



United Nations Development Programme

PROJECT DOCUMENT

Uzbekistan



Project Title:	Further Improvement of Public Services Delivery in Uzbekistan	
Project Number:	Quantum Project ID: 01003222, Award ID: 1310077	
Implementing Partner:	Ministry of Justice of the Republic of Uzbekistan	
Start Date: 07.10.2024	End Date: 07.10.2029	PAC Meeting date: 19.03.2025

Brief Description

Despite notable progress in reforming the public service delivery, access to quality public services in Uzbekistan remains a challenge especially in the remote areas. The quality of public services needs further improvement due to insufficient information, complicated procedures, and low transparency on how decisions are made.

The project will therefore support the Government of Uzbekistan in further transforming and modernising the public administration at central, regional, and district levels to improve the quality of public services and local governance in rural areas. This will be achieved through enabling access to inclusive and user-centric public services, integrating advanced technologies and practices through digitalization, applying decentralised and multi-channel service delivery.

To achieve this goal, the project will:

- (1) Transform institutional, legal, and regulatory frameworks underpinning the back office of the national public services delivery system.
- (2) Enhance capacity of the back office institutions in public service delivery to ensure their effective operation at the national, regional and local levels.
- (3) Conduct digital and user-centric transformation of the back office institutions to improve availability and quality of public services.
- (4) Transform the system of local governance to ensure responsiveness, accountability and better operation of regional and local institutions functioning as back offices.

The project is expected to improve the quality of life of the rural population – particularly of women, youth and children, elderly, and people with disabilities – by increasing their access to affordable, convenient and high-quality public services, with a focus on remote, self-service online public services as well as by expanding the citizens' participation in decision making at the local level.

Contributing Outcomes/Outputs:

UNSDCF 2021-2025. Outcome 1, Outputs 1.1 and 1.2.
UNDP SP 2022-2025. Signature Solution 2: Governance, Outputs 2.1 and 2.2.
UNDP CPD for Uzbekistan 2021-2025. Flagship Area 1, Outputs 1.1 and 2.2.
Gender marker: GEN2

Total resources required:	USD 5,467,420.00	
Total resources allocated:	UNDP TRAC:	-
	Donor:	USD 5,467,420.00 (EUR 4,900,000)
	Government:	-
	In-Kind:	Office premises, landline phone, Internet
Unfunded:		

Agreed by (signatures):

Government

Akbar Tashkulov

Minister of Justice
of the Republic of Uzbekistan

Date: 23.05.2025

UNDP

Ms. Akiko Fujii
Resident Representative
of UNDP Uzbekistan

Date: 26.05.2025

I. DEVELOPMENT CHALLENGE

Since 2017, the Government of Uzbekistan has been transforming the national system of public services delivery with an aim to make it effective, modern and accessible. This has resulted in creating a solid framework for service delivery based on the network of 209 Public Service Centers across the country. The kinds of public services delivered through these one-stop shops has increased from 37 in 2018 to 382 in 2024, while the uptake of services has grown from 3.4 million to 13.3 million.

In 2022, a second phase of the country's development started with a clear focus on effective local governance and people-oriented service delivery. The Development Strategy of New Uzbekistan for 2022-2026 highlights proactive public service delivery, simplification of services for vulnerable groups, introduction of digital technologies and Public-Private Partnership approaches to the system. Governance of the public services sector has been streamlined with the integration of the Public Services Agency into the Ministry of Justice and empowering the Ministry to oversee the quality of services delivered by other government bodies.

In April 2022, a comprehensive set of policies on reforming public services were endorsed by the President, including the National Strategy for Modernization and Accelerated Development of the Public Service Delivery System in 2022-2026. The document aims to minimise the human factor, red tape, as well as time and financial costs in service delivery based on the 'citizen-centric services' principle. By 2026, the uptake of public services is expected to increase from 14 to 22 million, share of digital services – from 30 to 70%, number of inclusive Public Service Centers – from 10 to 30, Uzbekistan's rank in the UN E-Gov Survey by 20 points. Another notable development was the adoption of the Law on Civil Service in August 2022, which is expected to professionalise the civil service in Uzbekistan and contribute to higher quality service delivery and better governance in public administration.

Despite this progress, access to public services is still limited especially in the remote areas, where people have to travel long distances to visit PSCs or simply are not aware about these centres or other channels of using public services. The quality of public services needs further improvement due to insufficient information, complicated procedures, and low transparency on how decisions are made leading to corruption risks.

There are several structural problems that negatively affect the public service delivery system in Uzbekistan related to gaps in policies and legal framework, limited institutional capacity of service providers, and insufficient introduction of digital technologies for user centric and inclusive service delivery.

1. Gaps in policies and legal framework

- Normative legal acts regulating the provision of public services do not correspond to modern forms of public services and the principles of administrative order, and the establishment of the procedure for the provision of public services by internal departmental documents is also retained.
- Excessive efforts remain for applicants in connection with the refusal of authorised bodies providing public services to apply priority rights and benefits established by other legislation, motivating this only by compliance with official rules and requirements.
- The causes of systematic violations of the procedure for the provision of public services by the competent authorities for the provision of certain public services remain unresolved.
- The complexity of the process of registration of some acts of civil status and the fact that they are still dependent on the human factor and not transparent create unnecessary difficulties for the population in this area.

2. Gaps in institutional capacities of service providers

- The lack of allocation or appointment of personnel in a number of competent authorities that are fully responsible for the provision of public services negatively affects the quality of public services provided.
- The quality of public services remains low due to insufficient capacity of public service providers or their specialisation in a particular area.
- The lack of systematic work to develop the population's knowledge and skills for the remote use of public services leads to excessive queues at the Centers and hinders the introduction of new services that are in high demand.

- There are obstacles and inconveniences in the use of public services due to the failure to provide the necessary infrastructure for persons with disabilities on the part of public service providers.

3. Gaps in introducing digital technologies

- Most of the existing public services are still provided to the population in traditional form, and not electronically.
- Insufficient provision with modern information and communication technologies or the lack of information systems in the lower organisations of the authorised bodies in the regions does not allow the full provision of interactive public services.
- Incomplete digitization of the state registries used in the provision of public services limits the level of access to all the capabilities of the "E-Government" system.
- Due to the fact that the mobile application of public services does not fully cover the services in demand, and there is no possibility to use this application until the end of the receipt of the service, the scale of independent use of electronic public services does not increase.

The absence of comprehensive gender-disaggregated data in Uzbekistan's public service delivery exacerbates the situation. Despite some progress in digital platforms such as my.gov.uz, where users are categorized by gender (53.15% male and 46.85% female users respectively), this data remains limited, as it is not disaggregated across regions or specific public services, making it difficult to assess gender disparities in service access and utilization at a granular level. Without region-specific and service-disaggregated gender data, policymakers lack a clear understanding of where and how gender gaps persist, leading to potential inefficiencies and unequal service delivery. To address this, Uzbekistan needs to introduce gender-sensitive and inclusive public service delivery models, ensuring evidence-based policy decisions that promote equitable and inclusive development.

To further enhance access to public services, as well as to expand the scope and number of public services provided through the PSCs, more systemic reforms and transformations are needed. In particular, at the new stage of the governance reform it is critical to focus on the public institutions actually providing the services and functioning as back offices. Without a well-functioning back office, no front office can provide high-quality services to the population, and vice versa.

The public institutions and departments responsible for the actual services are the ones in most need of transformative support to ensure the effectiveness of the service delivery process. Given that most of these public bodies (e.g. Property Registry, Civil Registry, institutions and agencies providing social services, communal services, etc.) lack the technical and financial capacity to modernise and further develop their processes to deliver quality and user-centred services, they should be given sufficient support to undergo a fundamental turn around. A full-scale transformation of such public institutions and agencies shall cover all needed aspects: (i) Legal; (ii) Institutional; (iii) Business Processes; (iv) IT infrastructure and ICT tools; (iv) Capacity building and awareness-raising.

II. STRATEGY

In 2019-2024, UNDP implemented the EU-funded project on “Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan” (IPSD) to support the government of Uzbekistan in improving the public services in rural areas with focus on creating a well-functioning front-office for service delivery system throughout the country. The project’s key outcome was establishing exemplary public service centres (PSCs) in 7 pilot regions, and further improving their effectiveness through: [i] streamlining, re-engineering and harmonising the relevant institutional and regulatory framework and policies related to the functioning of PSCs; [ii] building PSCs capacity to deliver seamless, quality, citizen-centric and easily accessible technology facilitated public services; [iii] expanding, diversifying and decentralising access to public services through the network of centres; [iv] integrating service delivery systems through expanded digitalization of PSCs; and [v] enabling the appropriate mechanisms to support these changes and thus ensure their sustainability.

The new project will build on the successes of the previous phase and will focus on transforming other critical elements of the public service delivery system. The project’s second phase is also referenced in the National Strategy for Modernization and Accelerated Development of the Public Service Delivery System in Uzbekistan in 2022-2026 as part of the objective on improving Uzbekistan’s stance in the SDG Index, World Bank’s World Governance Indicators, and the UN E-Government Survey.

