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PROJECT DOCUMENT
Republic of Uzbekistan

Project Title: Adapting population skills to the post-pandemic economy in Ferghana Valley

Project Number: 00129159

Implementing Partner: Ministry of Employment and Labour Relations of the Republic of Uzbekistan

Other Partners: Ministry of Economic Development and Poverty Reduction, Regional Khomiyats (local authorities), Agency on Youth Affairs, Chamber of Commerce and Industry, the Ministry of Higher and Secondary Specialized Education, IT Park, "Yoshlar Kelajagimiz" Fund

Project Location: Fergana Valley (Andijan, Fergana, Namangan regions)

Start Date: 20 January 2021 **End Date:** 31 December 2023 **PAC Meeting date:** December 24, 2020

Brief Description

The COVID-19 crisis reversed many of the development gains the Republic of Uzbekistan has achieved over the previous decade, with many job losses, especially among the youth and vulnerable workers in the informal sector. The proposed project will contribute to poverty reduction through increased employment and entrepreneurship opportunities of the population, especially the youth of Fergana Valley by building entrepreneurship and future skills among students and job-seekers. This project aims at forging a new pathway for the future of work—based on continuous skills attainment, digital leapfrogging and a new balance between life and work. The development objective of the project is reskilling and upskilling of the workforce to deliver new business models in the post-pandemic era. It will target college and university graduates, young women and men in informal employment, returning migrants and other vulnerable groups and help Uzbekistan Government and private sector to craft policies and talent strategy that develop employees' critical digital and cognitive capabilities, their technical and socio-emotional skills, and their adaptability and resilience. At least 20,000 young people will be benefiting from the project annually.

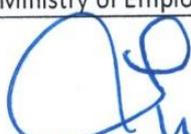
The project activities will thus be grouped into three major directions:

- I. Creating decent employment opportunities by improving technical and digital skills and competencies of self-employed and unemployed women, returning migrants, youth and other vulnerable groups in Fergana Valley that are future-resistant, sustainable and adaptable to changing environment;
- II. Strengthening entrepreneurship skills development and start-up ecosystem; and
- III. Support re-designing of Government labour market programmes (LMPs) and increasing their impact and reach to create better opportunities for those employed in the informal economy.

UNSDCF (United Nations Sustainable Development Cooperation Framework for the Republic of Uzbekistan)
Outcome 3. By 2025, youth, women and vulnerable groups benefit from improved access to livelihoods, decent work and expanded opportunities generated by inclusive and equitable economic growth.
GEN 2

Total resources required:	USD 1,800,000	
Total resources allocated:	TFD:	USD 1,800,000
	Co-financing:	
	Government of Uzbekistan	tentative

Agreed by (signatures):

Ministry of Employment and Labour Relations	UNDP in Uzbekistan
 Nozim Khusanov Minister of Employment and Labour Relations	 Matilda Dimovska UNDP Resident Representative
Date:	Date:

I. DEVELOPMENT CHALLENGE

1.1. COVID-19 implications on socio-economic development

The crisis has progressively disrupted the economy. Beginning with modest supply chain disruptions in February, the global spread of the crisis has had more acute effects on the economy as tighter transport, and travel restrictions eroded trade and tourism. Initial estimates indicate that about 475,000, or 85 percent of small businesses, have been temporarily closed in the early days of the pandemic.

The resilience of Uzbekistan's economy to the global pandemic was supported by robust external and fiscal buffers such as access to external financing and a positive outlook at the commodity market. High gold prices have benefitted exports, public revenues and foreign reserves. Nevertheless, economic projections indicate that Uzbekistan's GDP growth will slow down sharply to 1.5 percent in 2020 compared with 5.7 percent projected in January¹. Social implications of the crisis are considerable with between 1.3 and 2.6 percent of the population, or around 0.45 - 0.88 million people, reportedly having fallen into poverty as a result of the crisis.

