



PROJECT DOCUMENT

Uzbekistan

Project Title: Aid for Trade in Uzbekistan

Project Number: 00120489

Implementing Partner: Ministry of Investments and Foreign Trade of the Republic of Uzbekistan

Start Date: 01 January 2020

End Date: 31 December 2022

PAC Meeting date: 15/11/2019

Brief Description

The project endeavours to support the Government of Uzbekistan to enhance national capacities and bringing international expertise to support the country's WTO accession process, as well as building productive and export capacities for niche products, which will be identified in the agricultural, agro-industrial, and also in other employment-rich and potentially green sectors, to contribute to more economically, socially and environmentally sustainable growth patterns.

The project proposes to address the development challenge through components working at both downstream and upstream levels:



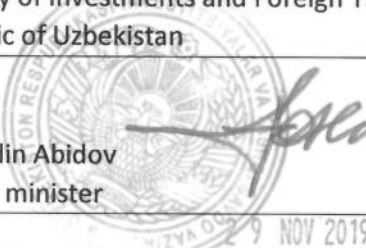
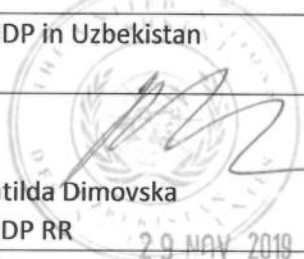
- Supporting Uzbekistan's WTO accession process
- Supporting an enabling environment for sustainable and job-rich growth in Uzbekistan (macro and meso level)
- More efficient and competitive producers and processors contributing to sustainable human development (micro level).

Contributing Outcome (UNDAF/CPD):
UNDAF/CPD OUTCOME #1: By 2020, equitable and sustainable economic growth through productive employment, improvement of environment for business, entrepreneurship and innovations expanded for all.

Indicative Outputs:
Output 4. Policymakers are better qualified in promoting exports/foreign direct investment (FDI) through human development-focused advisory inputs
Gender marker: GEN2

Total resources required:		USD 2,773,330.92
Total resources allocated:	UNDP TRAC:	
	UNDP-Russia TFD:	USD 1,400,002.92
	Cofinancing (Govt of Finland):	USD 1,265,328
	Government (Ministry of Investments and Foreign Trade of Uzbekistan), parallel funding:	USD 83,000
	In-Kind:	

Agreed by (signatures):

Ministry of Investments and Foreign Trade of the Republic of Uzbekistan	UNDP in Uzbekistan
 Badriddin Abidov Deputy minister	 Matilda Dimovska UNDP RR
Date: 	Date: 

I. DEVELOPMENT CHALLENGE

The main development challenge at the current development stage of Uzbekistan to be addressed by the project is to ensure that the potential of trade is harnessed in ways, which contribute to more inclusive and sustainable development pathways.

Current global growth patterns have contributed to reducing poverty and despite global crisis, an unprecedented number of people have been lifted out of extreme poverty globally. In 1990, 35% of the world's population lived on USD 1.90 per day which in 2013 decreased to 10.7%.¹ However, inequality remains persistent and continues to rise across nearly the whole world.² UNDP's vision of inclusive growth is based on concepts of equity and equality within and between countries, with a strong focus on equality. Growth patterns play an important role in this, emerging and rapid growth countries demonstrate high growth patterns, but also can exhibit stagnating or increasing income distribution levels. Over 75% of the developing world's population has less equal income distribution than in the 1990s.³ In addition, unequal growth patterns/uneven development between countries is creating decreasing maneuvering space in terms of upgrading and accessing markets for downstream countries.

Uzbekistan has seen stable economic progress since the mid-2000s, both in terms of growth and poverty reduction. GDP growth averaged 8 per cent per year between 2004 and 2016, however reduced to around 5% in 2017 and 2018. GDP per capita grew from USD 465 to USD 2,110 over the same period, but adjusted to USD 1,504 in 2017 due to major devaluation of the national currency in September 2017. With a population now exceeding 32 million people, of which two-thirds are younger than age 30, Uzbekistan is the most populous country in Central Asia.

The Government of Uzbekistan has carried out immense efforts to develop trade and exports as it is perceived as a key to modernize the national economy and push structural transformation, and trade continues to serve as a major source of foreign currency inflow. Since the early 2000s, Uzbekistan has prioritized the development of exports of finished products with higher added value, as well as the diversification both in terms of goods structure and geographical distribution.

As a result, trade and exports have been steadily growing within the last decade. In particular, trade turnover increased from USD 11.17 bln to USD 33.8 bln between 2006-2018, whereas exports have more than doubled from USD 6.38 bln to USD 14.25 bln within the same period.⁴

The Government's aim to increase diversification of the export basket resulted in the reduction of the share of the cotton in exports from 27.5% to 1.6% between 2000-2018. The share of food products in overall exports increased from 5.4% up to 7.7%, while the share of services in export increased from 13.8% up to 21.3%.

However, despite the fact that the current structure of growth and exports in Uzbekistan has contributed to poverty reduction over the last decade, it fell short of being fully economically, socially or environmentally sustainable.

In this regard, in 2017 the Government of Uzbekistan adopted the Action strategy on five priority areas of development of Uzbekistan for 2017-2021, which is a blue print for reforms in all spheres, including economic and social development, and calls for economic liberalization, promoting exports and improving the competitiveness of national production, while in the social sphere it calls for the creation of decent jobs.

The threats to **economic sustainability** stem from the fact that the national economy is characterized by the dependence on the export of commodities to a limited number of export destination countries. This in

¹ World Bank (2016), Poverty Overview, <http://www.worldbank.org/en/topic/poverty/overview>.

² WIR (2018), World Inequality Report, p.3

³ UNDP (2014), Humanity Divided: Confronting Inequality in Developing Countries, p.3.

⁴ https://stat.uz/ru/index.php?option=com_content&view=article&id=2780&catid=183&lang=ru-RU

turn contributes to the vulnerability of the economy to external shocks. The export basket is still dominated mostly by unprocessed minerals, chemical products, ferrous and non-ferrous metals with weak links to decent job creation (jobless growth). The threats to **social sustainability** stem from the low job creation capacity of current growth pattern described above. Overall, the number of individuals working in productive and “decent” jobs is small, especially among rural populations, where small-scale low productive agricultural activities prevail. There is a mismatch between export and employment: while Uzbekistan is labor abundant with relatively young and fast growing population and the majority of the in-country labour is engaged in the agricultural or agri-industrial sector, its major export receipts come from capital- and resource-intensive sectors. This situation may be exacerbated by the fourth industrial revolution, which is likely to change globally the productive capacities and global value chains. Some estimations suggest that 55% of jobs in Uzbekistan are vulnerable to be replaced by automatization⁵.

The production of the energy, metals, minerals and cash crops that dominate Uzbekistan’s export basket poses significant burdens on the region’s delicate ecosystems, and particularly on its water and energy resources, meaning that current growth and export patterns are **not environmentally sustainable**. The cultivation of water-intensive cash crops exacerbates pressures on water resources in the Aral Sea basin, while the extraction and export of fossil fuels and minerals can generate highly polluting by-products and hazardous wastes. These environmental externalities generate real costs for local populations, as well as long-term economic costs. In addition, pollution of water sources from over-use of chemical fertilizer negatively affect the quality of cash crops produced. Such crops not only may pose danger for the health of consumers, but are also not likely to pass the increasingly stringent quality standards for traditional export markets.

This situation makes it imperative that Uzbekistan’s economy be diversified, production capacities of the private sector be expanded, and new markets be accessed. Better integration into international trade can play an important role in the country’s efforts to achieve diversification and more sustainable growth. Economic growth, fueled by trade, can be a pathway to ensure more inclusive and sustainable development provided that appropriate trade framework is established. Agricultural and agro-industrial sectors in Uzbekistan generate most of the jobs in rural areas, and can be the driving force in ensuring distribution of the gains from trade, and can also facilitate greater export diversification and improved quality of employment.

Greater support for trade in labor- (as opposed to natural capital) intensive activities, such as non-irrigated agricultural production, food processing, textiles, tourism, and wholesale and retail trade, can reduce the environmental footprint of production for export, while also broadening export baskets.

While Uzbekistan has active free trade agreements with the CIS countries, the accession to the WTO has been pending for some time. Uzbekistan applied for WTO accession in 1994 and progressed actively until 2005, after which the accession process stalled. In 2018, attaching great importance to enhancing the volumes and diversifying trade destinations, the Government reinitiated the WTO accession process. The country requested international assistance to support the Government to meet its obligations during the accession process. The Government also expressed its desire to ensure sound analysis and evidence on the impact of WTO accession to various sectors of the economy.

Experience and lessons learnt from ongoing Aid for Trade project in Uzbekistan (2014-2019) as part of regional Aid for Trade in Central Asia (Phase-III) project

The overall objective of the project is to foster inclusive economic growth in Uzbekistan. The Aid for Trade project in Uzbekistan works on three levels: macro, meso and micro level. The macro level focuses on developing visions for sustainable trade policy including cross border trade and trade promotion, on the meso level the project supports business and trade support institutions to develop better services to serve

⁵ UNDP (2018), Automatisation and the future of work, p.18.

their clients and on the micro level the project directly supports entrepreneurs to expand their businesses and to create employment.

Results:

Support provided to national partners with trade policy analysis resulted in the adoption of the WTO accession road map, improvement of Uzbekistan's ranking (from 189th to 165th) on the latest World Bank's Doing Business "Trading Across Borders" indicator, adoption of the government resolutions on decreasing import duties (average tariff rate decreased from 14.8% to 8.6%) and other important Government decisions aimed at improvement of foreign trade regime, further development of regional trade, diversification of exports and improvement of export competitiveness, development of advanced trade financing schemes and others.

On the meso level, the project supported trade deals worth USD 300 million through facilitating participation of export-oriented SMEs at international exhibitions/fairs, USD 153 million in export contracts were facilitated through the project supported export promotion platform - 'UzTrade' (tradeuzbekistan.com) with 9522 registered companies. The project also supported the Government with building capacities for introducing several new types of trade intelligence services (i.e. ITC's Trade Map and Market Access Map tools), introducing international Global GAP standard and provided practical support to export-oriented agro-companies with implementation of Global GAP, which enabled the companies to become suppliers of selected agri-product to retail chains of Russia and EU and export goods worth 3 mln USD.

In total, the Aid for Trade project in Central Asia has supported the creation of over 4000 jobs, and export contracts worth USD 560 million within four years of implementation.

Lessons learnt.

Global value chains – the changes which the project has witnessed since its inception in 2009 are dramatic. The rate of change in global value chains is picking up pace. The fourth industrial revolution will likely increase this pace further. Work surrounding WTO accession, standards, regional cooperation and trade intelligence will be critical in order to ensure that benefits of trade are sustainable and support human development. The fourth industrial revolution as well as the rise of the middle class within the region will also provide opportunities in terms of the rise of proximity trade and proximity markets. It is vital that UNDP's effort focus on these opportunities – opportunities that are future proofed from an economic, environmental and social perspective. In addition, competition on price/quantity in a fragmented production remains extremely difficult. The focus on novelty/niche products that are environmentally sustainable and allow for a high value-added to producers/communities have demonstrated as successful during piloting of phase III.

Gender equality – As a result of the experiences made under phase III, the project proposed to have gender equality component that solely focuses on barriers women entrepreneur face. This is a shift from the mainstreaming approach but also a response to ensure more advocacy can be made in terms of ensuring a strong gender lens is incorporated throughout implementation.

II. STRATEGY

The overall objective of the project is to foster inclusive and sustainable economic growth in Uzbekistan by promoting trade and increasing competitiveness. The project endeavors to support the Government of Uzbekistan in WTO accession process and producers to identify opportunities within global trade that are sustainable and green.

Under the trade capacity development activities special emphasis will be given to **support Uzbekistan's WTO accession process**⁶ as it entails integration of the country into the multilateral trading system, lowering trade barriers and compliance with global rules of trade, that provide assurance and stability. In July 2019, the Government of Uzbekistan formally submitted the updated Foreign Trade Memorandum to the WTO Secretariat, which lays the ground for the preparation to the negotiation process. The next stage will require knowledge and capacity on evidence based preparation of tariff offer on goods, obligations on services and the legislative action plan, as well as on managing the negotiation process.

Given the inadequacy of resources, expertise, institutional and regulatory frameworks on WTO-related issues in Uzbekistan, capacity-building support to the country, learning from the experience of countries that already acceded to the WTO as well as regular exchanges with the WTO secretariat are thus critical elements in its efforts to manage the accession process.