Based on the terminal evaluation of the IPSD project, it has been established that sustaining and expanding upon these positive outcomes is critical to align with the government’s current reform initiatives in further transformation of public service delivery and local governance. While the current project focused on front-end of the public service delivery system, the next phase must be geared toward strengthening the back-office of the system to further enhance the government capacity to provide high quality, accessible public services to the vulnerable populations, such as women, youth, people with disabilities, and people living in rural areas. The evaluation also recommended expanding efforts to better understand and respond to end user behaviours and satisfaction levels through (i) comprehensive assessments of the project’s impact on citizens and (ii) developing a process within the MOJ that analyses data (including big data) to better understand overarching user behaviour in accessing public services through different channels.

Considering the national development priorities and lessons learned from UNDP’s previous interventions in this domain, the project will support the Government of Uzbekistan in further transformation and modernisation of the public administration at the central, regional, and district levels to improve the quality of public services (administrative, regulatory, social, communal, etc.) and local governance in rural areas. The interventions will focus on both the country as a whole (systemic reforms) and selected pilot regions (districts), namely, Fergana (Uzbekistan district), Andijan (Balikchi district), Khorezm (Yangiariq district), Bukhara (Bukhara district), Navoi (Uchkuduk district), Samarkand (Bulungur district), Republic of Karakalpakstan, (Takhtakupir district) for more targeted results.

In terms of gender mainstreaming, the project will focus on improving the available nationwide gender-disaggregated data on public service delivery by disaggregating it across regions, services, etc. as well as strengthening Women Advisory Groups (WAGs) as key platforms for gender-sensitive service delivery. The second phase of the project will mainstream gender considerations across all levels of governance, integrating region-specific and service-based gender analytics into digital platforms like my.gov.uz to identify and address disparities effectively. In collaboration with central, regional, and local partners, WAGs will facilitate dialogue between women, local authorities, and service providers to enhance inclusive public service models, particularly in rural areas. By combining data-driven policymaking with grassroots engagement, the project will contribute to more equitable access to public services and women’s participation in socio-economic life and governance.

More specifically, the project aims at the following two outcomes:

1. Improved Efficiency and Effectiveness of Public Service Delivery through creating a solid foundation and improving the operational capacity of the back-office institutions responsible for service delivery.
2. Increased Accessibility and Quality of Public Services through Digital Transformation and Local Governance by leveraging technology and improving local governance structures to enhance service delivery.

To achieve this outcomes, the project will:

1. Transform institutional, legal, and regulatory frameworks underpinning the back office of the national public services delivery system.
2. Enhance the capacity of institutions and agencies comprising the back office of the public service delivery system to ensure their effective operation at the national, regional and local levels. This will be done in a gender responsive and inclusive way i.e.: allowing increased participation/benefit for women, girls and other vulnerable groups as well as people most disadvantaged from remote regions and people with disabilities etc.
3. Conduct digital transformation of the public service delivery system through the introduction of innovation and technologies in the back office operations to improve the availability and quality of their services.
4. Transform the system of local governance to ensure responsiveness, accountability and better operation of regional and local institutions functioning as back offices.

This will be done through improving policies, enhancing capacity, digital transformation and streamlining the functions of: (1) government bodies processing requests from citizens and business in back-offices, (2) Public Services Centres acting as one-stop shops for public services, (3) Ministry of Justice responsible for the unified state policy in public service delivery, and (4) Khokimiyats, Councils of People’s Deputies (Kengashes), and mahallas, in charge of local governance. The project is expected to improve the quality of life of the rural population – particularly of women, youth and children, elderly, people with disabilities – by increasing their access to affordable, convenient and high quality public services, as well as by expanding the citizens’ participation in decision making at local level.

The following theory of change (ToC) for this project is therefore proposed (Table 1).

Table 1. Theory of Change

Impact: By 2030, all people in Uzbekistan benefit from effective, inclusive, transparent and accountable governance and evidence-based decision-making, which will enhance human rights protection, anti-corruption, well-being, peace and justice for all and reduce inequality within society.			
Outcome 1. Improved Efficiency and Effectiveness of Public Service Delivery.		Outcome 2. Increased Accessibility and Quality of Public Services through Digital Transformation and Local Governance.	
Output 1 Transformed institutional, legal, and regulatory frameworks underpinning the back office of the national public services delivery system.	Output 2 Enhanced capacity of the back office institutions in public service delivery to ensure their effective operation at the national, regional and local levels.	Output 3 Digital and user-centric transformation of the back office institutions is accelerated to improve availability and quality of public services.	Output 4 Transformed local governance systems to ensure responsiveness, accountability and better operation of regional and local institutions functioning as back offices.

The underlying intervention logic for this action is that:

IF the government of Uzbekistan, with the support of UNDP, implements a comprehensive set of reforms aligned with gender-sensitive and inclusive public service delivery models aimed at transforming the public service delivery system, including: (i) legal and regulatory framework reform to support modernized and accessible service delivery; (ii) capacity building of back-office institutions responsible for service delivery, (iii) digital transformation and adoption of user-centric technologies, (iv) decentralization and enhanced local governance structures.

THEN public institutions will be better equipped to provide efficient, transparent, and accessible services. Citizens, particularly in rural areas and vulnerable groups, will have improved access to and utilization of these services. Increased citizen participation in local decision-making will lead to more responsive and accountable governance.

WHICH WILL LEAD TO improved quality of life for all citizens, especially the most vulnerable, through enhanced governance systems and access to essential services, ultimately contributing to the achievement of the Sustainable Development Goals in Uzbekistan.

Under the assumption that there is:

- Strong government commitment to reform and implementation.
- Effective coordination and collaboration between UNDP, government agencies, and other stakeholders.
- Sufficient resources and technical expertise to support the reform process.
- Active participation and engagement of citizens in the reform process and service utilization.

The project is expected to contribute to Sustainable Development Goals 16 (Peace, Justice and Strong Institutions), 5 (Gender Equality) and 8 (Decent Work and Economic Growth). It will support the national public administration reform agenda with focus on better public service delivery, transparent, open, and resilient local governance, as well as effective citizen participation, thus promoting effective, accountable and inclusive institutions at all levels (SDG 16). Furthermore, the project will advance the achievement of gender equality by empowering women and ensuring their full and effective participation and equal opportunities for leadership at all levels of decision-making in the political, economic and public life (SDG 5). Through its focus on transforming the system of local governance, participatory planning and budgeting, the intervention will also promote inclusive and sustainable economic growth, technological advancement and innovation for all women and men, including young people and persons with disabilities and equal pay for work of equal value (SDG 8).

III. RESULTS AND PARTNERSHIPS

Expected Results

The project's strategy will be achieved through the following outputs (components) and activities.

Output 1. Transformed institutional, legal, and regulatory frameworks underpinning the back office of the national public service delivery system

Output 1 will focus on improving institutional, legal and regulatory frameworks for administrative back offices. This will be done through policy review and legal analysis of the existing primary and secondary legislation related to public service delivery, policy advice and developing reform recommendations. To maximise the efficiency and effectiveness of service provision, selected back offices will undergo institutional improvements followed by functional review and business process re-engineering. To make public service delivery business-centric and thus contribute to the country's economic growth, well-being, and prosperity, it will centre its efforts on implementing sectoral reforms.

Activity 1.1. Review institutional, legal and regulatory frameworks of the national public services delivery system with focus on back office institutions

Analyze current legal and policy documents and develop recommendations for transforming the institutional, legal, and regulatory frameworks that govern the provision of public services at the national level. The study of legislation, procedures and policy documentation will be conducted to develop recommendations for institutional, legal and regulatory frameworks transformation of the national public services delivery system based on the people-centric approach. It will include critical assessment of the positive and negative effects of proposed and existing regulations and non-regulatory alternatives. Proposed draft regulations (laws and by-laws) will be subject to legal scrutiny, economic, financial, scientific, environmental, and other types of expertise carried out by independent experts, including international experts. The project will support the development of legislation based on broad expert inputs and a multi-stakeholder approach, including broad public consultations, including vulnerable groups, on selected legislative proposals.

Activity 1.2. Standardise service management practices and procedures to make them people-centric and inclusive

Development and application of universal and unique standards for public services provision in PSCs, single portal of interactive public services (my.gov.uz) and back office institutions for modernization of service management practices and procedures to make the services people-centric and inclusive. The action will assist the MoJ in transferring knowledge regarding legislation to comply with international standards and create a standard process by which rational, comprehensive provision of public services is implemented within all providers including the private sector. Support will be provided in the establishment of standard practices and procedures for providing public services by PSCs, back-office organisations and public service points (zones) in mahallas. Additionally, the action will look for an opportunity to support the development and institutionalisation of administrative procedures that reflect best practices, including any organisational or legislative changes. The action will assist the Ministry of Justice in the transfer of knowledge and the development of new standard procedures and methodologies for inclusive public service delivery. The standards and checklist of public service provision by public institutions will be developed and adopted, which will be the basis for the creation of a national ranking of public institutions in the sphere of public service delivery.