Notwithstanding the Government's comprehensive anti-crisis measures and to a large extent their focus on job creation, there were massive disruptions in the labor market with the vulnerable groups suffering the most. The official unemployment rate rose to 13,2% in July 2020, compared to 9,1% in August 2019¹. Unemployment among women and youth was higher, at 17,4% and 20,1% respectively. Crisis has been more disruptive for self-employed rather than formally employed and manifested itself more severely among those living in urban areas. Formal employment started recovering in mid-August once the lockdown measures were lifted. Recovery in the informal sector was slower, the share of households reporting self-employment fell by 67 percent in April and remained down 30 percent through August.

Vulnerabilities were manifested as a result of the crisis. Among the population that was affected the most during the crisis the following groups were hit the hardest: i) large number of informally employed (especially women) have lost their income and jobs; ii) migration has been disrupted, with severe impacts in the immediate and longer term, especially for women; iii) the economic downturn has reduced the employment opportunities of a significant population of young people not in education, employment and training (NEET) leaving them even further behind; iv) families – especially women with young children – have lost employment because of pandemic school closures.

Informally employed were hit the hardest. Lockdown and subsequent economic paralysis caused by the pandemic has been affecting disproportionately those in the informal sector. According to the World Bank's Listening to the Citizens of Uzbekistan (L2CU) survey, the share of households with at least one working member fell by more than 40 percentage points in April before rebounding by 33 percentage points by June². Since then, the recovery stalled more than 11 percentage points below 2019 levels. Declines have been largest among the self-employed, with 67% fewer reporting any income in April and remained down 30 percent through August. Even before the pandemic, informal employment has been

¹ <https://www.gazeta.uz/ru/2020/08/03/unemployment/>

² World Bank. Listening to Citizens of Uzbekistan. <https://www.worldbank.org/en/country/uzbekistan/brief/l2cu#4>

one of the key bottlenecks for sustainable development. In the first half of 2019, the share of employment in the informal sector made up 58.2 percent of the total labour force. This makes about 7.9 million employed informally (mainly in construction, trade, agriculture, tourism, and services), dominated by youth between 18 to 25 years old.

The impact of disrupted migration in both the immediate and longer term is high. Many seasonal migrants have lost their jobs and returned home. Future migration expectations have fully collapsed. According to various estimates in the first quarter of 2020, the number of respondents with household members considering seasonal migration fell by more than 95 percent over the previous year. In April 2020, there was not a single household reporting anyone considering migration abroad and the share of households receiving any remittances fell by 54 percent compared to the same period the previous year. Remittances recovered lost ground in August but remained well below 2019. Among those that did receive remittances, the value of the median transfer fell by 21 percent. Hence, disrupted migration will be one of the most critical transmission channels in the case of Uzbekistan.

COVID-19 had a disproportionately negative impact on the economic, social and psychological wellbeing of women. According to the Socio-Economic Impact Assessment study conducted by UNDP in May-June 2020 to find out the implications of the pandemic on well-being of the most vulnerable population, women were hit the hardest³. According to the findings of the study, women were most likely to approach mahalla centers for assistance (89% responses). While this may indicate that women typically take on the role of requesting social benefits, it very likely also indicates that women have been put in especially vulnerable situations due to the pandemic. First, women are a majority of formal or informal workers in the services, food and beverage and education sectors, which were greatly impacted by the crisis. Second, women take on the major role of looking after children- a role that they continued to provide when also staying home during the pandemic. The increased burden on women of childcare, as well as overseeing children's education, reduced their ability to work. Almost 50% of the respondents confirmed that the quarantine has increased women's domestic workload (housework, care for children, the elderly and ill family members). Third, as the majority of migrant workers from Uzbekistan are men, the pandemic resulted in wives of migrant workers losing their livelihoods due to the closure of borders during the most profitable season for labor migration.

Children's and students' access to formal and informal education has been adversely affected, despite continuous efforts by the Government to put in place virtual learning options. The nation-wide lockdown means that 1.4 million preschool children, 5.85 million students in general secondary schools, 728,000 students in secondary specialized and professional institutions and 360,000 students in higher education have faced serious disruptions in the education processes. With the partial restrictions predicted to remain, especially in the education sector, there is an urgent need to adapt the education system, both formal and informal, to the new normal.