On a second level, the project will, through the use of trade intelligence, identify niche products that are employment rich, green and future proofed. Building productive capacities and export capacities that are **forward looking** and that can address changing global demand and needs, may this be due to changing consumption patterns, technological change (automatisation, AI, fourth industrial revolution) or climate change, will be key for sustainable development and achieving the SDGs.

The special emphasis will be on identifying green marketable products, the production of which can lead to an increase in decent employment, particularly for young people and women in rural areas, via measures to raise productivity in small and medium enterprises and farms, while simultaneously improving export market access and reducing trading costs. Only products, which contribute to greening the economies and jobs will be considered. For this, the project will build on the green product space methodology (WTO/UNCTAD/MIT) to identify products with the highest comparative advantage in terms of export potential, that are green and employment rich. In addition, megatrends will also be included in the analysis. The identified value chains will then benefit from a range of support measures working on three different levels that are mutually re-enforcing: the policy level (macro level), business/trade support institutions (meso level) which will be covered under the component I, and direct support to businesses (micro level) which will be under the component II.

To achieve the overall objective, the project is structured around three complementary and mutually reinforcing components:

Component 1: Supporting Uzbekistan's WTO accession process

Specific activities proposed under this output are as follows:

- i. Capacity building of Uzbekistan's government officials on various aspects of WTO accession, including trade policy formulation and implementation relating to the WTO accession negotiations
- ii. Undertaking short term sectoral/ impact studies on the impact of WTO accession on national economy
- iii. Review of domestic legislation for GATT and WTO consistency
- iv. Support with preparation of key WTO accession documents and advisory support on substantive issues of the accession process
- v. Facilitating exchanges of experience between Uzbekistan and recently acceded WTO members
- vi. Facilitating participation of national experts at WTO events (negotiations on Uzbekistan's accession to WTO, formal and informal meetings of WTO bodies, WTO conferences and symposiums)
- vii. Raising public awareness on the WTO accession process

Component 2: Supporting an enabling environment for job-rich growth in Uzbekistan through

- a) Enabling policies and regulations for inclusive and trade oriented private sector development (macro level); and

⁶ According to the State Program of the year 2018 on "Supporting the active entrepreneurship, innovative ideas and technologies" the Government of Uzbekistan activated the negotiation process to access WTO. The two key areas highlighted in the State Program: 1) In close collaboration with international organizations and developed countries to conduct analysis of benefits and consequences of WTO membership and prepare proposals for legal and institutional reforms in the country 2) Study the national legislation to identify areas where further harmonization is needed with the norms of the WTO Agreements.

b) Enhancing capacities of trade support institutions to provide efficient services to the private sector (meso level).

Specific activities proposed under this output are as follows:

a) Enabling policies and regulations for inclusive and trade oriented private sector development (macro level):

- i. Capacity building of staff of MIFT and other state agencies to improve knowledge and skills for formulation of policies and regulations for sustainable and trade oriented private sector development;
- ii. Technical assistance to stakeholders for implementation of priority actions of the Action Strategy on five priority areas of development of Uzbekistan in 2017-2021 on improving export competitiveness and productivity;
- iii. Support to business services optimization in government agencies involved in exports (licensing, certification, etc.);
- iv. Support to the development of roadmaps for improving selected sustainable value chains in agriculture.

b) Enhancing capacities of trade support institutions to provide efficient services to the private sector (meso level)

- i. Support to the development of a model of integrated cooperation among SME export promotion institutions in Uzbekistan;
- ii. Strengthening the capacities of trade/export promotion institutions (TSI) to
 - a. Provide professional services to SMEs to access developed markets;
 - b. Establish new trade/export promotion services through tailor made trainings and promotion of cooperation with advanced counterparts in Russia and Central Asia and;
 - c. Establish network of TSIs within and outside of country.

Component 3: Supporting market opportunities for all through more efficient and competitive producers and processors, which contribute to sustainable human development (micro level).

Specific activities proposed under this output are as follows:

- i. Support to establishing or developing green niche products and value chains (VCs) that are employment rich, future proofed and have high productivity and market potential;
- ii. Support to wider use of innovative technologies to improve productivity and export readiness of target products/VCs. This will also include capacity building measures to farmers and processors on the best agri practices and improving quality, packaging of the products and diversification of target markets;
- iii. Support to VCs stakeholders in introduction of international food safety and good agricultural practices standards (Global GAP, HACCP, FSC etc.)
- iv. Supporting export-oriented SMEs to participate in international exhibitions and fairs;
- v. Support for women entrepreneurs including
 - a. Conducting survey on existing programmes in support of young / female entrepreneurs;
 - b. Targeted workshops to continuously identify barriers for female entrepreneurs and develop feedback loops;
 - c. Supporting the formulation and establishment of a programme to support young female for entrepreneurship;
 - d. Technical assistance to groups of women in business planning and supporting micro enterprises.

Under this component, the project will aim to target the regions of the country, which have the highest level of poverty as measured in line with the national poverty criteria. As of 2017, the Republic of Karakalpakstan (26.3%), Kashkadarya (22.1%) and Surhkandarya (19.1%) regions have the highest poverty rates. Given that the UN Joint Programme for the Aral Sea region since 2012 continues to provide

comprehensive support to Karakalpakstan, the given project will focus on promoting exports of small producers in Kashkadarya and Surhkandarya provinces.

A theory of change was developed to map the approach which the project will adopt to contribute to addressing the development challenge set out above:

Key problem:

- Potential of trade to contribute to inclusive and sustainable development pathways is not fully harnessed

Immediate causes

- Limited opportunities to access/expand to new markets
- Limited dialogue among public and private sector stakeholders as well as limited participation from private sector representatives in decision-making processes on strategic economic development
- Too much focus on products and sectors where only limited number of processors and companies are compliant with international market requirements
- Limited amounts of investment and access to modern green technologies and methodologies
- Gender disparities in terms of opportunities for entrepreneurship and access to affordable finance

Underlying causes/root causes

- Lack of trade support service which can address the low levels of **knowledge** and understanding of foreign export market requirements
- Insufficient availability of accurate and up-to-date information on market requirements in a form that is meaningful to support companies
- Complex regulatory framework sometimes makes it complicated and/or expensive for businesses that want to expand and to export
- Very limited compliance with international trade regulations, include WTO and trade standards such as the quality certification
- Lack of support services specializing on profitable green production
- Limited investment in productive capacities
- Barriers in terms of access to finance and ownership (soft and hard) for women, as well as high levels of unpaid care work

A theory of change diagram is provided below, presenting the analytical flow from the development impact level (SP) to overall outcome (SP) and output (RPD). It contains project level results and planned interventions for addressing the problem and its causes (from top down). The theory of change will be regularly reviewed and updated if and when needed through regular review mechanisms.



DEVELOPMENT IMPACT

Inclusive and sustainable economic growth, employment and decent work for all (SDG #8)

OUTCOME

Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

OUTPUT

National and subnational systems and institutions enabled to formulate and implement trade policy, particularly relating to WTO accession, and achieve structural transformation of productive capacities that are sustainable and employment-and livelihoods intensive

RESULTS

- CI: MIFT is equipped with knowledge and tools to effectively manage the WTO accession process
- CII: Enabling environment for sustainable growth
- CII: More efficient and competitive producers

ACTIVITIES

1. Support to Uzbekistan's WTO accession process
- 2.1 Improved trade-oriented private sector development policies
- 2.2. Improved access of private sector to efficient services
- 3.1. Support to establishing or developing green niche products and VCs that are employment rich and have high productivity and market potential
- 3.2. Support for women entrepreneurs established

ASSUMPTIONS

- Government remains committed to accede WTO, developing trade and increasing exports
- Interest and demand from facilities remain the same or increases
- There is sufficient number of businesses with export potential in niche VC

RISKS

- Government or institutional changes delay regulatory improvements
- Economic slowdown may impact project results
- Security concerns
- Natural disasters in geographical target areas may impact on project results
- Exchange rate fluctuations may require adaptation of activities and results

III. RESULTS AND PARTNERSHIPS

Expected Results

Uzbekistan has adopted the Action strategy on five priority areas of development of Uzbekistan in 2017-2021, which is a blue print for reforms in all spheres, including economic and social development. It calls for economic liberalization, promoting exports and improving the competitiveness of national production, while in the social sphere it calls for the creation of decent jobs. The project in Uzbekistan will support the reform processes through assisting the Government in WTO accession and policy advice, support of trade support institutions and agro-processing and business facilities leading to creating new jobs in rural areas.

The project will focus on the following:

1. Support Uzbekistan's WTO accession process;

2. Enabling policies and regulations for inclusive and trade oriented private sector development;
3. Trade support institutions that provide efficient services to the private sector;
4. More efficient and competitive producers and processors contributing to sustainable human development.

On the policy level (macro), the project will work with Ministry of Investments and Foreign Trade (MIFT) and other relevant state agencies to support Uzbekistan's WTO accession process and promote trade-oriented private sector development policies. In addition to support to WTO accession process, the focus will be made on policies related to promoting competitiveness and productivity, liberalization of the foreign trade regime and diversification of exports, agro-processing. The project will also support business optimization in government agencies involved in exports and develop roadmaps for improving selected value chains. Concretely, the project will work with government on developing actionable recommendations that favor better business environment and support the process of trade liberalization. This will also include developing better business services jointly with state agencies, as well as other trade support institutions. Better business services could include automatized export processes amongst other things in order to optimize processes as well as making them more **transparent**. **The work** will also link to the selected value chains with concrete roadmaps which **will function as an integrator** between the different components (macro, meso, micro) of this project.

On the meso level, the project will support the development of a model for integrated cooperation among SME export promotion institutions and support capacity of institutions in delivering advisory and professional services. Capacity of trade/export promotion institutions (TSI) with providing professional services to access developed markets will be strengthened through the provision of tailor-made trainings services, promotion of cooperation and establishing network of TSIs. Specific interventions will target better services and expansion of client base of trade support institutions so to ensure better access of the private sector to trade development services. This level will also work on ensuring better market linkages through the use of trade intelligence systems, including capacity transfer for trade intelligence.

On the micro level, the project will focus on niche and green products and value chains with high employment and value-added potential. Interventions will include support to the introduction of international standards (Global GAP, HACCP, FSC and etc.) and capacity building measures to farmers and processors on the best agricultural practices and improving quality, packaging of the products and diversification of target markets. This level focuses on the implementation of work around value chains that are green, future-proofed and employment rich. The identification process of value chains started in phase III of the Aid for Trade project in Central Asia. The work will then tackle implementation of consumer and safety standards, as well as ensuring better productivity and efficiency. The work in the meso level will also support activities around increasing market penetration with the ultimate goal of the work to support product diversification, employment generation and income increases for target communities.

The project will also provide targeted support for young and women entrepreneurs. Activities will include a mentorship programme for young and female entrepreneurs, as well as a dedicated programme to support SMEs headed by women. Specifically, this will include targeted workshops to identify concrete barriers that women entrepreneurs face, this will also include feedback loops to ensure the possibility for continuous adjustment to changing needs. On the basis of the findings a dedicated programme for women entrepreneurs and youth will be developed that includes technical assistance for SME and micro entrepreneurs.

The project will use overarching indicators to measure the progress, including.

- Total number of jobs created (female/male)
- Number of micro and small enterprises supported
- Number of women-owned enterprises supported
- Number of new enterprises in non-traditional sectors supported

- Number of participants in value chain networks/cooperation

In addition, overarching component indicators will be measured to evaluate quality.

Component one – WTO accession support (macro level):

- Number of law/regulation/strategy/policy in line with WTO regulations
- % changes in level of knowledge on WTO issues of civil servants;
- Number of capacity building activities;
- Number of Roundtables, workshops and other information events;
- Number of undertaken studies, including short term sectoral studies on the impact of WTO accession on national economy;
- Number of reviews of Uzbekistan’s domestic legislation made with a view to ensure its compliance with the WTO rules, as well as number of reviews of Uzbekistan’s draft WTO commitments with a view to ensure their compliance with Uzbekistan’s existing international commitments.

Component two - policy support (macro level):

- Adoption of law/regulation/strategy/policy (yes/no) with three levels of quality
 - o Development 0 - low
 - o Adoption 1 - good
 - o Implementation 2 -strong
- Number of law/regulation/strategy/policy supporting new green economy sectors
- % changes in level of knowledge of entrepreneurs and civil servants;
- % change in export volume;
- % of activities include gender lens (min, 100%).