Activity 1.3. Improvement of the institutional, operational and technical capacities of back-office institutions coherently with international standards

Support selected government institutions in the improvement of the institutional, operational and technical capacities through the application of international management standards (ISO 9001 and ISO 27001). The implementation of the new unified public service delivery standards developed with UNDP support will shape the background for subsequent activities aimed at addressing service delivery agencies in following unified standards of service design, delivery, quality assurance and costing through hands-on consultancy and technical assistance. While the unified e-services platform – my.gov.uz has been consistently developing to offer new services, further support will be provided to ensure increased and inclusive accessibility of and raise awareness on services accessible through the portal. By introducing common standards and principles of public service design and delivery for selected back-offices, further institutionalised approaches will ensure that they are sustainable and replicable and cover the ever-widening array of government

agencies that provide services to citizens and organisations. It is planned to increase usage of these services online, through improved e-governance platforms.

Activity 1.4. Functional review of government entities engaged in public service delivery

Conduct functional analyses of selected government institutions, review their processes and develop practical recommendations to accelerate legal and institutional reforms. Functional reviews followed by business process re-engineering (BPR) of the most popular and complicated public services will be conducted to eliminate duplicate, excessive, outdated and inefficient procedures that inhibit the efficient delivery of such services to end users. Annual monitoring/analysis mechanism of impacts and outcomes of the administrative reform will be developed and piloted to analyse the implemented reform agenda.

Output 2. Enhanced capacity of the back office institutions in public service delivery to ensure their effective operation at the national, regional and local levels.

The Output will be focused on building human and institutional capacities of the back offices (e.g. ministries and agencies responsible for the provision of public services) in user-centric service delivery. To strengthen citizens' buy-in and substantially enhance their understanding of new business processes of service delivery introduced at Public Services Centres' level, it will also focus on developing and implementing a viable Communication Strategy and planning out and organising different public awareness campaigns and activities, such as collecting project success stories and broadcasting and publishing them through media and communication channels, designing informational brochures, articles, leaflets on private sector development (PSD), and developing a pool of brand ambassadors who will communicate news in PSD with the public.

Activity 2.1. Assessment of demand for most popular public services, assessment of service delivery quality, and development of proposals for digitalization of public services

Introduction through public services delivery system (back and front offices) the regular practices for the assessment of demand, quality and accessibility of public services especially in rural areas and the most vulnerable part of the population. Such exercises will develop proposals for streamlining the digitalization of public service delivery, and improve their inclusiveness in line with the principle 'leave no one behind'.

Activity 2.2. Introduction of advanced HR and M&E practices in the public service delivery system

Transformation of people management systems of back offices through the introduction of advanced HR and M&E practices in the public service delivery system. A functional analysis of the current state of the human resources management system of 3-4 back-office institutions will be conducted. The analysis will review all steps of the HRM system starting from the formulation of civil servants' positions, recruitment, capacity development processes, staff performance assessment, retirement, etc. Using the findings of the analysis and best international practices, a set of recommendations will be developed. The activity will be implemented in close cooperation and coordination with the Agency for the Development of Public Service (ADPS) under the President of the Republic of Uzbekistan. The advanced HRM strategy will be developed and applied.

Technical support will be provided to the ADPS in advancing its capacities, including decentralisation of some functions, staff capacity development at central and regional levels, as well as equipment with modern computer equipment, furniture and other necessary tools of the Regional Capacity Development Centers of the ADPS in pilot regions. A training programme will be developed for the creation of continuous learning opportunities for public servants involved in public service delivery.

Monitoring and evaluation is an important part of public services provision process control and management. It plays a crucial role in ensuring agility in a PSD system, process robustness, responsiveness to client demands, and achievement of a sustainable service provision environment. The new information systems and advanced technologies may allow for the implementation of new philosophies that integrate various monitoring and evaluation practices into complex systems connected countrywide. The research will be conducted on new M&E approaches, standards, and solutions to ensure the interconnectivity of reforms and their implementation in the PSD system.

Activity 2.3. Capacity development and training of the public service providers

Development and implementation of training programmes both online and offline for continuous capacity development and training for the government institutions delivering public services (on data science, information security, digitalization specific topics, etc.).

A comprehensive needs assessment will be undertaken to understand the current state of capacity, needs for its improvement, technical, institutional and systemic issues that directly impact staff effectiveness, practices of work and life balance, etc. The assessment will also cover such important issues as root causes of the high rate of staff turnover, performance measurement and motivation instruments in practice. The assessment will support the identification of the real capacity development needs of public servants.

Several capacity building activities and training workshops will be implemented to strengthen the back office at both central, regional and district levels. Therefore, the systematic capacity-building programme, complete with several training modules, will be developed, following the conduct of a capacity needs assessment study.

Based on the outputs of capacity development activities, a universal capacity development programme will be developed to ensure a continuous learning process for civil servants. The programme may include training modules for mandatory and volunteer-based capacity development activities aimed at increasing staff technical, intellectual and social competencies. To ensure wide coverage of civil servants with training, a distance learning platform created during the previous project phase will be improved and used to conduct regular webinars and other capacity-building activities online.

Moreover, study tours for key personnel from central and regional government entities to EU countries will be organised to observe the advanced public service delivery practices in action, as well as to be introduced to advanced and evolving concepts in public service delivery.

Activity 2.4. Improve access to information about public services through various channels, and conduct public awareness campaigns

Development of the communication strategy with the action plan and conducting public awareness campaigns aimed at improving access to information about public services through various channels.

Using the results of the first phase of the project, the communication strategy with the action plan of selected back offices that provide the most demanded and complex public services will be developed. The capacity of communications specialists in public institutions will be improved through the organisation of a dedicated training programme on PR, Outreach and Communications.

Special attention will be paid to using all possible communication channels to increase public awareness about the processes of obtaining government services, which will be identified through comprehensive situation analyses. All the back and front offices will be supported to conduct public awareness campaigns aimed at improving access to information about public services through various channels. Media products and information campaigns aimed at awareness raising of the rural population will be produced in close cooperation with the National Television and Radio Company of Uzbekistan and its regional Television and Radio Companies.

Activity 2.5. Advanced introduction of internship and volunteers programmes for university and college students in back and front offices

Popularisation and advancing the role of youth and other interested part of the population in public services provision processes the advancing the introduction of internship and volunteer programmes for university and college students in back and front offices.

An internship programme through which university and college students can work as support staff either at the PSCs, Inson Centers for social services and back offices for a summer vacation period. Such a programme will lead to increased support for the provision of public and social services to the population. In turn, the internship programme will also provide the opportunity for students to develop work-related skills and competencies and be introduced to public service delivery processes and procedures.

To enhance the involvement of youth and other representatives of society, a volunteer program will be developed and implemented in the process of providing public and social services to the population, especially in rural areas. Volunteers in rural areas who express a desire to help others will undergo a specialised training programme. Volunteers will be able

to take part in such activities as increasing the digital literacy of the population, conducting surveys among recipients of public services, and organising events to provide public services to vulnerable segments of the population, including persons with disabilities.

Output 3. Digital and user-centric transformation of the back office institutions is accelerated to improve availability and quality of public services

To achieve excellence in public service delivery, it is important to ensure that all service providers digitise and integrate their internal records (registries, archives), business processes, approvals, licences, permits, certificates and other documents. Transition to data-driven and user-focused governance will be one of the key priorities in the transformation of as many national, regional and local institutions and agencies (representing the back office) as possible. The interventions will focus on the key organisations providing public services to all the segments of the population and businesses, such as property registry, tax and customs, civil registry and others, which will undergo fundamental institutional, legislative, administrative and technological transformation. The project will also work on enhancing information systems essential for public service delivery, including notarial and licensing services, as well as digitizing Uzarchive to ensure efficient and secure access to archived data.

Activity 3.1. Digital transformation of at least 20 public services through enhancing the digital capacity of the selected back offices

At least 20 most demanded public services will be digitally transformed through Business Processes Re-engineering (BPR) and digitalization. Priority will be given to the composite and proactive services. These services will be integrated into information systems to make them available online. Functional reviews combined with BPR exercise will be implemented to streamline at least 20 public services, selected based on analysing the demand for services over the last 2-3 years. The project will explore introducing advanced technologies, like artificial intelligence, to simplify business processes in both PSCs (i.e. filling applications) and back-offices (application reviews).

Based on the results of assessments and reviews, the selected back offices may be supported with the set of ICT equipment, however, increasing the institutional capacity will be a priority.

Activity 3.2. Introduction of advanced digital data analysis tools across the public service delivery system

Conduct needs assessment and develop recommendations for the introduction of advanced digital and data analysis tools across the public service delivery system. Gender-responsive and inclusive digital data collection and management will be enhanced in front and back-office organisations. Indicative activities include assessing the current system and introducing inclusive digital data collection practices. Policies and solutions will be developed to share data both within the public services system (interagency level) and externally as open data for wider public.