1.2. Most Significant Challenges and Priorities

³ UNDP Uzbekistan with the Ministry for Mahalla and Family Support conducted a survey of local communities in Uzbekistan to assess the social and economic impact of the government's COVID-19 response on the countrywide population. The study targeted mahalla leaders, covering 3,670 respondents— chairpersons of mahallas, their deputies and specialists (25% of respondents were women). The study, conducted in May-June 2020, focused on assessing the consequences of the nationwide quarantine for the overall wellbeing of communities, selected sectors, various social groups, and on women particularly. The study also considered the capacity of mahallas to effectively deliver social support to the most affected populations.

Short-Term (1-3mo): The second wave of the pandemic that is now unfolding in the country and around the world poses a serious risk in the light of the new lock-down measures that could be imposed by the Government. The lockdown will halt business operations, send a new wave of supply and demand shocks and more importantly disrupt the labor market. External shocks including volatility in commodity prices and disruption to value chains risks to threaten projected public revenue flows and weaken fiscal buffers. Fall in remittances and limited outmigration have shifted pressure on domestic construction and agriculture sectors. Still, this sets an urgent need for a concerted effort to create new job opportunities for youth, women, labor migrants and workers displaced because of the pandemic.

Starting 1 January 2021 many anti-crisis measures, including tax and other deferrals, will expire, which will put an extra strain on the SMEs. While aggregate demand and supply have been steadily recovering, it is not clear whether companies will recover sufficiently in order to be able to cover deferred taxes and charges that are to be imposed starting in 2021. The question of extending certain benefits and tax holidays to businesses towards the end of 2020 will be raised again.

Medium-Term (3-6mo): As the access to financing introduced as one of the main anti-crisis support measures starts to fade out, it is important that the banking system maintains its lending operations at a high level in order to support the full recovery of SMEs. Furthermore, it is critical that the Government introduces a more targeted approach to anti-crisis and recovery programme that is in line with more strategic priorities, including innovations and digitalization, green recovery, inclusiveness.

Long-Term (6mo-): The COVID-19 pandemic has hit human capital, adversely affecting both education and health outcomes. School closures may lead to learning losses that undermine productivity gains. Boosting investment in human capital and finding innovative solutions to promote remote learning will be crucial. Support for those who have lost their job and are not equipped with the right skills to re-enter the labor market is also needed. It is also important to strengthen the capacity of Employment Services Centers, which will play a key role in orienting the unemployed towards the right programs, to support their return to employment.

1.3. Regional disparities and Fergana Valley

Ferghana valley presents an area with large unrealized opportunities. It encompasses an area located in three countries – the Andijan, Ferghana and Namangan regions in Uzbekistan; portions of the Sughd region in Tajikistan, and the Osh, Jalalabad, and Batkan regions of Kyrgyzstan. With a total population estimated at 14 million across all three countries, the portion of Ferghana Valley located in Uzbekistan is the largest, with approximately 9.3 million people, comprising 28% of Uzbekistan’s total population. The Ferghana Valley includes some of Uzbekistan’s most highly productive agricultural land and at the same time, has a relatively high level of industrial development compared to other parts of Uzbekistan. Despite being well endowed development challenges are abundant and include social (growing labour pool); economic (structural transition to a market led economic model, uneven growth leading to development gaps between districts), political (cross-border disputes emanating from sharing natural resources, trade disruptions, etc.) and environmental (climate change induced weather variability, water scarcity, limited power generation capacity) challenges. The region is home to one quarter of Uzbekistan’s poor and average income falls on the lower end of the income spectrum.

Fergana Valley is reportedly hit especially hard by the COVID-19 crisis and intensified existing asymmetries within a country. High formal and informal unemployment and loss of income generation opportunities were observed against the backdrop of the pandemic and key constraints that region is facing, which are lack of productive employment and entrepreneurship opportunities for large portions of the economically active population, particularly youth and women, skills mismatch and large share of seasonal migrant workers.