Component two - support to institutions (meso level):

- % increase in client base;
- Number of companies supported;
- Number of awareness raising campaigns (ex. export caravans);
- % increase or total volume in USD in export contracts supported;
- Number of new services;
- Number of female entrepreneurs supported;
- % increase of sales volume of female entrepreneurs supported;
- Number of informational guides on niche products and/or products with the highest value addition detailing the latest technological information, including cost calculation, materials used, financial products and market opportunities;

Component three - more efficient and competitive producers and processors contributing to sustainable human development

- Number of new decent jobs disaggregated by sex;
- % change in income;
- USD/tons of export contract made and delivered;
- New markets reached;
- Total export value to Russian markets (TBD);
- Number of green value chains supported;
- Take up of new technologies or export practices and skills;
- Number of programmes for mentorship for young female entrepreneurs established and supported;
- Number of female benefitting from established programmes;

- % of budget targeting gender equality issues;
- Number of female headed SMEs supported.

Managing social and environmental risk

Principle 1: Gender equality and Women's empowerment

46% of Uzbekistan's GDP is generated by SMEs, out of which 43.3% are headed by women.⁷ Women continue to face issues with start-up capital and are traditionally based in low-turnover segments within the private sector. The project approach in ensuring better gender equality and women's empowerment will be two-fold. First of all, gender equality issues will be mainstreamed throughout all activities, and secondly the project will also implement activities exclusively dedicated to women and youth with a minimum of 15% of the programmatic budget being invested to directly support gender issues and/or women entrepreneurs.

The work on mainstreaming will include a gender lens at the policy level in order to ensure that specific gender concerns are integrated into policies and later on into implementation. At the micro level, the project will ensure more active women's participation throughout the activities and especially in governance related processes. Overall, this approach focuses on mainstreaming gender issues throughout the implementation.

The direct implementation working with women entrepreneurs will focus on capacity development activities focusing on women entrepreneurs, as well as women centric job creation. The project will also work on mentorship programme and confidence building.

Principle 2: Environmental Sustainability

At the business level, the project will support activities that are environmentally friendly and that:

1. Decrease CO2 emissions or;
2. Ensure climate change mitigation/adaptation activities, or;
3. Ensure sustainable natural resource management, or;
4. Ensure disaster risks are considered and initiative's investments are protected from potential hits of disasters by decisions based on the information on available risks, vulnerabilities and capacities.

Standards used will be compliant with the Convention on Biological Diversity which includes the sustainable use of components and the fair and equitable sharing of the benefits arising out of the natural resource.

A detailed list of indicators the project will be compliant to in order to ensure social and environmental sustainability can be found at the following link:

<https://www.undp.org/content/undp/en/home/librarypage/operations1/undp-social-and-environmental-standards.html>

Principle 3: Contribution towards SDGs

Goal 1. (sub-goal 1.1) Supported through project target: Total number of jobs supported (1500), (female/male);

Goal 2. (sub-goals 2.3 and 2.4) Supported through project indicator: Number of participants in value chain networks/cooperation (120); Number of green value chains supported (4);

Goal 8. (sub-goals 8.1, 8.2, 8.3, 8.a) Supported through project indicators: Number of new decent jobs disaggregated by sex (150 direct, 1,250 indirect new/maintained); % increase of sales volume of female

⁷ AsDB (2018), Uzbekistan Country Gender Assessment, data refers to first half of 2017.

entrepreneurs supported (15%); Number of informational guides on niche products and/or products with the highest value addition detailing the latest technological information, including cost calculation, materials used, financial products and market opportunities (8);

Goal 9. (sub-goal 9.2.) Take up of new technologies or export practices and skills (4);

Goal 17. (Sub-goal 17.6) Number of green value chains supported (4); USD/tons of export contract made and delivered (USD 200 mln.); New markets reached (5).

Resources required to achieve results

To ensure the successful implementation of the project activities and achievement of outcome results, a professional project team will be brought on board with allocated resources to provide support to national counterparts. A number of core project specialists will be engaged along the two strategic directions of the project, who will be supported and backed up by the team of national experts to proceed with research activities and field works where necessary. Procurement of necessary equipment and services planned within this project will be done in line with UNDP corporate policies and procedures. The project will establish close partnership and synergies with other UN and UNDP projects to ensure successful achievement of the results.

In the process of engagement of beneficiaries and establishing pilot initiatives, the project will closely work with local communities and seek their participation in and cost-sharing of small scale pilot projects with 50%/50% ratio, whereby 50% contribution comes from beneficiaries.

The Project board will carry out objective and independent project oversight and monitoring functions. The Project Assurance team will act as an objective quality monitoring agent and verify the quality of project outputs.

UNDP CO will provide operational support services to the project in the following areas: human resources management services, financial services, procurement and contracting services, as well as with logistics and administration.

Partnerships

The project will work in Tashkent as well as Kashkadarya and Surkhandarya provinces. At the macro and meso level, the project will work with the national institutions on inclusive and informed policy making. At the micro level, the project's key focus will be rural populations and their access to employment and income generation, areas selected are those that are remote, which however have potential for trade related activities and as such the project targets marginalized populations. The outputs in Uzbekistan will collaborate with sister project activities in Kyrgyzstan and Tajikistan. Proposed activities (excluding WTO) on job-rich growth and productive capacities are replicated in Kyrgyzstan and Tajikistan. These activities are replicated in the Fergana valley (EURO 4.8 million) and the implementation in Uzbekistan can therefore benefit from dedicated teams (6 staff) in these countries. The importance of collaboration between the three countries was demonstrated in the adoption of regional UNECE standards for Fergana valley apricots.

With regards to other technical partners, the project will work closely with the donor community and international agencies. Specifically, the project will strengthen its cooperation with:

1. WTO Secretariat, UNCTAD, ITC, as well as Russian National Research University "Higher School of Economics" and WTO Expertise Center, an Independent Noncommercial Organization (the Russian Federation, www.wto.ru) in providing technical assistance to Uzbekistan's WTO accession process;
2. GIZ and its Regional Programme on Trade Facilitation in Central Asia;
3. Russian Foreign Trade Academy (www.vavt.ru);
4. UNECE and its Agricultural Quality Standards Unit in introduction of international quality standards and best practices to improve agricultural quality along the entire value chains thus improving capacity of the public and the private sectors to sell products in the UNECE region and beyond;

5. Hilfswerk Austria International (EU) and its project Advanced Support Programme to Central Asian Business Intermediary Organizations – Specialized and Integrated Services for Export-Oriented Food Processing SMEs - CANDY - IV, funded by the program of the European Union, Central Asia - Invest IV.

The Russian Federation is the major destination for exports of products (including agricultural) produced in Uzbekistan, thus it will be important for local farmers, agro-processors and exporters to know better the market requirements of Russia, as well as the Eurasian Economic Union (EEU) for exported products, quality, post-harvest and shipment requirements. Moreover, the southern parts of Russia have similar climatic conditions, agricultural practices, as well as modern agro-processing facilities, which would be relevant experience to learn from. UNDP Uzbekistan has demonstrated experience in supporting producers in exporting with USD 300 million in exports supported since 2014, out of which USD 262.98 million to Russia. The project will continue to support increased linkages between the private sector of Uzbekistan and Russia. This can take the concrete form of dedicated B2B along thematic lines, or geographically. Linkage creation goes two ways where the project creates links towards for example Russian retailers, but also towards Russian producers of interest to Uzbekistan processors.

The project will work to engage the extensive experience of the Russian Federation in the field of WTO accession process, including the experience with strengthening national institutional capacity and expertise of Belarus within the Russia-funded project on assisting the **Government of the Republic of Belarus** in Accession to the WTO. In particular, the project aims to expand **productive** cooperation with the Russian expert community in conducting joint researches and seeking advice from the leading negotiators on WTO related issues.

It is expected to exploit the potential of Russia's organizations specializing on the WTO expertise, such as the WTO Expertise Center, an Independent Noncommercial Organization (Russian Federation), and the Russian National Research University "Higher School of Economics", in organizing targeted trainings and workshops covering, inter alia, the technique of WTO negotiations for the Uzbek members of the Negotiation Group on accession of Uzbekistan to WTO.

Knowledge transfer will be conducted through exchange visits of producers, exporters and the relevant staff of government agencies and TSIs to respective partners in the Russian Federation, inviting the Russian experts as the consultants, trainers and coaches to share advanced experience.

Risks and Assumptions

The risks analysis has identified 6 risks. The first risk identified focuses on the potential of an economic downturn due to weak demand or restricted exports to main export markets, which can have a potentially negative impact on employment generation and productive capacities in rural areas. The project is actively working on diversification of export destination base for products in order to make productive centers more resilient to external shocks. Other risks identified are occurrence of natural disasters, or higher frequency of natural disasters (mud slides), frequent government staff changes and exchange rate fluctuations. Other risks include security and political stability, as well as climate change related issues. The project will closely monitor these areas in order to be able to address any arising concerns.

One of the main assumptions is that the Government continues the course towards the WTO accession and consistently follow-up on the WTO accession process. Other assumptions revolve around continued support of the Government to focus on export promotion and open economic system, as well as the capacities to provide support to the business community in terms of increasing exports. In addition, the Government will communicate and actively cooperate with associations and cooperatives. Finally, the last assumption is that the project will be able to identify sufficient products where export is feasible (either in terms of quantity, or quality).

Stakeholder Engagement

The project will have a mechanism of engagement of stakeholders through its activities. The project is targeting policy-makers, staff of trade-support institutions, farmers, agro-producers, women-entrepreneurs both at national and local levels including representatives from local khokimiyats. Close

engagement and partnership will be established with the Chamber of Commerce and Industry both in Tashkent and the branches in the regions.

On WTO and the policy level component, the project will closely cooperate with the country's leading think tanks and research institutions – Center for Economic Research (CER), Institute for Forecasting and Macroeconomic Research (IFMR) and others.

In the area of trade/export promotion the project will closely cooperate with the recently established Agency for export promotion, acting as export support services provider. Partnership with 'Uzstandart' Agency and the Ministry of Agriculture will be established in order to promote introduction of agricultural quality and food safety standards as well as implementation of good agricultural practices.

Regular meetings within the Project Board will be organized to report on the progress of the project implementation, to get guidance on further course of actions and introduction of changes if needed.

As part of implementation of small scale business initiatives, the project will ensure competitive and stimulating environment for agro-producers by launching competitive process of selection of business projects, whereby 50% funding is to be provided by the project on grant basis. The other 50% of selected pilot projects are to be proposed to be funded by potential beneficiary (agro-producer). Local Selection Committee will be formed to ensure transparent and fair selection of business proposals following an established selection criteria approved by national partners and UNDP. This Committee will include the representatives of local branches of MIFT, CCI, regional and local khokimiyats and etc. During the selection, special preference will be given to potential women candidates and youth led initiatives. In previous UNDP interventions this approach proved to be successful in achieving transparent selection and identification of properly targeted intervention that produces results. At the outset of the project, target regions for pilot projects will be identified jointly with the local authorities of Kashkadarya and Surkhandarya regions.

The main beneficiary of technical assistance on WTO's accession under the project will be the Ministry of Investments and Foreign Trade of Uzbekistan (MIFT). The project activities will also benefit the government bodies and organizations responsible for the WTO accession process. Successful implementation of the Project is also expected to benefit local authorities; universities and academic institutes conducting research in the area of foreign trade as well as business associations and entrepreneurs.

South-South and Triangular Cooperation (SSC/TrC)

During the implementation phase, the project will consider relevant South-South and Triangular Cooperation opportunities based on the needs of counterparts. Specifically, the project will facilitate South-South cooperation via MIFT and create knowledge products based on successful cases, reforms and relevant methodologies created as a result of similar reforms in middle-income developing countries that are relevant to the case of Uzbekistan. The project will actively work on the establishment of mechanisms for exchanging experience and knowledge among relevant state authorities, international development organizations (e.g. World Bank, ADB, GIZ, EU) involved in support to WTO accession process, trade policy analysis, trade promotion, and trade support services/skills development initiatives in order to increase the overall impact of the efforts.

Knowledge

Throughout its implementation the project will focus on analytical and knowledge products so as to create knowledge hub and platform for policy makers, traders/exporters and farmers/agro-producers.

The project will develop its visibility strategy in line with the Russia-UNDP Trust Fund for Development Visibility and Communication Strategy to promote its the results and activities. The project will organize visibility and side events for policy makers, trade support institutions and farmers/agro-producers at various levels, organize fairs and seminars which will be widely promoted via various mass media sources, including the television, social networks, publications.