Activity 3.3. Improve user experience through upgrading design, layout, furnishing and equipping PSCs, community branches and back offices to make them inclusive and people-centric

Introduction of modern, practical and inclusive public services delivery standards in selected public services centres and mahallas to improve user experience through upgrading design, layout, furnishing and equipping PSCs and mahallas branches and back offices to make them inclusive and people-centric. The interventions will cover at least 7 public services centres in pilot districts, 3-4 communities in each of 7 pilot districts and 3-4 back offices at central, regional or district levels. The pilot regions, districts and mahallas will be selected during the Inception Phase of the project.

Creation of inclusive Public Service Centers. A study for understanding user behaviour, and how to safeguard fundamental rights and freedoms – access to services and information and participation – will be conducted, employing, at the same time, gender and inclusiveness-sensitive approaches to designing, furnishing and determining spatial arrangements of the pilot PSCs to maximise user experience. Equipping the pilot PSCs will be based on a capacity needs assessment that will be conducted to identify and satisfy the needs in hardware and software needed for the seamless operation of the PSCs. The support may include layout design, introduction of feedback mechanisms, provision of computer equipment and furniture, creation of self-service zones, publishing information materials (leaflets, infographics, posters, videos, etc.), creation of an inclusive environment to ensure the principle of “public services for all”, etc.

Creation of public services zones in Mahallas. To ensure implementation of the Uzbekistan 2030 Strategy (adopted in 2023), which foresees introduction of the principle “public services within walking distance”, the project will support creation of public service corners in remote mahallas. These self-service corners will be equipped with info-kiosks, printers, and information materials. The selected population in those communities will benefit from training programmes, as well as the assistance of volunteers in increasing their digital literacy and skills. Special attention will be given to improving access to public services for the most vulnerable populations, including women, youth, elderly people and people with disabilities.

Activity 3.4. Promoting the provision of public services and functions by the private sector

The modalities for provision of public services and functions by the private sector will be further implemented for diversification of the public services delivery system in Uzbekistan. Best practices in the world in this area will be reviewed, adopted and tested in various business environments, including in rural areas. In this regard, support will be provided for private sector representatives (agents) willing to offer public services in remote areas, as well as assistance in launching their activities.

Output 4. Transformed local governance systems to ensure responsiveness, accountability and better operation of regional and local institutions functioning as back offices.

The output will focus on both policies and institutional capacity-building. The policy aspects will include analysis and policy recommendations to clarify intergovernmental assignment of responsibilities (who does what), intergovernmental finance/fiscal decentralisation (how are services financed), management of public services at the local level and the related capacity of local authorities (capacity to plan and deliver). The policy formulation stage will be followed by support in elaborating the necessary legal and normative framework to make policies effective and gender-responsive. The capacity-building aspects will cover training, exchanges, peer learning and technical assistance to regional and local elected bodies assuming the responsibilities arising from the new law on local government. Institutional support activities will include the activities planned under the Output 2. The project will develop knowledge products, curricula, manuals and guidebooks for institutionalisation of the capacity-building programmes for elected and appointed officials in sub-national government bodies, on topics such as strategic and master planning, programme development, local budgeting and financial management, public service management, human resource management, human rights-based approach and gender mainstreaming.

Activity 4.1. Improvement of legislation pertaining to local executive and representative government bodies, regional branches of the ministries and agencies

Conduct functional analyses of local government institutions (khokimiyats, kengashes, branches of line ministries, mahalla committees, etc.) to find out key development issues. Thus, in turn, will support the improvement of legislation pertaining to local executive and representative government bodies, regional branches of the ministries and agencies.

The action will also focus on improving the legal and policy framework for the structure and composition of the master plan for development of the territory (long-term strategic urban planning), including:

1) Regulatory documents on amendments and additions to the following existing urban planning legislation:

- ShNK 2.07.01-03* “Urban planning. Planning for the development and construction of territories of urban and rural settlements”;

- ShNK 1.03.02-04* “Instructions on the composition, procedure for the development, coordination and approval of urban planning documentation on development planning and development of territories”;

- “Methodological recommendations for determining standards of time and cost of development urban planning documentation for planning the development of territories and parts of territories of the Republic of Uzbekistan”;

2) Methodological recommendations “On the development (adjustment), agreement and approval of the master plan for development of the territory”.

Activity 4.2. Capacity development and training for local government authorities, mahallas and local branches of central ministries/agencies

Using the results of the needs assessment to be conducted intensive capacity development and training activities for local government authorities, mahallas and local branches of central ministries/agencies will be implemented. The interventions under the Activity 2.2. on introduction of advanced HR and M&E practices will also be applied for the capacity development of local government institutions in close cooperation with the Agency for the Development of Public Service (ADPS) under the President of the Republic of Uzbekistan.

Conducting training sessions and workshops on the development and implementation of master plans for relevant state authorities and local governments, developers of architectural and urban planning documentation, including transport and engineering infrastructure. Inclusion of the provisions of the approved methodological recommendations "On the development (adjustment) of plans for the integrated development of territories (Master Plans)" in the training course of specialised higher educational institutions of the Republic of Uzbekistan.

Activity 4.3. Facilitate interaction between public authorities, population and civil society

The project will review through as-is analyses the current interaction and interagency cooperation between public authorities, population and civil society in the field of public services delivery. Practical measures will be implemented to address the existing cooperation issues.

To support the enhancement of the civic engagement and public participation system for addressing significant issues related to socio-economic development in selected regions, as well as strengthening the dialogue between khokimiyats and citizens, the capacity development of Public Advisory Councils (PAC) will be continued. The results, best practices and lessons learned will be reviewed and replicated countrywide.

Activity 4.4. Facilitate development of gender-sensitive public service delivery models

Gender mainstreaming will be a cross-cutting objective of the project. The project will further facilitate the development of gender-sensitive and inclusive public service delivery models, especially in rural areas. In close cooperation with the central, regional and local level partners, Women Advisory Groups (WAGs) activities will be further mainstreamed to encourage discussion and exchange with local government authorities and service providers on gender-sensitive service delivery. The WAGs will be used as a platform in the piloting innovations for women's empowerment to ensure that women fully participate in socio-economic life, public administration, and service delivery in their regions, as well as promoting women's entrepreneurship. The WAGs also will assist in empowering women-led NGOs to participate in the meetings of local government council meetings and monitor and oversee the quality of public service delivery.

Besides that, support will be provided for the introduction and operation of public accountability mechanisms and tools, as well as for those community organisations, civil society organisations, and NGOs concerned with equity and access in public service provision, particularly those representing women and vulnerable populations in rural areas.

Resources Required to Achieve the Expected Results

In implementing this project, there are several categories of costs that are envisaged for the functioning of the Project Office, in addition to the human resources necessary for the execution of the Project. The aforesaid costs include:

General Expenses: To support all project activities, the project budget will include expenses related to hire core Project staff, office rent (if not provided by national partners as in-kind contribution), assets for the operation of the offices, security and insurance costs, costs of electricity and water, heating and etc. (utilities);

Material Expenses: These expenses will cover office supplies for the project offices, particularly costs of IT equipment and phone (both mobile and landline), internet, office furniture and stationary.

Partnerships

The UNDP will capitalise fully on its existing partnerships with key international and national partners. It will also deploy its wide network of partners and experts from academia, expert community and other international organisations. While implementing this project, UNDP will work closely with the following several key and non-key national partners, i.e. the Ministry of Justice of the Republic of Uzbekistan. Other partners are the Senate of Oliy Majlis of the Republic of Uzbekistan, the Cabinet of Ministers, the Agency for Strategic Reforms under the President of the Republic of Uzbekistan, the Agency for the Development of Public Service under the President of the Republic of Uzbekistan, the Ministry of Digital Technologies, the Ministry of Economy and Finance of the Republic of Uzbekistan, the Women's and

Families State Committee of Uzbekistan, National Agency for Social Protection under the President of the Republic of Uzbekistan and other line ministries and agencies.

Specifically, the Service for Human Rights Protection, Grievance Redressal Monitoring and Coordination Unit within the Office of the President will provide macro-level guidance and strategic prioritisation of public service delivery reform. It will coordinate the vertical policy planning and implementation process across all relevant ministries and agencies as well as across local authorities.

The Agency for Strategic Reforms in close coordination with the Ministry of Justice will ensure the horizontal coordination among territorial responsibilities of all relevant ministries and agencies as well as local authorities in the area of public administration and public service delivery.

The Ministry of Justice with its country-wide network of Public Service Centres, in close cooperation with the Khokimiyats, will be the main beneficiary of this project and the primary channel for delivering quality public services to the population.

Local governments (Khokimiyats), both partners and beneficiaries of this project, will ensure effective interaction among ministries, self-governing bodies and civil society in the management and implementation of the project's activities at the local level.

The local authority as a partner and a beneficiary will ensure the establishment of effective interaction among ministries, self-governing bodies, and civil society in the management of the region. The local authorities (Khokimiyats) headed by Khokims combine executive and representative functions. The local authorities comprise regional, district and city administrations. They are responsible for economic and social development in their regions, districts and cities, including for the formation and execution of local budgets. The Khokim (governor) of a region is the head of both the region's representative and executive bodies and is accountable to the President of Uzbekistan.