According to the findings of the Socio-Economic Impact Assessment conducted by UNDP, low-income families and returning labor migrants were hit on average harder in Fergana Valley as compared to average impact across the country. For instance, the problem of low-income families is notably high in the Andijan and Namangan regions (more than 50% of responses indicated it as a problem). Labor migrants were more often mentioned as the most negatively impacted category in the Andijan and Namangan regions as compared to other regions (42%-43%).

Table 2. Segments of the population most affected by the negative effects of COVID-19 by region

	Andijan region	Fergana region	Namangan region	Average across Uzbekistan
Low-income families	51	49	56	46
Multi-child families	37	38	40	39
Returning labor migrants	42	39	43	33
Youth (aged 19 to 30)	29	33	28	31
The elderly (aged 50 and above)	24	17	17	19
Entrepreneurs	14	19	15	16
People with disabilities	18	11	10	16
Single parents / guardians of children	8	5	6	7
Children under 18 years	3	5	4	8

II. STRATEGY

2.1. Overall Approach

The Government of Uzbekistan's swift and comprehensive health response and anti-crisis package, underpinned by a new USD 1 billion Anti-crisis Fund on responding to the threats of COVID-19 pandemic and preventing acceleration of its further negative impacts, demonstrates a proactive approach to safeguarding well-being, incomes, livelihoods and the long-term potential of the economy. As a next step, the Government on August 29 adopted a large-scale post-crisis Economic Recovery program⁴, which sets main reform directions that ensure economic sustainability and growth during the post-pandemic period, focusing on reforming the banking sector, stimulating domestic demand through employment, income growth and poverty reduction, improving business environment and investment climate.

Importantly, along with fiscal and macroeconomic measures, job creation was set as one of the main priorities of the Economic Recovery programme. This includes tasks to strengthen the entrepreneurial ecosystem and enhance managerial skills of the population to launch, accelerate and scale up businesses, with special focus on rural population, women and youth. Furthermore, the recovery program sets the ground for development of technical and future professions as key measures to enhancing employment opportunities of the population.

Clearly, the focus on reskilling/upskilling and entrepreneurship anticipated by the project is consistent with efforts undertaken by the Government to support the people most affected by the crisis by creating income-generation opportunities. The Government is in the process of rolling out and scaling up a number of programmes that will accelerate progress towards job creation in 2021-2022, including, expanding Public Works programme, strengthening the system of Vocational Education and Training, further enhancing state programme for providing subsidies to poor households to start a small business, enhancing entrepreneurship skills development programme for rural women, developing digital products for effective public service delivery, enhancing support to start-up ecosystem and developing financing mechanisms to fund innovative and promising start-up projects of young people, and other. The project will strengthen Government's effort by providing expert support, build the knowledge base, provide capacity and institutional development to facilitate this process.

The United Nations Development Program (UNDP) from the early days of the pandemic has provided support to the Government in a number of priority areas. COVID-19 Crisis Management Team (CMT), which was established on 12 March 2020, has come up with the Consolidated Multilateral COVID-19 Socio-Economic Response and Recovery Offer. This Offer, prepared in consultation with national partners, outlines how its combined efforts could contribute to the Government's overall response. The offer covers key sectors including health, macroeconomic response, social protection, supporting workers and job creation, education, social cohesion and community resilience, assessments and data.

The United Nations Development Programme (UNDP) has taken the role of the technical lead in the socio-economic response by actively coordinating with the Government and international partners recovery offer to ensure that it is aligned well with priorities of the Government's Anti-Crisis and Recovery plans. UNDP has also been supporting the Government with conducting a Socio-Economic Impact Assessment with focus on vulnerable

⁴ Decree of the Cabinet of Ministers of the Republic of Uzbekistan #526 dated 29 August 2020

populations and SMEs and formulating policy recommendations that inform future recovery strategies.