Sustainability and Scaling Up

The project's approach towards sustainability is focused on ensuring national ownership, involving stakeholders at all levels through enhanced dialogues. The sustainability of the project will depend on stability both in the sense of security and political, as well as continued commitment of all stakeholders.

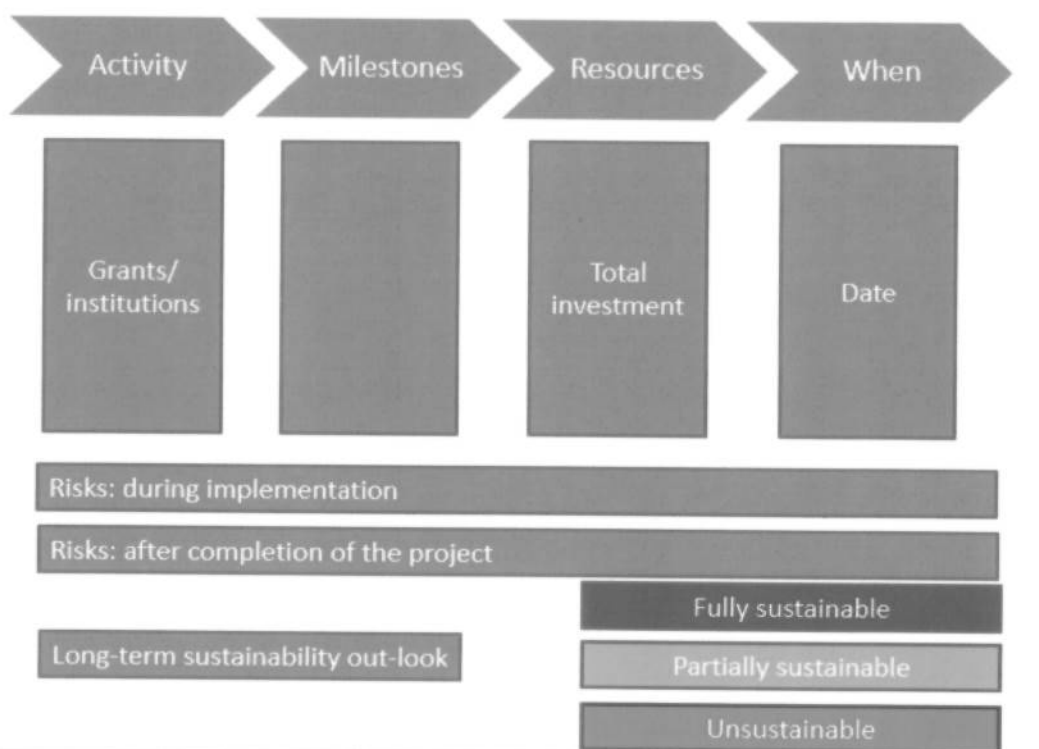
The project's objectives are based on national priorities and a series of national legislative and strategic documents. Such approach ensures inherent ownership over the project's interventions and targets the core needs of the authorities.

The project has the following criteria for phasing out activities. Any activity that involves equipment, grants new service lines for TSIs or institutional or legal changes will require a dedicated phasing out plan. The phasing out plan will be guided by the following inter-dependent principles for assessment:



In order to ensure that the project monitors sustainability and phasing out, a template will be used (see below). The template will allow the team to assess milestones of the activity, as well as identify any risks during and after implementation. Long-term sustainability outlook will be assessed against sets of criteria developed per grouped activity (grants/cap dev TSIs/ regulatory changes).

Codification



In order to assess long-term sustainability, the project will look at the following indicators:

1. Equipment/grants and all other activities not covered under 2 & 3: **Fully sustainable**
 - a. Financial sustainability ensured at the time of project closure
 - b. The stakeholder has officially communicated willingness to continue
 - c. No negative environmental impact (excluding increased electricity consumption for value chains where production is increased)
 - d. No negative social impact (decent jobs)

2. Cap dev for TSIs: **Fully sustainable**
 - a. The institutions demonstrate new capacities/service line and is using them after the support of the project finishes
 - b. Service-lines developed are funded through core or alternative budgets not stemming from donors
 - c. The service-lines have demonstrated either new job-creation or increased sales volumes or exports
3. Regulatory changes: **Fully sustainable:**
 - a. Proposed legislation/policies were adopted officially/legally
 - b. Institutional budget was provided to ensure that legislative changes or policies can /will be implemented

Dedicated criteria for partially sustainable and not fully sustainable assessments have been developed for all three categories. The aim of each intervention is to achieve fully sustainable. This approach will provide the basis for the exit strategy and in case deviation from the criteria occurs corrective actions will be proposed to the board.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The activities of the project will be funded by the UNDP-Russia Trust Fund for Development. Parallel funding contributions will be made by international donors, national and local partners in the form of parallel contribution in implementation of the activities of the project. The project will work on mobilizing additional resources jointly with MIFT and national counterparts to ensure the results sustainability.

The proposed project is built on previous cooperation experience of UNDP and MIFT in trade development and promotion. National Implementation Modality (NIM) with CO support has been selected for the implementation of the project in order to strengthen national ownership and further foster the engagement of local authorities in the new project planning and execution.

The project will coordinate the project activities with other stakeholders among international organizations and ensure potential synergies and avoid overlaps in the work.

Project Management

The project will be implemented under the National Implementation Modality (NIM) with CO support. The Ministry of Investments and Foreign Trade of Uzbekistan (MIFT) will be the Implementing Partner.

The project offices will be located in Tashkent and Karshi (Kashkadarya region), in the premises provided by MIFT as in-kind contribution to the project. The core project team will be located in Tashkent office. One specialist of the project (on business pilots) will be represented/located in Karshi. To ensure synergies and consolidation of efforts the project will work closely with other on-going UNDP projects:

Support to Policy Research for Sustainable Development. The primary goal of the project, implemented by UNDP in cooperation with President's Administration of the Republic of Uzbekistan is to strengthen national capacities to undertake and pursue sustainable economic and social development through improved evidence-based policy analysis and research.

Empowering Women to Participate in Public Administration and Socio-Economic Life. This is a joint project conducted by the UNDP and the Women's Committee of Uzbekistan, which aims to empower

women, increase women's participation in public administration in accordance with the provisions of the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

In accordance with the Letter of Agreement between UNDP and the Ministry of Investments and Foreign Trade for the provision of support services, the UNDP Country Office in Uzbekistan may provide, at the request of the MIFT, the following support services for the activities of the project:

- (a) Identification and/or recruitment of project and programme personnel and consultants;
- (b) Identification and facilitation of training activities, seminars and workshops;
- (c) Procurement of goods and services;
- (d) Processing of payments, disbursements and other financial transactions;
- (e) Administrative services including travel authorization, visa requests and other arrangements;

Detailed description of services is provided in the Annex 6 to this project document.

The procurement of goods and services and the recruitment of project personnel by the UNDP Country Office shall be in accordance with the UNDP regulations, rules, policies and procedures. The goods procured within the framework of the Project and necessary for the implementation of its activities, in particular IT equipment, software & office furniture shall be transferred to the ownership of the Implementing Partner, unless the Project Board decides otherwise or the goods have been procured from the funds provided by third parties and the agreements with them stipulate other arrangements. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan & the UNDP, signed by Parties on 10 June 1993, incl. the provisions on liability and privileges & immunities, shall apply to the provision of such support services.

Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this document shall be handled pursuant to the relevant provisions of the SBAA.

Audit Arrangements: The Audit will be conducted in accordance with the established UNDP procedures set out in the Programming and Finance manuals by the legally recognized auditor.

Use of institutional logos on project deliverables will be ensured in accordance with the Communications and Visibility Strategy of the Russia-UNDP Trust Fund for Development.

V. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</p> <p>UNDAF Outcome 1: By 2020, equitable and sustainable economic growth through productive employment, improvement of environment for business, entrepreneurship and innovations expanded for all.</p> <p>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</p> <p>UNDAF Indicator 1.5: The share of small business in the industry and exports, in %. Baseline: in the industry – 31.9% (2014) in export – 25.9% (2014) Target: By 2020, the share of small business in the industry is 40%, in the export is 32%</p> <p>CPD Indicator 4.a: Number of trade policy papers with practical recommendations on implementation of World Trade Organization (WTO)/Commonwealth of Independent States (CIS) free trade area (FTA)/other trade-related agreements submitted to Government. Baseline: 1 (2014). Initial target: 3 (2017). Updated target – 6 (2022)</p> <p>Applicable Output(s) from the UNDP Strategic Plan: Outcome 1 : Advance poverty eradication in all its forms and dimensions</p> <p>Output 1.1.2 Marginalized groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services⁸ and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs</p> <p>Project title and Atlas Project Number: Aid for Trade in Uzbekistan</p>								
EXPECTED OUTPUTS	OUTPUT INDICATORS ⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year	Year	Year	
					Year	Year	Year	
					2020	2021	2022	

⁸ Basic services include social services (e.g. health and nutrition, education, water and sanitation, social housing, vocational training), economic services (including finance), environmental and energy services (e.g. renewables, clean fuels and technology, use of natural resources), and other services (e.g. rule of law and justice). Please note that UNDP focuses primarily on policies and capacities that improve the enabling environment for provision of basic services.

⁹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

1.									
Output 1: Support to Uzbekistan's WTO accession process									
1.1. # (male/female) of civil servants of MIFT, MEI and other state agencies with improved capacity on various aspects of WTO accession, including trade policy formulation and implementation relating to the WTO accession negotiations	Statistic data at HR departments of concerned state agencies	0	2019	50 (25 of which women)	100 (50 of which women)	150 (75 of which women)	150 (75 of which women)	Assessments LoP verified by state agencies Project progress reports The numbers are cumulative across years	
1.2. # of undertaken studies, including short term sectoral/ impact studies on the impact of WTO accession on national economy	Project progress report	0	2019	3	4	5	5	Project progress reports The numbers are cumulative across years	
1.3. # of reviews of consistency of domestic legislation with GATT and WTO	Project progress report	1	2019	3	4	5	5	Project progress reports The numbers are cumulative across years	
1.4. # of key WTO accession documents prepared	Project progress report	1	2019	3	6	8	8	Project progress reports WTO Working Party reports The numbers are cumulative across years	
1.5. # of exchange visits for sharing experience between Uzbekistan and recently acceded WTO members, including Russia and other EURASEC countries	Project progress report	1	2019	2	4	6	6	Project progress reports The numbers are cumulative across years	

					20	2019	30 (15 of which women)	75 (20 of which women)	120 (20 of which women)	120 (55 of which women)	Assessments LoP verified by state agencies Project progress reports The numbers are cumulative across years
	1.6. # of national experts supported with participation at WTO events (negotiations on Uzbekistan's accession to WTO, formal meetings of WTO bodies, WTO conferences and symposiums)	Statistic data at HR departments of concerned state agencies			0	2019	2	4	6	6	Project progress reports The numbers are cumulative across years
	1.7. # of roundtables and other information events on process, status and impact of WTO accession	Project progress report			0	2019	2	4	6	6	Project progress reports The numbers are cumulative across years
	Output 2: Supporting an enabling environment for sustainable and job-rich growth in Uzbekistan through										
	2.1 Improved trade-oriented private sector development policies										
	2.1.1. # of recommendations on improving trade-oriented private sector development policies provided to the government and integrated in policies, % recommendations include gender lens	Government decrees, regulations			0	2019	15 100%	15 100%	15 100%	45 100%	Project progress reports; International rankings
	2.1.2. # of priority actions supported of the Strategy Actions on Further Development of Uzbekistan for 2017-2021, aimed at liberalization of private sector and trade development	Government decrees, regulations			0	2019	2	4	5	5	Project progress reports Reports/protocols from WGs and state agencies The numbers are cumulative across years
	2.2.1 Enabling policies and regulations for inclusive and trade oriented private sector development;										
	2.2.2 Enhancing capacities of trade support institutions to provide efficient services to the private sector										