The Agency for the Development of Public Service under the President of the Republic of Uzbekistan is responsible for the capacity development of public servants and will act as a key national partner in the organisational and institutional development of line ministries, agencies, their regional departments responsible for public service delivery, regional/district khokimiyats through application within the project modern and advanced human-resources management innovative solution, and decentralisation HRM management practices.

The Ministry of Digital Technologies is responsible for the coordination and overview of digitalization initiatives across government agencies at central and local levels. Its support and engagement will be needed to accomplish digital transformation of the back-office processes related to public service delivery.

The National Agency for Social Protection under the President of the Republic of Uzbekistan as the responsible institution for social protection and well-being of the population, will support the project in the improvement of access of the rural population to basic and advanced social services through its Inson Centers.

The Women's and Families State Committee of Uzbekistan, as a government body responsible for coordinating and implementing gender-related policies, will be the key partner of the proposed project in piloting and scaling up innovations for women empowerment in remote and rural areas, women entrepreneurship, strengthening the role of women in public administration, and gender streamlining in improving legislation and policies on service delivery.

The National Television and Radio Company of Uzbekistan, as a government entity responsible for awareness raising of the population, will be a project partner in the development of media products and implementation of information campaigns for raising awareness of the rural population of public and social services delivery and ongoing reforms in the sphere.

Other counterparts will include the State Statistics Agency, the State Committee of the Republic of Uzbekistan on Land Resources, Geodesy, Cartography and State Cadastre, the Development Strategy Centre, the State Personalisation Centre (the agency responsible for issuance of biometric passports), as well as bar associations, chambers of commerce, academic institutions, youth movements and other relevant non-governmental organisations.

Furthermore, key interlocutors, policymakers and implementers have been identified and will be engaged in the project based on relevance and assessment of potential impact.

Risks and Assumptions

Risk 1. Possible reluctance of government institutions, motivated by self-preservation and institutional inertia, to adopt the proposed policy recommendations. This risk will be addressed through targeted advocacy and communication of the interlinked nature of the governance issues and the importance of adopting a holistic approach to Public Administration Reform. To overcome this resistance, the project will engage the Presidential Administration and Ministry of Justice to advance the difficult change management processes.

Risk 2. Low absorption capacity of the government to bring forward the proposed changes and innovations. The risk will be mitigated through prioritisation building human and technical capacities of the national partners in critical areas of the Public Administration Reform.

Risk 3. Inadequate technical capacity of back-office institutions may decrease the efficiency of reforms to modernise public service delivery. The risk will be addressed through the development of a set of recommendations for the improvement of the technical capacity of back-office institutions using various tools of assessment, including functional, AS-IS and others. Also, all the partners will receive advisory support from the project for the mobilisation of internal and external financial and other resources needed for technical capacity development.

Risk 4. Low political and legal literacy of the local population especially in rural areas, as well as accessibility issues, as some people need to travel long distances to access services. To mitigate this risk, the project will build the capacities of local CSOs and communities on participatory planning, budgeting and other tools of citizen engagement.

Risk 5. Low public awareness about their rights, benefits and opportunities decreases public demand for high-quality services and participatory local governance and negatively affects the activities aimed at enhancing the accountability of local executive authorities. The project will develop and agree with stakeholders and beneficiaries on a comprehensive communications strategy, including dedicated information campaigns aimed at public awareness using all available means of communication.

Risk 6. Lack of commitment, ownership, and dedication from the management of the beneficiary back-office institutions and relevant personnel to participate in the activities of the project. This risk will be addressed through the implementation of a number of events, discussions, and round tables with the key national partners during the project life cycle for the introduction of the project objectives, expected results and impact, also, the important reforms recommended within the intervention for country development overall.

Risk 7: Policy recommendations, regulation amendments and/or service standards and functional review results submitted are not adopted/accepted by the Government. Advocacy activities, presentation of policy recommendations for a wider group of stakeholders, ensuring the quality of conducting peer reviews.

Stakeholder Engagement

Identify key stakeholders and outline a strategy to ensure stakeholders are engaged throughout, including:

The project will target the following stakeholder groups:

1. Central government bodies (the Ministry of Justice of the Republic of Uzbekistan, the Senate of Oliy Majlis of the Republic of Uzbekistan, the Cabinet of Ministers, the Agency for Strategic Reforms under the President of the Republic of Uzbekistan, the Agency for the Development of Public Service under the President of the Republic of Uzbekistan, the Ministry of Digital Technologies, the Ministry of Economy and Finance of the Republic of Uzbekistan, the Women's and Families State Committee of Uzbekistan, National Agency for Social Protection under the President of the Republic of Uzbekistan and other line ministries and agencies)
2. Local government bodies (regional and district khokimiyats)
3. Civil servants in the public sector, who will benefit from improvement of public services delivery legislation, institutional and functional arrangements.
4. Users of public services: women, youth and vulnerable groups living in poverty, people with disabilities, elderly who will benefit from partnerships with civil society organisations that have demonstrated vision, capacity and leadership will be promoted, installing their interest in the quality of public services free of corruption.

5. CSOs, NGOs and media representatives, who will benefit from the improving policy and enabling environment to operate on issues of public services provision.

South-South and Triangular Cooperation (SSC/TrC)

The project will advance South-South and Triangular Cooperation in the implementation of its activities, through study visits, knowledge sharing events both in and outside of Uzbekistan, in designing concepts and tailor-made recommendations to the country's context. The Project will contribute to knowledge exchange and cooperation between the responsible public institutions in Central Asia and beyond. International study visits of national delegations will be organised to European countries, including Eastern European transitional economies, which have successful experience in the implementation of streamlined public services delivery reforms, including in the implementation of advanced digital solutions and processes. The project will also facilitate the participation of national partners in the events organised by the Istanbul Regional Hub (Turkey), Global Center for Technology, Innovation, and Sustainable Development (Singapore), international development organisations, associations, and others. This will mean south-south learning and exchange will be a critical input and output for this project.

Digital Solutions

The Project will contribute to the development of digital solutions to enhance compliance and integrity in the public sector through data analyses, fraud detection, and risk management tools. In particular, it is planned to conduct digital transformation of the public service delivery system through the introduction of innovation and technologies in the back office operations to improve the availability and quality of their services. Digital and user-centric transformation of the back office institutions will be accelerated to improve availability and quality of public services.

When applicable and relevant, the proposed project will seek and promote the use of digital solutions in all its activities.

Knowledge

The project is expected to produce several research and analytical materials, papers and analytical briefs and several other publications on public service delivery. Public service delivery statistics, qualitative and quantitative data, the total number and types of services provided as well as number and a number of pilot solutions and blockchain prototype types applications will be analysed to identify actual issues/topics for the publications of the project and knowledge materials on effective and streamlined public service delivery. The publications, awareness-raising materials and knowledge/media products will be produced in an easy-to-understand and user-friendly manner to widen their target audience. Whenever possible, the project will conduct presentations of project publications with a variety of project stakeholders. Project publications will be disseminated via Public Service Centres, Centers "Inson" for social protection, territorial divisions of the line ministries, regional administration as well as NGOs.

Sustainability and Scaling Up

The project will be using existing long-term partnership contacts with the Agency for Strategic Reforms, the Ministry of Justice of the Republic of Uzbekistan, the Agency for the Development of Public Service, Agency for Social Protection, other line ministries and agencies, regional administrations, which will enable the project to implement proposed activities in the framework of equal rights-based cooperation with aforementioned institutions in all activities of the project, rather than as an external executor. This will also guarantee the sustainability of the results of project activities in the future, as aforementioned government institutions will be directly involved in the formulation and realisation of the actions proposed under the project and can influence the process of its implementation in future.

Specifically, to ensure the long-term sustainability and scalability of project interventions, the project applies a structured, multi-tiered strategy built on government ownership, institutional integration, phased handover planning, and resource mobilization.

1. Institutional Ownership and Handover Mechanisms

The project is implemented under the National Implementation Modality (NIM), with the Ministry of Justice (MoJ) acting as the primary implementing partner. This arrangement ensures institutional ownership and alignment with national priorities. Throughout the project cycle, relevant government agencies—such as the Agency for Strategic Reforms, Agency for the Development of Public Service, Ministry of Digital Technologies, and local khokimiyats—are engaged not

only as beneficiaries but as co-implementers. Activities under each output (e.g., functional reviews, adoption of ISO standards, legal and policy reforms) are designed to be institutionalized within these entities, ensuring continuity beyond the project timeline.

2. Phased Transition and Exit Planning

A structured transition and exit plan will be implemented in the final year of the project (2029), comprising:

- A series of joint handover workshops with key stakeholders to define institutional responsibilities for sustaining the project's outcomes;
- Development of a formal Exit Roadmap and Sustainability Toolkit outlining key roles, actions, and handover mechanisms for institutionalised tools, platforms, and practices;
- Transfer of knowledge products and operational manuals to national and regional training institutions to support continuous learning and application.