In line with the Consolidated Multilateral COVID-19 Socio-Economic Response and Recovery Offer, UNDP CO in Uzbekistan has been implementing a comprehensive COVID-19 Response and Recovery Programme designed to support the Government’s most urgent and strategic interventions. This programme covers areas and includes interventions that are closely coordinated with the Government and are designed to fill existing gaps or increase effectiveness of interventions being undertaken by the Government or other development partners.

Hence, the proposed project will contribute to sustainable people-centred economic recovery from the COVID-19 pandemic through enhanced employment and entrepreneurship opportunities for the population of Fergana Valley, especially the youth, women, self-employed, migrants and other vulnerable groups, by advancing innovative business support practices and market-relevant and future skills to job-seekers. This will be done through an improved and demand-driven technical and vocational education and training that are more responsive to labor market needs. By promoting closer cross-border collaboration across Fergana Valley (Kyrgyzstan and Tajikistan COs), the project aims to benefit from better policy coherence, knowledge exchange, and contribute to the establishment of regional platforms for cooperation.

The project will entail work in three core areas:

- (i) *Creating decent employment opportunities by improving technical and digital skills and competencies of self-employed and unemployed women, returning migrants, youth and other vulnerable groups in Fergana Valley that are future-resistant, sustainable and adaptable to changing environment.*
- (ii) *Economic engagement of NEET young people, with a focus on young women, by creating an enabling environment and equipping adolescents and youth with entrepreneurship skills and establishing a start-up ecosystem.*
- (iii) *Support re-designing of Government labor market programmes (LMPs) and increasing their impact and reach to create better opportunities for those employed in the informal economy.*

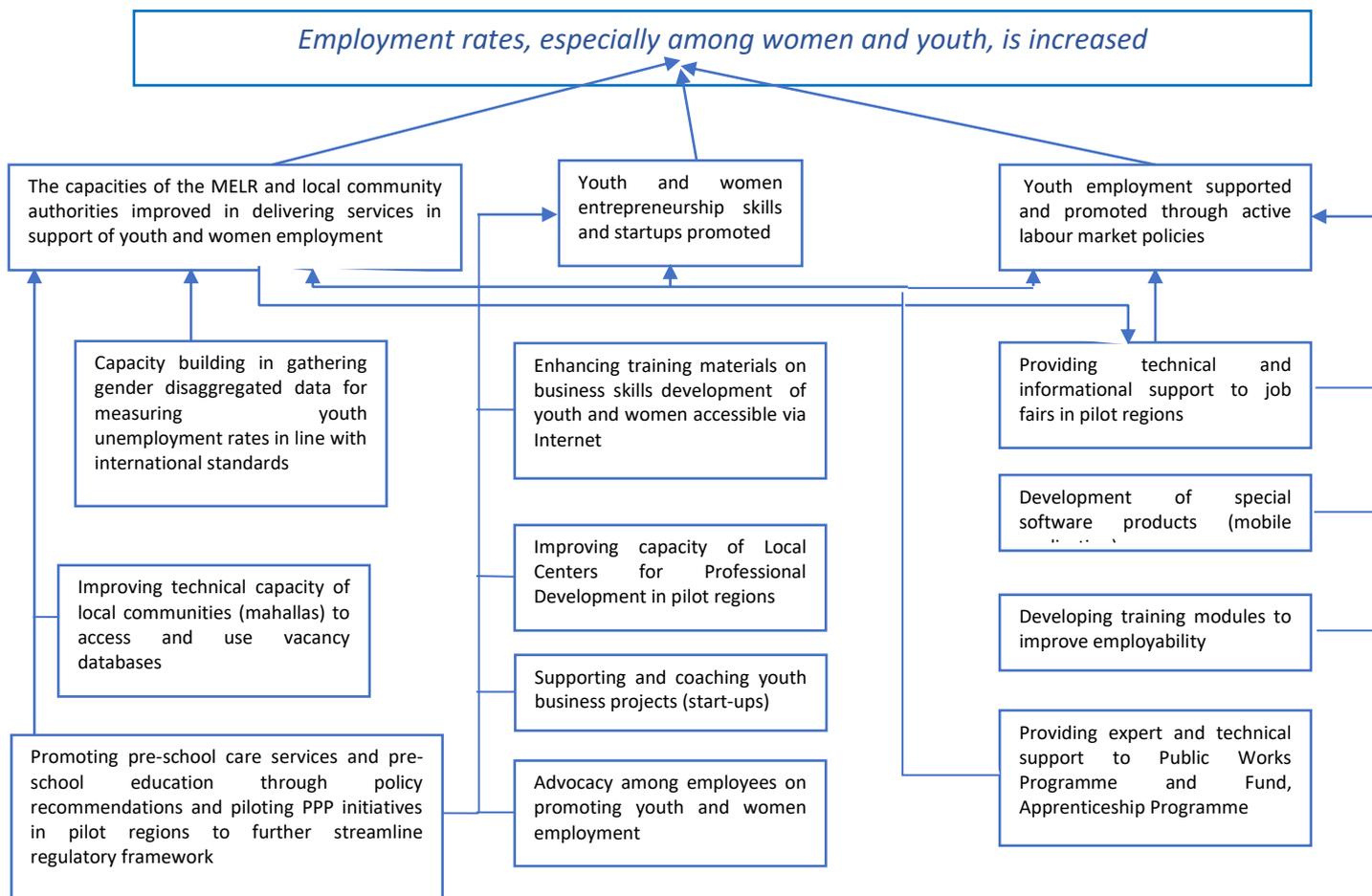
While the proposed project seeks to provide rapid solutions to mitigate the negative impact of COVID-19 pandemic and help lay the groundwork to building forward better, it is designed to enhance longer-term national efforts to build an integrated and inclusive society and will complement a number of initiatives and interventions including a number of UNDP projects such as “Promoting Youth Employment in Uzbekistan”, “Enhancing the adaptation and strengthening the resilience of farmers to climate change risks in Fergana valley”, “COVID-19 Response and Recovery” project and other⁵. The project will ensure synergies across these initiatives, while also helping to build partnerships and demand for deeper reform in employment, migration and across social protection spheres, thereby further enhancing the horizontal policy alignment.

