  
| • Level of threats and pressure against media and journalists  
| • Status of impunity re: crimes against journalists | Desk-reviews, interviews, qualitative information collection (anecdotal information, micro-narratives) |
| 6. Societal beliefs | • Role of the media in society  
| • Identification of taboo themes  
| • Readiness for open discussion and public discourse  
| • Structure of communication in society | interviews, focus-group discussions, surveys |
Annex 3. Preliminary division of labor and estimated timeline is included below:

<table>
<thead>
<tr>
<th>#</th>
<th>Deliverable</th>
<th>Key tasks</th>
<th>Estimated # of working days to be invested by the Team Leader</th>
<th>Estimated # of working days to be invested by National Media Expert</th>
<th>Estimated # of working days to be invested by Digitalization Consultant</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>DEV. 1</td>
<td>Revised methodology and design assessment work plan, including division of labour among missions’ members</td>
<td>2 days</td>
<td>1 day</td>
<td>1 day</td>
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<tr>
<td>2</td>
<td>DEV. 1</td>
<td>Assessment Report of maximum 30 pages (plus Annexes). Presentation summarizing key findings and recommendations</td>
<td>28 days</td>
<td>20 days</td>
<td>14 days</td>
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<tr>
<td>3</td>
<td>DEV. 1</td>
<td>Desk review of existing documents, review legislation and regulatory framework</td>
<td>5</td>
<td>5</td>
<td>3</td>
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<tr>
<td>4</td>
<td>DEV. 2</td>
<td>Interviews with partners, and key stakeholders, focus group discussions, launch survey as needed</td>
<td>7</td>
<td>7</td>
<td>5</td>
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<tr>
<td>5</td>
<td>DEV. 1</td>
<td>Write up of the assessment report <em>(contribute with analytical pieces for national consultants)</em></td>
<td>12</td>
<td>7</td>
<td>5</td>
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<td>6</td>
<td>DEV. 1</td>
<td>Develop and hold a presentation summarizing key finding and recommendations</td>
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<td>0.5</td>
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<td>7</td>
<td>DEV. 1</td>
<td>Revise the assessment report based on feedback received from UNDP and SDC</td>
<td>2</td>
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<td>8</td>
<td>DEV. 1</td>
<td>Media development concept, including a robust theory of change.</td>
<td>15 days</td>
<td>6 days</td>
<td>5 days</td>
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<td>9</td>
<td>DEV. 1</td>
<td>Based on the findings and recommendations in the assessment report design a media development proposal, identifying specific entry points, potential partners to engage,</td>
<td>7</td>
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<td></td>
<td>Description</td>
<td>Days</td>
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<tr>
<td>10</td>
<td>capacity development needs and mechanisms to deliver development support</td>
<td>2.5</td>
<td>2.5</td>
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<tr>
<td></td>
<td>Develop the vision for potential future project/s in line with SDC guideline, including a robust theory of change</td>
<td>4</td>
<td>2</td>
<td>1</td>
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<td></td>
<td>Prepare a power-point presentation (or other visual aid tool) of the media development strategy for a stakeholders’ meeting</td>
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<td>1</td>
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<tr>
<td>11</td>
<td>Revise the proposal based on stakeholders’ meeting feedback</td>
<td>2</td>
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<td></td>
<td><strong>Total:</strong></td>
<td><strong>45 days</strong></td>
<td><strong>27 days</strong></td>
<td><strong>20 days</strong></td>
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