3. Capacity Development as a Legacy Mechanism

The project embeds long-term capacity through comprehensive human resource development, including:

- Training of over 1,000 civil servants and local government officials in inclusive, user-centric service delivery models;
- Enhancement and institutionalization of a distance learning platform hosted by the Agency for the Development of Public Service, featuring mandatory and elective modules for civil servants;
- Introduction of internship and volunteer programmes for students and young professionals, enabling long-term pipeline development for public service human capital.

4. Resource Mobilization and Financial Sustainability

The project will promote resource sustainability through:

- Integration of tested approaches and digital systems into national and local budget planning cycles, particularly through coordination with the Ministry of Economy and Finance and regional khokimiyats;
- Use of functional review findings and service uptake data to advocate for continued public investment in institutional capacity and digital infrastructure;
- Promotion of public-private partnerships (Activity 3.4) and engagement with bilateral and multilateral donors to leverage additional financing and innovation.

5. Results-Based Monitoring and Adaptive Scaling

The project's robust monitoring framework will inform scaling and policy advocacy. Specifically:

- The Results Framework includes measurable targets for institutional capacity, service quality, and digital transformation, which will be used to assess sustainability potential;
- An end-of-project review by the Project Board in 2029 will include specific recommendations for further institutional scaling, replication in additional regions, and donor engagement strategies;
- Civil society organisations, Women Advisory Groups (WAGs), and academic institutions will be engaged to support independent oversight and citizen-driven accountability, reinforcing sustainability at the community level.

Through this integrated sustainability strategy, the project aims to ensure that its results are not only maintained but scaled up nationally, contributing to transformative, inclusive, and people-centered public service delivery in Uzbekistan.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

This Project will be implemented in indirect management with the United Nations Development Program, its Country (Representative) office in Uzbekistan. This implementation entails strengthening policy, legislative and regulatory framework in administrative reforms. The envisaged entity has been selected using the following criteria: the project will benefit from UNDP's ability to encourage locally appropriate accountability initiatives, which promote national development priorities, within the general framework of UNCAC. UNDP has long-standing experience in the country and has strong trust and credibility with national partners in the area of public services delivery due to its extensive engagement with the government in the area. UNDP's flagship 'Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan' (IPSD) Project, launched in 2019 together with the Ministry of Justice, was the largest UNDP project on this topic in the region. This intervention is supported by policy and advisory support of UNDP's Istanbul Regional Hub (IRH). UNDP has also been repeatedly recognized globally by the development community as an organisation with highly effective mechanisms for transparency, accountability and integrity.

Building on its ongoing efforts in the country, UNDP has a very strong network of official and civil society contacts, including engaged public institutions, which will continue to be close partners during implementation. UNDP's strong development expertise will also ensure that this project focuses on long-term development outcomes, rather than simply prioritising output delivery and implementation per se. UNDP's unique role as the UN development system's integrator with the biggest operational capacity in the country among UN agencies, and its innovative methodology, bring additional comparative advantages in identifying and facilitating integrated cross-sectoral solutions to Uzbekistan's complex development challenges.

Particularly, the project itself includes specific mechanisms for cost-efficiency. Though several design elements implicitly support cost-efficient implementation and could be highlighted:

- Use of existing infrastructure: The project builds on established platforms such as my.gov.uz, PSCs, and regional training centers, reducing the need for costly new systems or facilities.
- Digital and blended learning approaches: Incorporation of e-learning and distance education methods allows for scalable training at lower per-unit costs.
- Process standardization and institutional reform: Functional reviews and business process reengineering help streamline workflows and reduce inefficiencies in public service delivery.
- Targeted digital transformation: Focusing on the most in-demand services ensures a higher return on investment and avoids resource dilution.
- Leveraging local platforms: Utilizing existing structures like WAGs and PACs for outreach and participation minimizes the cost of community engagement.

Project Management

Geographically the project will focus on the territory of Uzbekistan, including all 14 regions. The activities will cover both national (central) and regional (local) levels of the country's public service delivery ecosystem.

The project will be implemented in accordance with the UNDP procedures for national implementation modality (NIM) with full country office (CO) support. The NIM modality with full CO support has been selected to strengthen the national ownership and sustainability of the project results. The project will be implemented jointly by the UNDP and the Ministry of Justice of the Republic of Uzbekistan, in close coordination with relevant line ministries, and other national stakeholders. The Ministry of Justice will appoint a National Project Coordinator to provide strategic guidance to the project.

Project Support

UNDP Country Office staff including the following will carry out tasks that are directly attributable to the implementation of the project, by providing strategic guidance, coordination with partners and quality assurance:

1. Cluster Leader (10% staff time) is responsible for providing strategic guidance for the project's implementation especially in terms of positioning the project in the national development context and supporting the project's engagement with national policy/decision makers.
2. Programme Analyst on Effective Governance (20%) is responsible for the project oversight and quality assurance in terms of alignment of the project's programmatic activities to the theory of change, gender mainstreaming, and best value for money.
3. Procurement Analyst (15%) is responsible for providing support in the identification of procurement modalities, facilitating quality, transparent, effective and fast procurement processes; supporting the project in the launch and publicity of procurement processes; advising in project procurement evaluation processes; due diligence process, supporting in negotiations with potential contractors (as needed); assisting in the process of contracting, monitoring of contracts.
4. Finance Associate (15%) is responsible for providing support in the preparation of the budget, and budget revisions, and supporting the overall financial monitoring and reporting for the overall project; assisting the project team in preparation of financial transactions and appropriate project reports.
5. Human Resource Associate (15%) is responsible for the recruitment of the project's core and temporary staff, providing advice on conditions of service and carry-out labour relations activities as appropriate. The project office does not have a dedicated personnel officer. Hence, the heavy reliance on UNDP Human Resources Associate's services.
6. Admin and Logistics Assistant (15%) is responsible for administrative duties related to the implementation of the project activities, assisting with organising administrative tasks and processes for the project including visa requests, customs clearance, vehicle registration and accreditation.
7. Finance Clerk (15%) will support processing of the project's financial documentation through the bank (payments, vouchers, invoices, etc.) and maintaining internal expenditures control system, reconciliation of bank statements, and maintenance of the proper filing system for financial records and documents.

Project office costs directly attributable to the implementation of the project will also include travel local/international and transportation costs, costs for procurement of office furniture, IT equipment, office utilities and internet charges, stationeries, and cost of the office premises renovation if required.

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.

An audit of the project, if and when required, will be conducted as per UNDP procedures and requirements.

V. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the UNSDCF RRF: Outcome 1: By 2030, all people in Uzbekistan benefit from effective, inclusive, transparent and accountable governance and evidence-based decision-making, which will enhance human rights protection, anti-corruption, well-being, peace and justice for all and reduce inequality within society</p> <p>Intended Outcome as stated in the UNDP Uzbekistan CPD 2026-2030: Outcome 1: Structural transformation accelerated, particularly green, inclusive, and digital transitions.</p>												
<p>Outcome indicators as stated in the CPD RRF, including baseline and targets:</p> <p>Output 1.2: Enhanced access to quality public, social, environmental and other services to ensure viable social pact.</p> <p>1.2.1 Number of users reporting improved satisfaction with the quality, accessibility, and efficiency of public, social, and environmental services enhanced with UNDP support Baseline (2025): 100,000. Target (2030): 600,000 (at least 30% are women)</p> <p>1.2.2 Number of new measures that improved agility and responsiveness of local governance institutions for service delivery and sustainable development Baseline (2025): 1. Target (2030): 6</p>												
<p>Applicable Output(s) from the UNDP Strategic Plan:</p>												
<p>Project Title and Quantum Project Number: Further Improvement of Public Services Delivery in Uzbekistan, Quantum Project ID: 01003222, Award ID: 1310077</p>												
EXPECTED OUTCOMES AND OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS		
			Value	Year	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)	Year 5 (2029)		FINAL	
<p>Impact: Improved quality of life of people in rural areas, particularly those vulnerable – including women, youth and children, elderly, people with disabilities, and people from socio-economically disadvantaged situations through better access to and usage of inclusive, people-centric and digitally empowered public services.</p>	<p>1. Uzbekistan's rank in the E-Government Development Index (EGDI)</p> <p>2. Uzbekistan's rank in the World Bank's Worldwide Governance Indicators (Government Effectiveness Indicator)</p> <p>3. Uzbekistan's rank in The Global Economy's Public Service Index</p>	<p>UNDESA reports</p> <p>World Bank reports</p> <p>The Global Economy's Public Service Index report</p>	63	2024	63	60	60	56	56	56	56	<p>publicadministration.un.org/egovkb/en-us</p> <p>govindicators.org</p>
			40.1	2024	42	43.5	45	46.5	48	48	48	
			119	2024	115	111	107	103	99	99	99	<p>theglobaleconomy.com/rankings/public_services_index</p>