2.1.3. # of business services optimized in government agencies involved in exports	Government regulations, agencies' regulations on service provision	0	2019	2	3	4	4	Monitoring reports Regulations of concerned state agencies The numbers are cumulative across years
2.1.4. # of roadmaps for improving selected value chains in agriculture	Government decisions, Line ministries' regulations	0	2019	1	3	5	5	Project report The numbers are cumulative across years
2.2. Improved access of private sector to efficient trade support services								
2.2.1. # of new clients identified and served through integrated cooperation among SME export promotion institutions	Assessment reports	0	2019	10	20	30	30	TSIs reports Assessment of TSIs Feedback forms of clients The numbers are cumulative across years
2.2.2 # of advisory services of TSIs strengthened	Assessment reports	0	2019	2	4	6	6	TSIs reports Assessment of TSIs Feedback forms of clients The numbers are cumulative across years
2.2.3. # of study tours for TSIs organized to advanced counterparts in Russia, EEU and Central Asia to learn best practice in trade promotion	Project progress report	0	2019	2	4	6	6	Project progress report Feedback forms of clients Monitoring reports The numbers are cumulative across years

	2.2.4 # of linkages established between TSIs and international partners	Reports of TSIs	2019	4	7	10	10	Project progress report Feedback forms of clients Monitoring reports The numbers are cumulative across years
Output 3: More efficient and competitive producers and processors which will contribute to sustainable human development	3.1. Support to establishing or developing green niche products and VCs that are employment rich and have high productivity and market potential							
	3.1.1. Number of products/VCs identified that are green and employment rich	Project progress report	2019	2	3	4	4	Assessments The numbers are cumulative across years
	3.1.2. Number of project/VCs that are green and employment rich are supported	Assessment reports	2019	2	3	4	4	Feedback forms of clients The numbers are cumulative across years
	3.2. Higher productivity and export readiness of target products/VCs through the use of innovative technologies							
	3.2.1. # of knowledge sharing events on international practices and certification (Global GAP, GHP, HACCP) at selected areas	Project progress reports	2019	2	4	6	6	Project progress reports The numbers are cumulative across years
	3.2.2. % increase in productivity, where productivity baselines will be defined during the assessment	Statements of VCs members	2019	0	15	15	15	Assessments of the productivity levels Client feedback forms
	3.2.3. % increase of market penetration (sales) of selected products / clients	Statements of VCs members	2019	0	15	15	15	Assessments Trade contracts

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	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.		
Learn	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.		
Bi-Annual Project Quality Assurance	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	Bi-Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		

	improve the project.				
Review and Make Course Corrections	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.		
Project Report	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 output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	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.	At least 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.		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	MIFT, UNDP		UNDAF Outcome 1	31 December 2022	MIFT/UNDP	Donor funding

VII. MULTI-YEAR WORK PLAN ¹⁰¹¹

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET (USD)		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
<p>Output 1: Support to Uzbekistan's WTO accession process</p> <p>Output 2: Supporting an enabling environment for sustainable and job-rich growth in Uzbekistan through</p> <p>2.1 Enabling policies and regulations for inclusive and trade oriented private sector development;</p> <p>2.2 Enhancing capacities of trade support institutions to provide efficient services to the private sector.</p> <p>Output 3. More efficient and competitive producers and processors contributing to sustainable human development</p> <p>Gender marker: GEN2</p>	<p>1. Uzbekistan's WTO accession process supported</p> <p>1.1. Capacity building of Uzbekistan's government officials on various aspects of WTO accession, including trade policy formulation and implementation relating to the WTO accession negotiations</p>	160,000	141,000	133,000	UNDP, MIFT	RTF		
		28,000	25,000	20,000			72100 – Contractual Services – Company 71300 – Local consultants 71200 - International consultants 73100 - Rental and Maintenance-Premises 74200 - Audio Visual and Print Production Costs 71600 – Travel	73,000
							72100 – Contractual Services – Company 71300 – Local consultants 71200 - International consultants 74200 - Audio Visual and Print Production Costs	65,000
		1.2. Undertaking short term sectoral/ impact studies on the impact of WTO accession on national economy	27,000	23,000	15,000			
	1.3. Review of domestic legislation for GATT and WTO consistency	18,000	15,000	10,000				
	1.4. Support with preparation of key WTO accession documents and advisory support on substantive issues of the accession process	15,000	12,000	10,000				

¹⁰ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹¹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

1.5. Facilitating exchanges of experience between Uzbekistan and recently acceded WTO members, including Russia and other EurAsEC countries	30,000	28,000	10,000			72100 – Contractual Services – Company 71600 – Travel	68,000
1.6. Facilitating participation of national experts at WTO events (negotiations on Uzbekistan's accession to WTO, formal and informal meetings of WTO bodies, WTO conferences and symposiums)	30,000	28,000	25,000			71600 – Travel 74200 - Audio Visual and Print Production Costs	83,000
1.7. Raising public awareness on the WTO accession process	12,000	10,000	8,000			72100 – Contractual Services – Company 73100 - Rental and Maintenance-Premises 74200 - Audio Visual and Print Production Costs 71600 – Travel	30,000
Sub-Total for component 1							
	41,000	47,000	29,500	UNDP, MIFT	RTF		399,000
2.1. Trade-oriented private sector related policies supported							117,500
2.1.1. Capacity building of staff of MIFT and other state agencies to improve knowledge and skills for formulation of policies and regulations for inclusive and trade oriented private sector development	11,000	14,000	9,000			71300 – Local consultants 71200 - International consultants 73100 - Rental and Maintenance-Premises 74200 - Audio Visual and Print Production Costs	34,000
2.1.2. Support to priority actions of the Strategy Actions on Further Development of Uzbekistan for 2017-2021, aimed at the liberalization of private sector and trade development	12,000	16,000	9,000			71300 – Local consultants 71200 - International consultants 73100 - Rental and Maintenance-Premises 74200 - Audio Visual and Print Production Costs	37,000
2.1.3 Support to business processes/services optimization in government agencies involved in exports (licensing, certification, export financing, etc.)	9,000	8,000	7,000			71300 – Local consultants 71200 - International consultants 73100 - Rental and Maintenance-Premises 74200 - Audio Visual and Print Production Costs	24,000
2.1.4. Support to the development of roadmaps for improving selected value	9,000	9,000	4,500			71300 – Local consultants 71200 - International	22,500

chains in agriculture									consultants	
2.2. Access of the private sector to efficient trade promotion/development services supported	57,500	50,500	33,000	UNDP, MIFT	RTF					141,000
2.2.1. Support to development of a model of integrated cooperation among SME export promotion institutions	11,500	2,500							71300 – Local consultants 71200 – International consultants	14,000
2.2.2. Capacity building measures for Trade Support Institutions (TSIs) to improve and establish new services	17,000	18,000	15,000						71300 – Local consultants 71200 – International consultants 71600 – Travel	50,000
2.2.3. Organizing study tours for TSIs to learn best practice in trade promotion to advanced counterparts in Russia, EEU and Central Asia	8,000	8,000	8,000						72100 – Contractual Services – Company 71600 – Travel	24,000
2.2.4. Establishing TSIs networks within and outside of country	6,000	7,000							71300 – Local consultants 71600 – Travel 73100 - Rental and Maintenance-Premises	13,000
2.2.5. Technical assistance to stakeholders for implementation of priority actions of Strategy Actions on Further Development of Uzbekistan for 2017-2021 on improving export and production competitiveness	15,000	15,000	10,000						71300 – Local consultants 71200 - International consultants 72100 – Contractual Services – Company 73100 - Rental and Maintenance-Premises	40,000
Project and expert costs	30,364	30,364	30,364						71400 - Contractual Services – Individuals 74596/64397 – Direct Project costs	91,092
Monitoring	1,500	2,500	3,000	UNDP	RTF				71600 – Travel	7,000
Sub-Total for component 2										
				UNDP, MIFT	RTF					356,592
3.1. Support to establishing or developing green niche products and VCs that are employment rich and have high productivity and market potential	12,000	0	0	UNDP, MIFT	RTF					12,000
3.1.1. Market assessment for niche and green products and VCs with high employment and value added potential;	12,000	0	0						71300 – Local consultants 74100 - Professional Services	12,000

	68,000	82,000	48,750	UNDP, MIFT	RTF	198,750
3.2. Higher productivity and export readiness of target products/VCs through the use of innovative technologies						
3.2.1. Capacity building measures to farmers and processors on the best agri practices and improving quality, packaging of products and diversification of target markets	40,000	56,000	22,750			118,750
3.2.2. Support to VCs stakeholders in introduction of international food safety and good agricultural practices standards (Global GAP, HACCP, FSC etc.)	12,000	10,000	10,000			32,000
3.2.3. Supporting SMEs to participate in international exhibitions and fairs to facilitate exports and trade	16,000	16,000	16,000			48,000
3.3. Support for women entrepreneurs established	32,000	22,000	11,500	UNDP, MIFT	RTF	65,500
3.3.1. Survey on existing programmes in support of young / female entrepreneurs;	10,000	0	0			10,000
3.3.2. Targeted workshops to continuously identify barriers from female entrepreneurs and develop feedback loops	8,000	8,000	2,500			18,500
3.3.3. Supporting the formulation and establishment of a programme to support young female for entrepreneurship;	5,000	5,000	0			10,000
3.3.4. Technical assistance to groups of women in business planning and supporting micro enterprises	9,000	9,000	9,000			27,000
Project and expert costs	30,364	30,364	30,364			91,092

	Monitoring	1,500	2,500	3,000	UNDP	RTF	71600 – Travel	7,000
	Sub-Total for component 3							374,342
	Project Staff	39,355	39,355	39,355	UNDP	RTF	71400 - Contractual Services – Individuals	118,065
DPC	Operation cost (office, equipment, communication, etc.)	16,100	16,100	16,100	UNDP	RTF	72100 – Contractual Services – Company 73100 - Rental and Maintenance-Premises 72400 – Communication Charges 71600 – Travel 74596/64397 – Direct Project costs	48,300
	Sub-total (pre-GMS)*	489,683	463,683	342,933	UNDP	RTF		1,296,299
	GMS	39,175	37,095	27,435	UNDP	RTF	75100 - GMS	103,703.92
	TOTAL							1,400,002.92

* In addition to the amount of 1,296,299 USD to be implemented by UNDP, there will be contribution of the national partner – the Ministry of Investments and Foreign Trade in the amount of 83,000 USD as a parallel funding to cover costs of participation of members of the Negotiation Group on accession of Uzbekistan to WTO at bilateral and multilateral negotiations on Uzbekistan’s accession to WTO.

Regional Aid for Trade project co-financing

The project will be co-financed from the ongoing regional UNDP project 'Aid for Trade in Central Asia (Phase-IV & Phase -III)' funded by the Government of Finland.

Interventions in Uzbekistan will benefit from the interventions under the third and fourth phase of the Aid for Trade project through direct co-financing, as well as through complimentary activities undertaken in Kyrgyzstan and Tajikistan. The total budget for phase IV (2018-2019) of the Aid for Trade project in Kyrgyzstan and Tajikistan is Euro 4.87 million. Funding under phase III of the Aid for Trade project for 2019 totals over USD 1 million. Reporting for the Russian Trust Fund Aid for Trade project will have a clear division showing the Russian Trust fund activities, and corresponding sister or supportive activities funded through the Government of Finland. These activities include:

1. Methodology, as well as research undertaken for green products and related market access work for Uzbekistan will be undertaken by AFT phase III project this includes a green product space assessment based on MIT and UNCTAD methodology;
2. Technical assistance for WTO accession process, including capacity-building on formulation of Initial Goods and Services Offers, compiling Legislative Action Plan, etc.
3. Uzbekistan will also benefit from work undertaken jointly with the International Trade Center (ITC) to develop the Central Asian Trade Platform that will be built on data and tools from the ITC. In a first phase, the portal will function as a one-stop-shop for country and product specific information on tariffs and duties, import and export procedures, and market requirements of target export markets. The portal will also have a dedicated section on quality standards requirements and will support the work undertaken by the Aid for Trade project on trade intelligence. The platform beneficiary countries include Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan;
4. Interventions in Uzbekistan will be able to access the work undertaken by UNDP with Euromonitor. Euromonitor is a market leader in terms of megatrends and market intelligence. Research undertaken in terms of niche green products, as well as corresponding market requirements in target export markets will be made available to the team in Uzbekistan. This work is also closely coordinated with the work undertaken on the green product space assessment in Uzbekistan;
5. The AFT project also undertakes work on standards in Kyrgyzstan and Tajikistan. Participating in regional approach of this allows for a cost reduction, as well as better information exchange. The adoption of UNECE DDP quality standards for Central Asia apricots is an example where collaboration has a distinct advantage in terms of product marketability. This work continues and will be undertaken for dried melons;
6. The work on capacity development both in terms of access to new technologies, as well as supporting trade support institutions (TSIs) will be done in close collaboration with interventions in Uzbekistan;
7. The Aid for Trade project manager will dedicate 33% of time to the coordination, and quality assurance of the interventions in Uzbekistan. This will include planning, implementation and reporting;
8. The team in Uzbekistan will be able to benefit from access to dedicated teams in Kyrgyzstan and Tajikistan, as well as expertise in the Istanbul Regional Hub without additional cost.