The project will build on the cross-border partnership with the UNDP Country Offices in Kyrgyzstan and Tajikistan to ensure coordinated and reinforcing efforts and interventions across Fergana Valley in all three countries. By promoting cross-border trade and facilitating

⁵ See more details on Partnership section

economic growth in the Fergana valley the project will foster prosperity. The skills developed in the framework of the project will help to develop effective entrepreneurship that benefit neighbouring countries. Joint initiatives like Acceleration and incubation programmes and the development of business-to-business dialogues could help develop local economies and economic integration.

Graphical representation of the project interventions is summarized below:



The above theory of change will be regularly reviewed and updated if and when needed through the Project Board mechanism.

III. COMPONENTS, ACTIVITIES AND EXPECTED RESULTS

Component 1. Creating decent employment opportunities by improving technical and digital skills and competencies of self-employed and unemployed women, returning migrants, youth and other vulnerable groups in Fergana Valley that are future-resistant, sustainable and adaptable to changing environment.

Activity 1.1 Rapid assessment and evidence-based policy advice to the Government of Uzbekistan on the crisis- resilient recovery and future skills development. The UNDP Country Office will conduct a comprehensive assessment of labor market preparedness and resilience and identify future skills needed to formulate effective labor market and technical and vocational education policies. This activity also intends to enhance the analytical capacity of

governments to continuously assess changing landscape. This will be achieved through the following interventions:

- UNDP will conduct a rapid assessment of supply and demand side for professional and technical skills building. It will evaluate ongoing support programmes in the area of skills development that are part of the Recovery Program and realized through the Centres for Professional Development, Monocenters “Ishga Marhamat”, training centres established under public-private partnership modality in Fergana Valley in order to identify gaps in government interventions, assess reach and effectiveness of targeting schemes and propose measures to increase efficiency of the programmes. The demand for skills will be identified by skills mapping and immediate needs assessment. In the new reality where the labor market has experienced major disruptions, followed by the shifting production and consumption patterns, there will be a new labor supply and demand fabric to which the skills development system needs to adapt. Matching workers to jobs in this uncertain and evolving environment will require an ability to quickly identify skills needs and retrain people for jobs that are in demand. The assessment will identify gaps in the existing training programs in terms of skills transferability, adaptability to new normal, and proposing adjustments for skilling and re-skilling programmes needed to ensure stable and inclusive recovery of the jobs market in the region.