EXPECTED OUTCOMES AND OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)	Year 5 (2029)	
Outcome 1. Improved Efficiency and Effectiveness of Public Service Delivery.	1.1. Number of strategic policy documents adopted and implemented aimed at transformation of institutional, legal and regulatory frameworks of the national public services delivery system	UNDP and Government reports	1	2023	-	1	-	1	2	Strong political will supporting the implementation of the Uzbekistan 2030 Strategy, which includes issues of public administration reform and transforming the public services delivery system
	1.2. Number of regulations, national standards developed and introduced in the public services delivery system that establish standard practices and procedures for providing public services.	UNDP and Government reports	0	2023	-	1	-	1	3	
Outcome 2. Increased Accessibility and Quality of Public Services through Digital Transformation and Local Governance.	2.1 Number of delivered public services disaggregated by gender, geographic areas (urban/rural), age.	Government reports	19 mln (n/a)	2023	20 mln	22 mln	23 mln	24 mln	25 mln	Data from my.gov.uz
	2.2 Number of public institutions that applied modern Human Resources Management practices	UNDP and Government reports	1	2024	-	2	1	1	5	Annual programme reports
	3.1. Share of public services provided digitally via my.gov.uz	Data from my.gov.uz	65%	2024	75%	80%	85%	90%	95%	Annual programme reports
	3.2. Number of inclusive Public Service Centers	Annual reports	15	2023	20	30	40	50	60	Data from my.gov.uz
Output 1. Transformed institutional, legal, and regulatory frameworks underpinning the backbone office of the national	4.1. Number of policy and legislation recommendations developed and implemented to improve local governance	Annual reports	1	2022	-	2	1	1	5	Official reports
	1.1. Number of back-office institutions certified on ISO 9001:2015 (Quality management systems) and ISO 27001 (Information Security Management System)	Annual programme reports	1	2023	-	2	1	1	5	Annual programme reports

EXPECTED OUTCOMES AND OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)	Year 5 (2029)		FINAL
public services delivery system.	1.2. Number of back-office institutions that have undergone functional reviews with an aim to improve their management, processes and operations.	UNDP and Government reports	6	2023	6	8	9	10	11	11	UNDP and Government reports
	2.1. Number of civil servants trained on inclusive and user-centric public service delivery (women and men).	Annual reports	260 w80 m180	2023	200 (60, 140)	200 (60, 140)	200 (60, 140)	200 (60, 140)	200 (60, 140)	1000 (300, 700)	
public service delivery to ensure their effective operation at the national, regional and local levels.	2.2. Number of rural population supported by volunteers in obtaining public services in self-service corners in PSCs, "Inson" social services centres and in mahallas (women and men).	Annual reports	2000 (w: 1100, m: 900)	2023	1000 (600, 400)	1000 (600, 400)	1000 (600, 400)	1000 (600, 400)	1000 (600, 400)	5000 (3000, 2000)	
Output 3. Digital and user-centric transformation of the back office institutions is accelerated to improve availability and quality of public services	3.1. Number of public services transformed through BPR and digitalization (cumulative indicator).	Annual reports	115	2024	120	125	130	140	150	150	
	3.2. Number of public services zones created in mahallas	Annual reports	1	2023	7	7	7	7	7	35	
	3.3. Number of public services and functions proposed to be transferred to the private sector (cumulative indicator)	Annual reports	1	2023	2	4	6	8	10	10	
Output 4. Transformed local governance systems to ensure responsiveness, accountability and better operation of regional and local institutions functioning as back offices	4.1. Number of staff of the local governance institutions that increased their capacity through training programmes (women and men).	Annual reports	140 (w:45 m:95)	2023	100 (40, 60)	100 (40, 60)	100 (40, 60)	100 (40, 60)	100 (40, 60)	500 (200, 300)	
	4.2. Number of civil society institutions and groups of rural population involved in local decision-making processes (cumulative indicator)	Annual reports	7	2024	7	9	11	13	14	14	
	4.4. Number of Women Advisory Groups (WAGs) operating in rural areas (cumulative indicator)	Annual reports	7	2024	7	9	11	13	14	14	

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
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.
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 improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
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 along 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.	Specify frequency (i.e., 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	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Independent Midterm Evaluation				July 2027	MOJ	
Independent Terminal Evaluation				July 2029	MOJ	

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		2025	2026	2027	2028	2029		Funding Source	Budget Description	Amount
		Output 1. Transformed institutional, legal, and regulatory frameworks underpinning the back office of the national public service delivery system	<p>Activity 1.1. Review institutional, legal and regulatory frameworks of the national public services delivery system with focus on back office institutions</p> <p>Activity 1.2. Standardise service management practices and procedures to make them people-centric and inclusive</p> <p>Activity 1.3. Improvement of the institutional, operational and technical capacities of back-office institutions coherently with international standards</p>	18,150	18,803	19,461		19,123	18,291	EU
		45,376	47,009	48,653	47,809	45,727	EU		234,574	
	Activity 1.4. Functional review of government entities engaged in public service delivery	54,451	56,410	58,383	57,370	54,872	EU		281,486	
	Subtotal for Output 1	181,505	188,035	194,611	191,234	182,906			938,290	
Output 2. Enhanced capacity of the back office institutions in public service delivery to ensure their effective operation at	<p>Activity 2.1. Assessment of demand for most popular public services, assessment of service delivery quality, and development of proposals for digitalization of public services</p> <p>Activity 2.2. Introduction of advanced HR and M&E practices in the public service delivery system</p> <p>Activity 2.3. Capacity development and training of the public service providers</p>	39,616	42,757	26,526	25,884	23,352	EU	Local consultants, Contractual Services – Individuals, Travel, Contractual services – Companies, Equipment and Furniture, IT equipment, Audiovisual and	158,135	
		52,126	56,259	34,903	34,059	30,727	EU		208,074	
		41,701	45,007	27,922	27,247	24,581	EU		166,458	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year						RESPONSIBLE PARTY	PLANNED BUDGET		
		2025	2026	2027	2028	2029	Funding Source		Budget Description	Amount	
the national, regional and local levels	Activity 2.4. Improve access to information about public services through various channels, and conduct public awareness campaigns	37,531	40,506	25,130	24,522	22,123	UNDP	EU	print production costs, Miscellaneous Expenses, Training workshops and conferences	149,812	
	Activity 2.5. Advanced introduction of internship and volunteer programmes for university and college students in back and front offices	37,531	40,506	25,130	24,522	22,123	UNDP	EU		149,811	
	Subtotal for Output 2	208,505	225,035	139,611	136,234	122,906				832,290	
	Activity 3.1. Digital transformation of at least 20 public services through enhancing the digital capacity of the selected back offices	146,600	217,607	107,647	78,575	77,523	UNDP	EU	Local consultants , Contractual Services – Individuals, Travel,	627,952	
	Activity 3.2. Introduction of advanced digital data analysis tools across the public service delivery system	104,714	155,434	76,891	56,125	55,374	UNDP	EU	Contractual services – Companies, Equipment and Furniture , Communic & Audio Visual Equipment, IT equipment, Miscellaneous Expenses	448,538	
Output 3. Digital and user-centric transformation of the back office institutions is accelerated to improve availability and quality of public services	Activity 3.3. Improve user experience through upgrading design, layout, furnishing and equipping PSCs, community branches and back offices to make them inclusive and people-centric	125,657	186,521	92,269	67,350	66,448	UNDP	EU		538,245	
	Activity 3.4. Promoting the provision of public services and functions by the private sector	41,886	62,173	30,756	22,450	22,150	UNDP	EU		179,415	
	Subtotal for Output 3	418,857	621,735	307,563	224,500	221,495				1,794,150	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year						RESPONSIBLE PARTY	PLANNED BUDGET		
		2025	2026	2027	2028	2029	Funding Source		Budget Description	Amount	
Output 4. Transformed local governance systems to ensure responsiveness, accountability and better operation of regional and local institutions functioning as back offices	Activity 4.1. Improvement of legislation pertaining to local executive and representative government bodies, regional branches of the ministries and agencies	42,562	43,097	45,399	44,217	43,052	UNDP	EU	Local consultants , Contractual Services – Individuals, Travel,	218,327	
	Activity 4.2. Capacity development and training for local government authorities, mahallas and local branches of central ministries/agencies	30,401	30,784	32,428	31,584	30,752	UNDP	EU	Contractual services – Companies, Miscellaneous Expenses	155,949	
	Activity 4.3. Facilitate interaction between public authorities, population and civil society	24,321	24,627	25,942	25,267	24,601	UNDP	EU		124,758	
	Activity 4.4. Facilitate development of gender-sensitive public service delivery models	24,321	24,627	25,942	25,266	24,601	UNDP	EU		124,756	
	Subtotal for Output 4	121,605	123,135	129,711	126,334	123,006				623,790	
Monitoring and Evaluation		10,000	0	20,000	0	40,000	UNDP	EU	International consultants	70,000	
Project management and coordination costs		184,025	161,125	164,834	168,654	172,579	UNDP	EU	Staff, DPC, office, fuel, etc.	851,217	
General Management Support (7% of the total eligible direct costs)		78,715	92,335	66,943	59,287	60,402	UNDP	EU	GMS	357,682	
Total		1,203,210	1,411,400	1,023,273	906,243	923,294				5,467,420	