Relations between the implementation in the three countries will be regulated through regular meetings between the three teams and managed through the project manager based in the Istanbul Regional Hub. All joint activities will be clearly highlighted in the AWP's submitted to the respective boards, and reporting will also clearly differentiate between income sources. Considering that the three countries have been cooperating successfully for years in implementing joint activities, this is expected to continue.

A detailed break-down of contributions can be found in the below budget.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET (USD)			
		2019	2020	2021		Funding Source	Budget Description	Amount	
<p>Output: Supporting an enabling environment for sustainable and job-rich growth in Uzbekistan through</p> <p>1.1 Enabling policies and regulations, including those that enable the country's accession to WTO, for inclusive and trade oriented private sector development;</p> <p>1.2 Enhancing capacities of trade support institutions to provide efficient services to the private sector.</p> <p>2. More efficient and competitive producers and processors contributing to sustainable human development</p> <p>Gender marker: GEN2</p>	<p>1.1.1. Trade-oriented private sector related policies supported through</p> <p>U.1.1.1. Support drafting of a trade study on development of regional trade and inter-regional industrial cooperation between Central Asian countries with a focus on Uzbekistan as trade hub.</p> <p>U.2.1. Support drafting of trade study on development of green exports and value chains.</p> <p>U.3.1.1 Organize a high-level Central Asian Regional conference on "Productive capacities, trade and SDGs"</p> <p>1.2. Access of the private sector to efficient trade promotion/development services supported through</p> <p>U.3.1.2. Support research and extension institutions to cooperate on promoting sustainable agricultural practices in Central Asia.</p> <p>U.3.1.4 Support to launching of regional trade information portal for Central Asian countries. Result: Central Asian Trade platform established jointly with ITC</p>	76,600			UNDP	Government of Finland	71300 – Local consultants	76,600	
	10,400						71300 – Local consultants	10,400	
	6,200						71300 – Local consultants	6,200	
	60,000						72100-Contractual Services- Companies 71600- Travel	60,000	
	230,000				UNDP	Government of Finland		230,000	
	10,000						71300 – Local consultants	10,000	
	220,000						72100- Contractual Services- Companies	220,000	
	Sub-Total for component 1								306,600
		<p>2.1.1. Support to establishing or developing green niche products and VCs that are employment rich and have high productivity and market potential</p> <p>2.1.1.1. Market assessment for niche and green products and VCs with high employment and value-added potential focus on Kyrgyzstan and Tajikistan. Methodology and lessons learned will be used in Uzbekistan;</p>				UNDP	Government of Finland		54,000
			54,000					72100- Contractual Services-Companies	54,000

	2.1.2 Higher productivity and export readiness of target products/VCs through the use of innovative technologies											646,000
	2.1.2.1. Capacity building measures to businesses in priority sectors (farmers, processors, producers, service operators) on the best business/industrial/agri/service practices and improving quality, packaging of products/services and diversification of markets; # of new decent jobs created (incl. 50% for women) (SDG 8.5.2, 5.5) focus on Kyrgyzstan and Tajikistan with potential linkages to Uzbekistan assured	141,000	137,000	107,000								385,000
	2.1.2.2. Support to VCs stakeholders in introduction of international food safety and good agricultural practices standards (Global GAP, HACCP, FSC etc.) focus on Tajikistan and Kyrgyzstan with coordination to Uzbekistan assured	55,000	60,000	61,000								176,000
	2.1.2.3. Introduction of environment-friendly technologies in VCs focus is on Tajikistan and Kyrgyzstan, lessons learned from implementation can be used by Uzbekistan	22,500	42,500	20,000								85,000
	Sub-Total for component 2											700,000
	Project and expert costs dedicated to coordination with and support to Uzbekistan	55,000	55,000	55,000								165,000
GMS	8%											93,728
TOTAL												1,265,328.00

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project activities will be implemented according to the UNDP procedures for national implementation (NIM) with CO support. The project will be nationally implemented by Ministry of Investments and Foreign Trade of the Republic of Uzbekistan (MIFT) as the implementing partner. The MIFT shall retain overall responsibility for this nationally managed project and will appoint **the National Project Coordinator (NPC)** who will be responsible for providing strategic recommendations, as well as coordinating the Project activities. She/he will approve the annual work plans which will provide the basis for the implementation of the project activities.

Overall guidance will be provided by the Project Board (PB). This will include representation from the MIFT, as the Executive and Senior Beneficiary as well as UNDP and the Embassy of the Russian Federation as the Donor and Senior Supplier, respectively, but key national governmental and non-governmental agencies, appropriate local level representatives, representatives of local governments and industry, and independent third-parties such as international and national NGOs can attend the augmented PB meetings as observers as well.

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the **Project Manager (PM)**, including recommendation for UNDP/MIFT approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the PM. This group is consulted by the PM for decisions when PM 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 annual plans when required and authorizes any major deviations from the original plans. It is the authority that signs off the completion of each annual plan as well as authorizes the start of the next annual 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.

The Project Board will have three roles, including:

1) **Executive Role:** individual (National Project Coordinator from MIFT) representing the project ownership to chair the group.

2) **Donor and Senior Supplier Role:** UNDP and the Embassy of the Russian Federation will serve as a Senior Supplier. UNDP representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Donor's (The Government of the Russian Federation) primary function within the Board will be to provide overall guidance regarding the project implementation. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. This role will rest with UNDP Uzbekistan represented by the UNDP RR/DRR or designated official.

3) **Senior Beneficiary Role:** MIFT 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.

The Project Board, if necessary, will also decide on the reallocation of project budget among its activities based on the respective request made by the Project manager. In addition, it approves the appointment and responsibilities of the PM and any delegation of its Project Assurance responsibilities. (see Annex V for details).

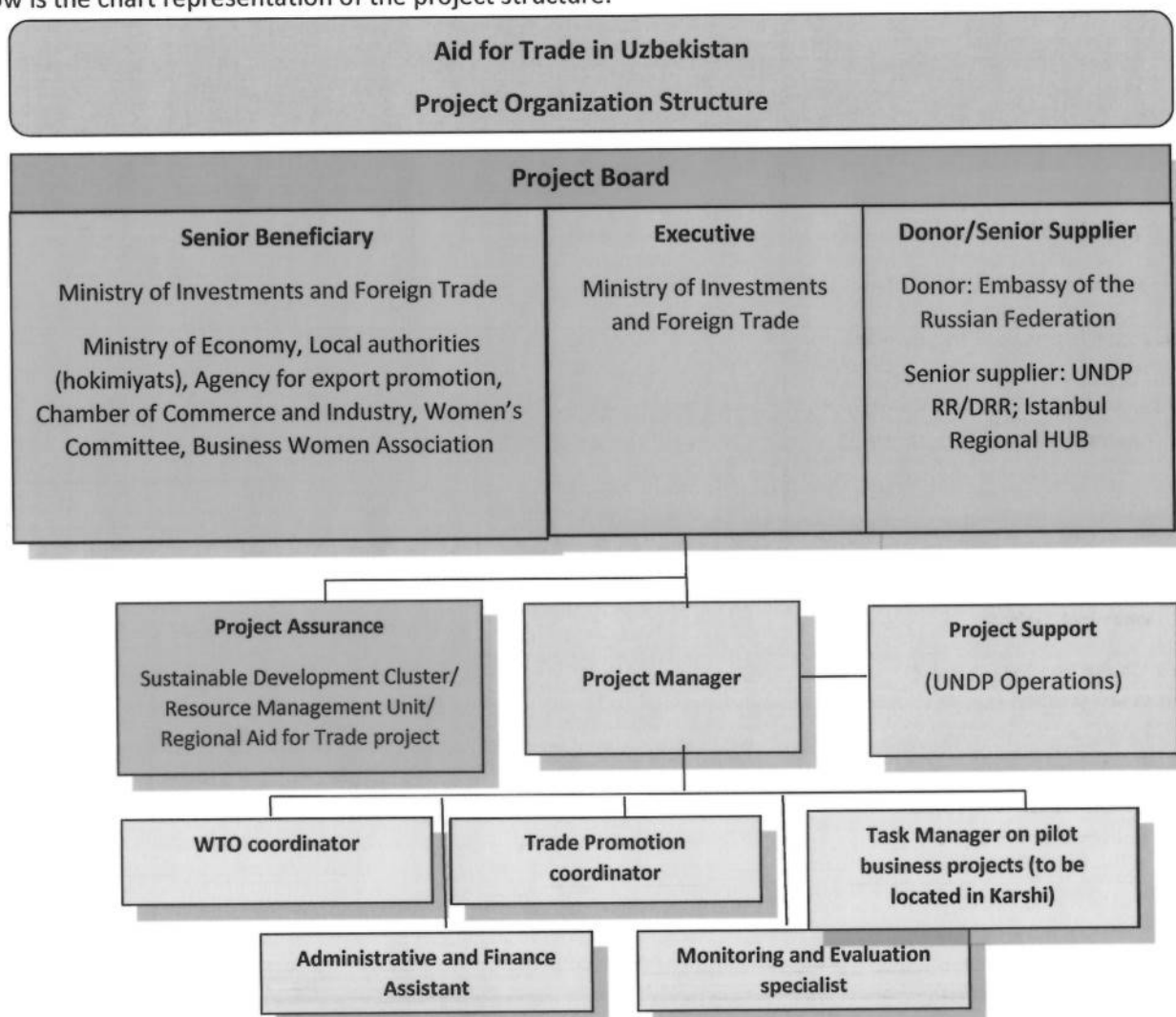
Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role (see Annex V for details).

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 (see Annex V for details).

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 PM is responsible for day-to-day management and decision-making for the project. The 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 (see Annex V for details).

Furthermore, to provide technical, administrative and organizational support in the implementation of project activities the following positions will be recruited: WTO coordinator, Trade Promotion coordinator, Task manager on pilot business projects, Administrative and Finance assistant, Monitoring and Evaluation specialist and National UNV on women entrepreneurship.

Below is the chart representation of the project structure.



IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) 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 MIFT ("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.

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, 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 and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
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.

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 of 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. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
10. 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.
11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. 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.
12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption 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.
13. 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.
14. 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.

XI. ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening Template
3. Risk analysis
4. Capacity assessment
5. Templates for Terms of references of Project Board and key project positions
6. Description of services of UNDP Country office
7. Letter of agreement

Annex 2. Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Aid for Trade in Uzbekistan
2. Project Number	
3. Location (Global/Region/Country)	Uzbekistan

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

Human Rights are at the forefront of UNDP's work. The project will specifically target the right to work as per ICESCR Art.6.1, the right to an adequate standard of living and elimination of discrimination against women (UN CEDAW ART. 14).

The main aim of the project is to support the Government of Uzbekistan to enhance national capacities and bringing international expertise to support the country's WTO accession process, as well as building productive and export capacities for niche products, which will be identified in the agricultural, agro-industrial, and also in other employment-rich and potentially green sectors, to contribute to more economically, socially and environmentally sustainable growth patterns. Special focus will be given to support female productive employment, as well as supporting female entrepreneurs in creating decent jobs. The project will put special attention to ensuring that jobs are formalized. The project will also focus in promoting better productive capacities within the agricultural sector working with VCs and associations ensuring better integration into trade (increasing income) and increasing productivity (food security). The project will also ensure that participating businesses implement safe labour standards as per ILO recommendations.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

46% of Uzbekistan's GDP is generated by SMEs, out of which 43.3% are headed by women.¹² Women continue to face issues with start-up capital and are traditionally based in low-turnover segments within the private sector. The project approach in ensuring better gender equality and women's empowerment will be two-fold. First of all, gender equality issues will be mainstreamed throughout all activities, and secondly the project will also implement activities exclusively dedicated to women and youth with a minimum of 15% of the programmatic budget being invested to directly support gender issues and/or women entrepreneurs.

The work on mainstreaming will include a gender lens at the policy level in order to ensure that specific gender concerns are integrated into

¹² AsDB (2018), Uzbekistan Country Gender Assessment, data refers to first half of 2017.

policies and later on into implementation. At the micro level, the project will ensure more active women’s participation throughout the activities and especially in governance related processes. Overall, this approach focuses on mainstreaming gender issues throughout the implementation. The direct implementation working with women entrepreneurs will focus on capacity development activities focusing on women entrepreneurs, as well as women centric job creation. The project will also work on mentorship programme and confidence building.

Briefly describe in the space below how the Project mainstreams environmental sustainability

At the business level, the project will support activities that are environmentally friendly and that:

1. Decrease CO2 emissions or;
2. Ensure climate change mitigation/adaptation activities, or;
3. Ensure sustainable natural resource management, or;
4. Ensure disaster risks are considered and initiative’s investments are protected from potential hits of disasters by decisions based on the information on available risks, vulnerabilities and capacities.

Standards used will be compliant with the Convention on Biological Diversity which includes the sustainable use of components and the fair and equitable sharing of the benefits arising out of the natural resource.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>	QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	Impact and Probability (1-5)	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Risk 1: female participation in trade and export related activities, especially within the agriculture can be difficult Risk 2: support companies that produce adverse environmental damage	Significance (Low, Moderate, High) low low	Comments The project will establish minimum environmental criteria to ensure that polluting

			companies will not be eligible for support	
Risk 3: informal employment	I = 2 P = 1	low	The project will not work with companies that do not provide decent jobs, that include proper health and safety standards	
QUESTION 4: What is the overall Project risk categorization?				
Select one (see <u>SESP</u> for guidance)				Comments
Low Risk			<input checked="" type="checkbox"/>	
Moderate Risk			<input type="checkbox"/>	
High Risk			<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply				
Principle 1: Human Rights			<input type="checkbox"/>	Comments
Principle 2: Gender Equality and Women's Empowerment			<input type="checkbox"/>	
1. Biodiversity Conservation and Natural Resource Management			<input type="checkbox"/>	
2. Climate Change Mitigation and Adaptation			<input type="checkbox"/>	
3. Community Health, Safety and Working Conditions			<input type="checkbox"/>	
4. Cultural Heritage			<input type="checkbox"/>	
5. Displacement and Resettlement			<input type="checkbox"/>	
6. Indigenous Peoples			<input type="checkbox"/>	
7. Pollution Prevention and Resource Efficiency			<input type="checkbox"/>	

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹³	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No

¹³ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable <u>Natural</u> Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No

1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁴ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental <u>vulnerability to climate change</u> now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No

¹⁴ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁵	No

¹⁵ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No

7.3	<p>Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?</p> <p><i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i></p>	No
7.4	<p>Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?</p>	No
7.5	<p>Does the Project include activities that require significant consumption of raw materials, energy, and/or water?</p>	No

Annex 3 RISK ANALYSIS.

RISK LOG

Project Title: Aid for Trade in Uzbekistan							Award ID:		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Date:		
							Submitted, updated by	Last Update	Status
1	Government or institutional changes may delay regulatory improvements	Project development phase	Political	P = 4 I = 2	To address this risk, the project will work with several partners, and will codify knowledge (transfer knowledge through instructions, manuals and etc.) and strengthen partner's institutional capacity, so that critical information /capacities remain even if staff changes.	Project Developer	Project Developer		
2	Economic slowdown may impact project results	Project development phase	Financial	P = 2 I = 2	The project will closely follow macroeconomic assessments and analyses that Ministry of Finance is conducting in order to preempt any negative consequences from potential fluctuations	Project Developer	Project Developer		
3	Natural disasters in the upcoming period might hamper agricultural production as well as trade and exports	Project development phase	Environmental Strategic	P = 2 I = 4	In case of natural disasters, project platforms will include information for stakeholders on how to mitigate and/or adapt to those situations	Project Developer	Project Developer		
4	Insurgence of extremist violence	Project development phase	Security	P=2 I=4	Careful monitoring of the target geographical areas	Project Developer	Project Developer		

5	Conflict along border lines and border cross points	Project development phase	Security	P=2 I=4	Careful monitoring of the target geographical areas	Project Developer	Project Developer	
6	Exchange rate stability	Project development phase	Financial	P=2 I=4	Careful monitoring of the exchange rate and corrective measures submitted to the board if necessary	Project Developer	Project Developer	
7	Success of resource mobilization	Project development phase	Financial	P=3 I=3	Partner intelligence used for enhanced implementation and regularly assessed for potential partnerships	Project Developer	Project Developer	

Probability (P) on a scale from 1 (low) to 5 (high)

Impact (I) on a scale from 1 (low) to 5 (high)

Annex 5. TERMS OF REFERENCE FOR PROJECT BOARD AND KEY PROJECT POSITIONS

TERMS OF REFERENCE

A) PROJECT BOARD

Composition and organization: The Project Board 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; and (3) senior beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project.

I. 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 Atlas 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;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

II. Executive – National Project Coordinator

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 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

The following documents shall be signed by the NPC:

1. Administrative and financial documents:

- Project revisions (if the project total budget or duration of the project is being changed)
- Combined Delivery Reports
- Transfer of Assets Form

2. Monitoring and evaluation of the project

- Minutes of the Project Board meetings
- Final review report

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. 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

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

B) 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 Project Manager; therefore, **the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. 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 Atlas 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 Atlas are regularly updated;

- Ensure that critical project information is monitored and updated in Atlas, 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 Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

PROJECT SUPPORT

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 Atlas for monitoring and reporting

Provision of technical support services

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

C) PROJECT MANAGER

I. Job Information

Job title:	Project Manager
SC range:	SC-10 (SB5/1)
Duration of the service:	6 months (with possible extension)
Work status (full time / part time):	Full time
Reports To:	Head of Sustainable Development Cluster

II. Functions/Key outputs expected

Project Manager will work under the direct supervision of the UNDP Head of Sustainable Cluster and the overall guidance of the National Project Coordinator. The Project Manager will ensure smooth and timely delivery of operations in accordance with annual and quarterly work plans of the Project through performing the following duties and responsibilities:

1. Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board/ its appointed Project Assurance role (UNDP Sustainable Development Cluster) 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.

2. Running the project

- Plan the activities of the project and monitor progress against the initial quality criteria;
- Manage the project in accordance with the project document, UNDP rules and procedures;
- Coordinate and manage Project's day-to-day activities and its overall implementation process, including planning and monitoring towards optimal use of resources, in an effort to ensure successful achievement of the projects' objectives;
- Supervise the accomplishment of the Project work-plans, analyze emerging problems and take adequate measures to ensure timely fulfilment of envisioned tasks;
- Oversee selection, recruitment and supervision of the Project task teams and their activities, including full-time and part-time national and international consultants;
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Determine and implement partnership and fund raising strategy to further strengthen Projects' activities;
- Ensure that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);

- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- 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 Document 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 (UNDP Sustainable Development Cluster);
- Prepare the Annual review Report, and submit the report to the Project Board and Project Assurance (UNDP Sustainable Development Cluster);
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

3. Closing the Project

- Prepare Final Project Review Reports to be submitted to the Project 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 for signature by UNDP and the Implementing Partner

III. COMPETENCIES AND CRITICAL SUCCESS FACTORS

I. Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;
- Self-development, initiative-taking;
- Acting as a team leader and facilitating team work;
- Facilitating and encouraging open communication in the team, communicating effectively;
- Creating synergies through self-control;
- Managing conflict;
- Learning and sharing knowledge and encourage the learning of others;
- Informed and transparent decision making

II. Functional Competencies:

1. Communications and Networking

- Has excellent oral communication skills and conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors;
- Has excellent written communication skills, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports;
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government.

2. Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the team through leadership and personal example;
- Actively mentoring project staff under her/his supervision;
- Leadership and Self-Management;
- Focus on results for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Competent in leading team and creating team spirit, stimulating team members to produce quality outputs in a timely and transparent fashion.

3. Development and Operational Effectiveness

- Ability to organize and complete multiple tasks by establishing priorities;
- Ability to handle a large volume of work possibly under time constraints.

4. Job Knowledge/Technical Expertise

- Understands the main processes and methods of work regarding to the position
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning;
- Demonstrates good knowledge of information technology and applies it in work assignments.

5. Leadership and Self-Management

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills.

IV. QUALIFICATION REQUIREMENTS

Education:	Master's degree in economics, business administration, public administration or another relevant area;
Experience:	At least 5 years of progressive work experience in the field of economics and/or project management in the sphere of economic development/trade development/private sector development; At least 2 years of previous experience in working for international organizations in programme/project management
Language Requirements:	Fluency in English, proficiency in Uzbek and Russian;
Others:	Ability to use information and communication technology as a tool and resource; Experience in handling web-based management systems.

D) WTO COORDINATOR

I. JOB INFORMATION

Job title:	WTO coordinator
SC range:	SB3/4 (SC-7)
Duration of the service	6 months (with possible extension)
Work status (full time / part time):	Full time
Reports To:	Project Manager

II. FUNCTIONS/KEY OUTPUTS EXPECTED

Under the direct supervision of the Project manager, WTO coordinator will be responsible for the implementation of component 1. He is expected to:

- Participate in elaboration and supervising execution of the Project's Annual Plan of Activities for component 1, work plan, analyze emerging problems and propose adequate measures to ensure timely fulfillment of envisioned tasks;
- Analyze the most recent trends in WTO rounds of negotiations;
- Collect and analyze data on WTO related issues/trends for elaboration of policy papers and other analytical documents;
- Provide assistance in carrying out research and in developing and facilitating the knowledge products and analytical outputs of the Project pertaining to WTO;
- Coordinate organization of WTO-related workshops, study tours, exchange visits and trainings needed during the project;
- Coordinate WTO-related publications and articles;
- Provide substantive inputs and lead when necessary discussions during WTO-related meetings organized by the project and/or where project participates;
- Contribute to the review of materials prepared by the experts;
- Coordinate the process of raising public awareness and PR about the Project and its outputs, related to WTO, including organizing trainings/seminars/workshops with participation of representatives from the Government, private sector, NGOs, mass media;
- Ensure that the business community is engaged in a broad-based dialogue with trade negotiators throughout the WTO Accession process;
- Participate in assessment of the Project output in the area of support to WTO accession process and Project activities;
- Prepare terms of reference for project's national consultants and subcontractors in line with relevant UNDP rules and procedures;
- Provide to the Project team advice and guidance on WTO-related issues;
- Serve as a resource person on WTO issues;
- Perform other duties and responsibilities as required related to the scope of the current position

III. QUALIFICATION REQUIREMENTS

Education:	University degree in a relevant discipline – business, economics, finance, international economics or development
Experience:	At least 3 years of relevant experience in business, government or international organizations, with strong preference to WTO, trade promotion/development
Language Requirements:	Fluency in written and spoken English, Russian and Uzbek.
Others:	Ability to use information and communication technology as a tool and resource; knowledge of and experience in gender mainstreaming is an asset; experience in handling web-based management systems.

E) TASK MANAGER ON PILOT BUSINESS PROJECTS

I. JOB INFORMATION

Job title:	Task manager on pilot business projects
SC range:	SB4/2 (SC-8)
Duration of the service	6 months (with possible extension)
Duty Station	Karshi
Work status (full time / part time):	Full time
Reports To:	Project Manager

II. FUNCTIONS/KEY OUTPUTS EXPECTED

Under the direct supervision of the Project manager, the Task Manager will be responsible for the implementation of component 3 in Kashkadarya and Surkhandarya regions. He is expected to:

- Participate in elaboration and supervising execution of the Project's Annual Plan of Activities for component 3, work plan, analyze emerging problems and propose adequate measures to ensure timely fulfillment of envisioned tasks;
- Familiarize himself/herself with the overall development and business context in the region, including regional development priorities, local business environment, existing cooperation in the field of private sector development between government institutions, international agencies and business community as well as with the findings of the scoping mission.
- Map, identify and prioritize potential areas for project interventions, companies and other potential partners, engage in direct discussions and negotiations with them.
- Engage and sensitize all major stakeholders about Aid for Trade activities while establishing and maintaining close relationships with relevant companies, business associations, and international organizations.
- Assume full responsibility for and manage effectively and efficiently all activities under Component 3, envisaged by the Annual Work Plan and resources (human, financial, physical / material assets, etc) in order to meet expected results;
- Prepare the component 3 of AWP in alignment with the project document and Board decisions, ensure close monitoring of activities and disbursements;
- Prepare Terms of Reference for national and international consultants and service providers;
- Undertake proper observance of all personnel/contracting actions: preparation and negotiation of contracts, timely initiation of payments and performance appraisal;
- Provide inputs to substantive and financial progress reports as required by the component. Prepare periodic procurement/contracting and financial delivery reports. Provide inputs to budget revisions as needed;
- Maintain close coordination with relevant project partners based in Kashkadarya and Surkhandarya regions for trade promotion, ensure synergies, avoid overlaps in project implementation, collaborate with other donors working in the same area, and provide information relevant to the project;

- Follow up and conduct supplementary research and other actions required to implement potential projects;
- Explore synergies between the Aid for Trade initiative and other relevant initiatives in Kashkadarya and Surkhandarya regions, including work by the Government, private sector initiatives of multi-lateral and bilateral donors;
- Facilitate information sharing among all partners on trade and project related activities in the country, sharing best practices and lessons learned on projects implemented;
- Organize case writing on successful projects implemented, provide substantive inputs to the cases and ensure wide dissemination;
- Report to the Project Manager on a regular basis on progress vis-à-vis project strategy and annual work-plan and regularly liaise with the UNDP CO in Tashkent;
- Prepare and disseminate various communication initiatives, materials and publications.