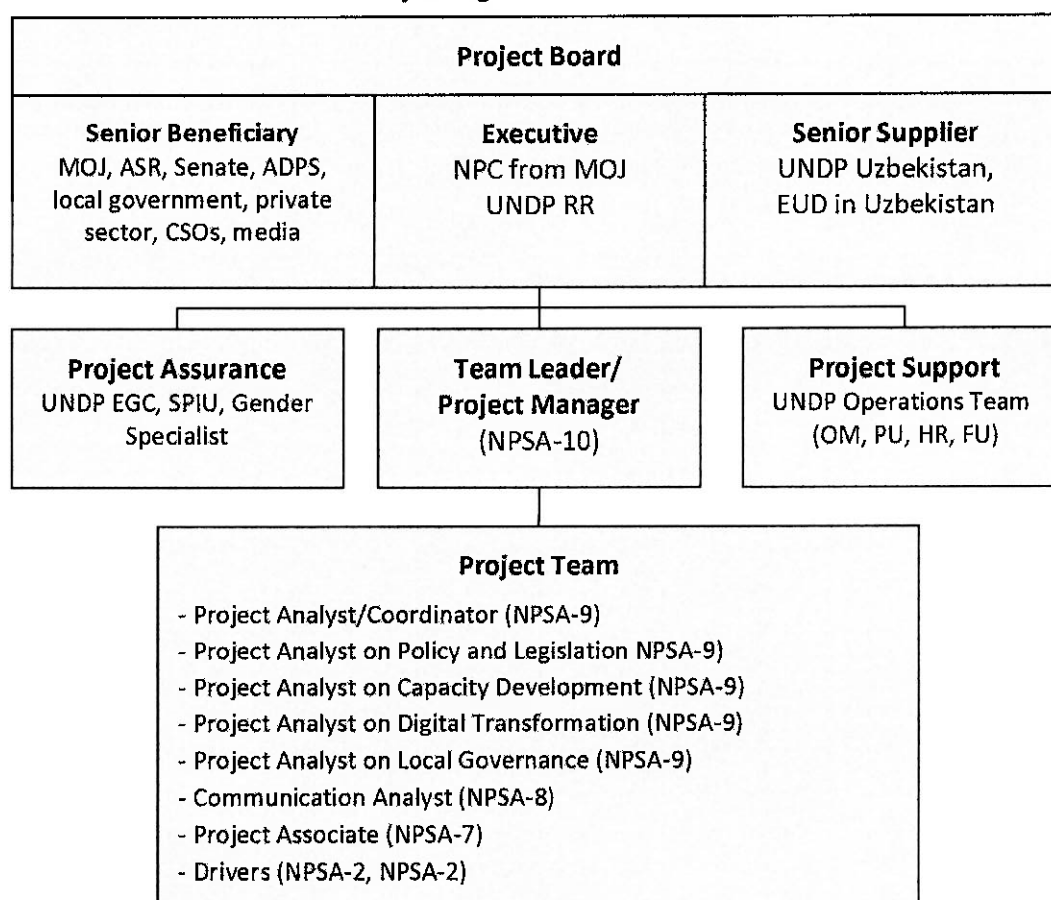
VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented in accordance with the UNDP procedures for national implementation modality (NIM) with full country office (CO) support. The NIM modality with full CO support has been selected to strengthen the national ownership and sustainability of the project results. The project will be implemented jointly by the UNDP, the Ministry of Justice and, in close coordination with other national partners. The Ministry of Justice will appoint a National Project Coordinator to provide strategic guidance to the project on improvement of the public services delivery system in Uzbekistan.

The project will be overseen and guided by the Project Board, the main body responsible for the overall direction and management of the project. It will consist of the following members:

- 1) The Executive is an individual or group representing ownership of the project who will chair the Project Board. In this project, the executives are the National Project Coordinator from the Ministry of Justice of the Republic of Uzbekistan and the Resident Representative of UNDP Uzbekistan.
- 2) The Senior Supplier is an individual or group representing the interests of the parties concerned that provides funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). Under this project, the senior suppliers are UNDP Uzbekistan and the Delegation of the European Union to Uzbekistan.
- 3) The Senior Beneficiary: Ministry of Justice, the Agency for Strategic Reforms under the President of the Republic of Uzbekistan, line ministries and agencies, local government bodies (khokimiyats and kengashes), CSO, media and others, 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 realisation of project results from the perspective of the project beneficiaries.

Project Organisational Structure



The Project Board will be co-chaired by the MoJ and UNDP. It will provide strategic guidance, oversee project implementation and be responsible for making consensus-based decisions for the Project, including the changes to the project strategy and/or budget, approval and revisions of project work plans. To ensure UNDP's ultimate accountability,

Project Board decisions will be made in accordance with standards that shall ensure the best value for money, fairness, integrity, transparency and effective competition. In case a consensus cannot be reached within the Board, a final decision shall rest with the UNDP Resident Representative, in consultation with the Delegation of the EU to Uzbekistan. In the course of the project implementation, the Project Board assumes the following specific duties:

- Overall guidance and direction to the project;
- Review of each stage and approval of progress;
- Review and approval of work plans and any exception plans.

At the end of the project, the Project Board will:

- Assure that all expected outputs have been delivered in a satisfactory manner;
- Approve the Final Project Report and Results.

The Project Board will meet at the request of the National Project Coordinator but not less than once in a calendar year. The Project Board meetings will be attended by the Project Board members, Project Manager, project team, and other project stakeholders.

The Project Manager will have the authority to manage the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager's prime responsibility is to ensure that the project achieves the outcomes specified in the project Document and adheres to the required standard of quality within the specified timeframe and budget.

A Project Implementation Team (unit) will be established to develop annual plans, programming and budgeting, and deliver activities within time and resource constraints and of good quality. It will consist of Project Manager, Task Managers for each output, and staff for operations (administrative, finance, procurement and other tasks). The human resources required for the implementation of the project will be as follows:

1. Project Manager (NPSA-10): full-time position under the National Personnel Services Agreement, who will be responsible for day-to-day management and decision-making for the project to ensure that it produces the results specified in the project document to the required standard of quality and within the specified constraints of time and cost. S/he will provide overall supervision of the project staff, international and national consultants, establish and maintain partnerships with all project stakeholders (government, donors, development partners, civil society, etc.).
2. Programme Coordinator (NPSA-9): full-time position under the National Personnel Services Agreement, who will be responsible for effective coordination and quality assurance of the project's research and analytical work in all thematic areas, monitoring and evaluation of the project's activities, documenting lessons learned, providing strategic advice to the project manager, as well as technical inputs and direction to the project team to ensure focus on the project's programmatic objectives.
3. Project Analyst on Policy and Legislation (NPSA-9): full-time position under the National Personnel Services Agreement, who will be responsible for programmatic delivery of the project's Output 1.
4. Project Analyst on Capacity Development (NPSA-9): full-time position under the National Personnel Services Agreement, who will be responsible for programmatic delivery of the project's Output 2.
5. Project Analyst on Digital Transformation (NPSA-9): full-time position under the National Personnel Services Agreement, who will be responsible for programmatic delivery of the project's Output 3.
6. Project Analyst on Local Governance (NPSA-9): full-time position under the National Personnel Services Agreement, who will be responsible for programmatic delivery of the project's Output 4.
7. Communication Analyst (NPSA-8): full time position under National Personnel Services Agreement, who will be responsible for planning and implementing the project's communication and visibility activities.
8. Project Associate (NPSA-7): full-time position under the National Personnel Services Agreement responsible for financial, administrative, procurement and logistic support for the implementation of the project.
9. Driver (NPSA-2): full-time position under the National Personnel Services Agreement, who will be employed to ensure effective transportation services at the central level and based in the city of Tashkent.

10. Driver (NPSA-2): full-time position under the National Personnel Services Agreement, who will be employed to ensure effective transportation services at the regional level and across the pilot regions. The duty station will be clarified when pilot regions are selected during the inception phase.

Project Assurance in general is the responsibility of each Project Board member, while specific quality assurance rests with the Effective Governance Cluster, Strategic Planning and Integration Unit, Gender Specialist, and other respective units of UNDP Uzbekistan. 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.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement 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 Ministry of Justice of the Republic of Uzbekistan ("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 [or the Supplemental Provisions to the Project Document], 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, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>.

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 offence or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

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;
- (ix) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- (x) 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 with 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.
10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.
11. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
12. 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.
13. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. 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.

14. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, credible allegation of fraud or corruption or other financial irregularities 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.

15. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such an amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors, and sub-recipients.

16. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

17. 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.

18. 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** [\[English\]](#) [\[French\]](#) [\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
3. **Risk Analysis.** Use the standard [Risk Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions.** The standard Project Board TOR can be found [here](#).
6. **On-Granting Provisions Applicable to the Implementing Partner¹.** On-granting clauses for non-UNDP Implementing Partners can be found [here](#).

¹ Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.