III. QUALIFICATION REQUIREMENTS

Education:	University degree in a relevant discipline – business, economics, finance, international economics, development or agribusiness
Experience:	At least 3 years relevant business, government or international development experience
Language Requirements:	Fluency in written and spoken English, Russian and Uzbek
Others:	Ability to use information and communication technology as a tool and resource; knowledge of and experience in gender mainstreaming is an asset; experience in handling web-based management systems.

F) TRADE PROMOTION COORDINATOR

I. JOB INFORMATION

Job title:	Trade promotion coordinator
SC range:	SB3/4 (SC-7)
Duration of the service	6 months (with possible extension)
Work status (full time / part time):	Full time
Reports To:	Project Manager

II. FUNCTIONS/KEY OUTPUTS EXPECTED

Under the direct supervision of the Project manager, Trade promotion coordinator will be responsible for the implementation of component 2. He is expected to:

- Participate in elaboration and supervising execution of the Project's Annual Plan of Activities for component 2, work plan, analyze emerging problems and propose adequate measures to ensure timely fulfillment of envisioned tasks;
- Analyze the most recent and relevant national and international practices pertaining to trade and export promotion with particular focus on innovative methods and tools;
- Analyze national institutional and legal regulatory framework set for trade and export promotion;
- Serve as a resource person on foreign economic and foreign trade policies, as well as regional economic cooperation issues;
- Monitor economic development trends, identify emerging issues of concern for the investment and business climate in Uzbekistan to assess their impact on trade and investment;
- Collect and analyze data on trade related issues/trends for elaboration of policy papers and other analytical documents
- Provide assistance in carrying out research and in developing and facilitating the knowledge products and analytical outputs of the Project ;
- Coordinate the process of raising public awareness and PR about the Project and its outputs, including organizing trainings/seminars/workshops with participation of representatives from the Government, private sector, NGOs, mass media;
- Provide substantive inputs and lead when necessary discussions during meetings organized by the project and/or where project participates;
- Prepare proposals on possible cooperation with other international development organizations in the process of implementing Project's activities;
- Provide inputs when project is involved in elaboration and implementation of national, regional and sector-specific foreign trade promotion strategies;
- Participate in assessment of the Project output in the area of foreign trade and development and Project activities;
- Provide to the Project team advice and guidance on trade promotion issues;
- Provide assistance with the overall monitoring and evaluation of the project and ensure that all activities are implemented efficiently as planned;

- Perform other duties and responsibilities as required related to the scope of the current position

III. QUALIFICATION REQUIREMENTS

Education:	University degree in a relevant discipline – business, economics, finance, international economics or development
Experience:	At least 3 years of relevant experience in business, government or international organizations, with strong preference to trade promotion/development
Language Requirements:	Fluency in written and spoken English, Russian and Uzbek.
Others:	Ability to use information and communication technology as a tool and resource; knowledge of and experience in gender mainstreaming is an asset; experience in handling web-based management systems.

G) ADMINISTRATIVE AND FINANCE ASSISTANT

I. JOB INFORMATION

Job title:	Administrative and Finance Assistant
SC range:	SB3/3 (SC-6)
Work status (full time / part time):	Full time
Reports To:	Project Manager

II. FUNCTIONS/KEY OUTPUTS EXPECTED

Under the guidance and direct supervision of Project Manager, the Administrative Finance Assistant provides financial services ensuring high quality, accuracy and consistency of work. The Administrative Finance Assistant works in close collaboration with the Government Counterparts, project, operations, and UNDP Programme's personnel in the Country Office to exchange information and ensure consistent service delivery.

- Be responsible for office logistics, travel arrangements as well as recruitment/extension/separation of the project personnel in accordance with UNDP corporate rules and procedures;
- Encourage awareness of and promotion of gender equality among project staff and partners;
- Based on consultations with Project Manager and UNDP Business Center to perform procurement related operations in accordance with UNDP rules and procedures;
- Prepare all financial and administrative documents related to the project implementation in accordance with the UNDP rules and procedures, maintain project's expenditures and commitments shadow budget;
- Develop quarterly and annual budget plans for recruitment of personnel; maintain financial records and monitoring systems to record and reconcile expenditures, balances, payments and other data for day-to-day transaction and reports;
- Advise and assist Project staff, experts and consultants on all respects of allowances, salary advances, travel claims and other financial and administrative matters, and calculate and authorize payments due for claims and services;
- Prepare detailed cost estimates and participates in budget analysis and projections as required to handle all financial operations of the project office, make cash payments and reconcile all accounts in required time frame;
- Maintain, update and transmit inventory records of non-expendable equipment in accordance with UNDP rules;
- Perform cash custodian's duties being primarily responsible for project's cash disbursements and maintain project's petty cash book and payrolls related to the regional offices;
- Ensure leave monitoring of project staff, check the accuracy and proper completion of monthly leave reports;
- Analyse the potential problems concerning administrative-financial issues and take respective measures to provide adequate project's resources in time for implementation of the project activities;
- Define the cost-effective measures for optimal use of resources of the project;
- Ensure full compliance of administrative and financial processes and financial records with UNDP rules, regulations, policies and strategies.

III. QUALIFICATION REQUIREMENTS

Education:	University degree in Business Administration, Finance and/or Economics;
Experience:	At least 2-3 years of relevant work experience;
Language Requirements:	Fluency in English and Russian (both written and spoken), knowledge of Uzbek is an asset.
Others:	Ability to use information and communication technology as a tool and resource; knowledge of and experience in gender mainstreaming is an asset; experience in handling web-based management systems.

**STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND MINISTRY OF INVESTMENTS AND
FOREIGN TRADE OF THE REPUBLIC OF UZBEKISTAN FOR THE PROVISION OF SUPPORT
SERVICES TO THE "AID FOR TRADE IN UZBEKISTAN" PROJECT
ID 00120489**

Dear Mr. Abidov,

1. The United Nations Development Programme (UNDP) and the National Implementing Partner – The Ministry of Investments and Foreign Trade of the Republic of Uzbekistan (hereinafter referred to as "Ministry") hereby agree that the UNDP country office may provide support services for nationally managed project, at the request of the Ministry, as described in the project document between the UNDP and the Ministry for the project "Aid for Trade in Uzbekistan" *ATLAS ID 00120489* (hereinafter referred to as "the Project"), which will be implemented by The Ministry of Investments and Foreign Trade.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the MINISTRY is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the Project.
3. The UNDP country office may provide, at the request of the MINISTRY, the following support services for the activities of the Project:
 - (a) Identification and/or recruitment of project and programme personnel and consultants;
 - (b) Identification and facilitation of training activities, seminars and workshops;
 - (c) Procurement of goods and services;
 - (d) Processing of payments, disbursements and other financial transactions;
 - (e) Administrative services including travel authorization, visa requests and other arrangements;
4. The procurement of goods and services and the recruitment of the Project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of the Project, the annex to the project document will be revised with the mutual agreement of the UNDP Resident Representative and the MINISTRY.
5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan and the UNDP, signed by Parties on 10th June 1993, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed Project through its Ministry. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.
6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. Upon the signature, this letter shall constitute an agreement between the Ministry of Uzbekistan and UNDP on the terms and conditions for the provision of support services by the UNDP country office for the Project.

For the MINISTRY of Uzbekistan:



Badriddin Abidov
Deputy minister
The Ministry of Investments and Foreign Trade
of the Republic of Uzbekistan

Date: 29 NOV 2019

On behalf of UNDP:



Matilda Dimovska
Resident Representative
UNDP Uzbekistan

Date: 29 NOV 2019

Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between the MINISTRY and UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project Aid for Trade in Uzbekistan, ATLAS ID 00120489 (“the Project”).
2. In accordance with the provisions of the letter of agreement signed on [insert date of agreement] and the project document, the UNDP country office shall provide support services for the Project as described below.
3. Support services to be provided:

Support services (insert description)	Cost to UNDP of providing such support services (where appropriate) ¹	Amount in USD and method of reimbursement of UNDP (where appropriate)	
<i>Recruitment services</i>			
1. Staff selection and recruitment process (Service Contract - SC)	562.86	562.86	per case
- Advertising			
- Short-listing			
- Interviewing			
2. Staff HR & Benefits Administration & Management - the issuance of a contract, and - again at separation)	194.56	194.56	one time, per staff
3. Recurrent personnel management services: Staff Payroll & Banking (Service Contract - SC) - Administration & Management - Payroll validation, disbursement - Performance evaluation - Extension, promotion, entitlements - Leave monitoring - Income statement production	424.97	424.97	annual fee, per staff, per calendar year
4. File maintenance (SC/IC)	18.79	18.79	per person
5. Issuance of Employment Certificates	15.76	15.76	per person
6. Recruitment from the Roster of Good candidates	135.33	135.33	per person
7. Consultant recruitment	220.11	220.11	per case
- Advertising			
- Short-listing & selection			
- Issue contract IC or RLA - Issue Purchase Order (PO)			
8. Vendor profile creation in system	19.35	19.35	per vendor
9. Interns Management	63.35	63.35	per person

¹ The prices are given as of Y2018 and shall be subject to annual revision.

10. Assistance in SDS Registration (letter, labor book, list of documents, visiting SDS)	44.93	44.93	per person
11. Assistance with issuance of UN ID card	4.70	4.70	per ID
12. Retainer (e.g. translator) personnel recruitment/TOR verification	5.16	5.16	per person
Finance services			
1. Payment process	36.48	36.48	per payment
2. GL Journal entry (GLJE)	19.21	19.21	per transaction
3. Deposit	7.92	7.92	per transaction
4. F10 settlement	30.97	30.97	per item
Administrative services			
1. Hotel reservation	9.27	9.27	per person
2. Visa support	32.75	32.75	per person
3. Organizing coffee breaks in UNDP CO premises (for projects)	13.94	13.94	per person
4. Rent of UN vehicle (including driver + fuel)	1.32	1.32	per km
- outside Tashkent	18.11	18.11	per hour
- in Tashkent during working hours			
5. Car washing arrangements	29.01	29.01	per item annual fee
6. Taxi services reconciliation	33.91	33.91	per item
7. Processing documents for mobile services	21.93	21.93	per case
8. Processing documents for fuel consumption	24.78	24.78	per case
9. Letters – NVs, outgoing letters	22.68	22.68	per item
10. Request for air and train tickets	13.48	13.48	per ticket
11. Travel authorization (PO/e-req.)	30.93	30.93	per case
12. Disposal of equipment	258.41	241.68	per case
Information technology services			
1. undp.org email account	13.39	13.39	per mailbox per month
2. Technical support to users (installation of software, ICT consulting, support in acquisition of ICT hardware/software, etc.)	20	20	per hour
3. Use copying facilities of the CO	0.06	0.06	per page
4. Rent of conference room, including PC, projector, sound system-fee	100	100	per day
Procurement services			
1. Procurement process involving CAP, RACP, ACP The process includes: - Review and announcement of solicitation documents - Advertisement in local and global websites - Conducting pre-bid meeting - Bid receipt and opening - Review of evaluation results - Preparation, submission and approval of Procurement Review Committee - Review and signature of contract - Maintaining Atlas POs	508.05	508.05	per case

- Follow up			
2. Procurement process not involving CAP The process includes: - Review and announcement of solicitation documents - Advertisement in local websites - Bid receipt and opening - Review and approval of evaluation results - Review and signature of contract - Maintaining Atlas POs	204.70	204.70	per case
3. Power of Attorney issuance	13.44	13.44	per item

4. Description of functions and responsibilities of the parties involved shall be regulated as specified in the project document.