Activity 1.2. Design and implement short- and medium-term programmes for building technical skills and competencies of self-employed and unemployed men and women in selected most demanded working professions to address immediate post-crisis market demands. This will be achieved through the following interventions:

- Supporting local Centres for Professional Development (CPDs) in selected regions of the Republic of Uzbekistan (in Andijan, Namangan and Fergana regions) to launch and run skills development programmes for young men and women on international standards. Skills development programmes will be conducted mostly for low- or semi-skilled persons, without tertiary education, and seeking employment and income opportunities, who are abundant in the pilot regions. Training and upskilling opportunities will be blended and will be conducted online and offline (depending on the lockdown restrictions). In developing trainings UNDP will build on the findings of the assessments (Activity 1.1) and consultations will be undertaken with employers to learn about their demand and requirements for skills to improve the employability of trainees. Employers engagement will take place in the curriculum design, application and feedback phase. All relevant participants of the National Qualifications Framework of the Republic of Uzbekistan will be involved at the design stage of the professional skills development and assessment programmes.
- As a crisis resilience building measure, developing resilience-building distance learning solutions aimed at responding to sudden interruptions in educational processes in case of future lock-downs, and crisis.

- Strengthening management and service delivery capacities in pilot local Centres for Professional Development and/or TVET colleges in the remote border regions (Fergana district of Fergana region, Markhamat district of Andijan region, Uchkurgan district of Namangan region) to provide high-quality skills development trainings;
- Establishing standards and competence assessment infrastructure in pilot CPDs;
- Support of the establishment of the Career Centers at Fergana State University and Namangan State University in order to promote successful professional and career growth of students.
- Providing technical assistance to the government with establishing public-private partnership with the private training centres to organize quality professional development training in line with established norms and standards.

Activity 1.3. Empowering and providing equal opportunities for youth, with focus on young women and girls, of Fergana Valley by building their digital and future skills. This will be achieved through the following interventions:

- The project will help to bridge the IT skills gap by encouraging young people, and especially young women, to pursue a STEAM (Science, Technology, Engineering, Arts, Mathematics) career. Technical assistance in building the capacity of the Ministry of Employment and Labor Relations to establish within the framework of professional colleges of the Fergana valley a STEAM programme will be provided. The project will help to establish a high-quality STEAM education programme, which will be providing hands-on workshops, project-based instructions and mentorship. Through these activities the Centre will contribute significantly to increasing the quality of digital skills.

Activity 1.4. Building resilience and adapting skills of migrant workers to post-COVID labor market demands and providing new income generating opportunities to the left-behind families of the migrant workers. This activity will have the following interventions:

- Helping migrant workers develop their skills that they need to live and work in host countries and build their financial literacy. This includes technical and life skills that are forward looking to ensure beneficiaries' preparedness to the changing post-COVID labor market realities in the host countries.
- Increasing the capacity of the «Ishga Markhamat» ("Welcome to work") Monocenters to provide services to the unemployed and introducing advanced vocational training and development programs. Technical skills building programme will be designed based on the findings of the diagnostics conducted within the Activity 1.1 of the project. The life-skills sessions are expected to promote goal setting, decision-making, communication and language skills among beneficiaries. Financial literacy and language classes will be part of the training programme to promote some behavioural changes in the medium to long run and help migrants engage in more productive and sustainable activities, enabling them to become less vulnerable to shocks, and "graduate" from poverty.
- The project will aim at addressing gender issues through delivery of specific sessions to female migrants on women's empowerment and gender, including modules on reproductive health and family planning. The proposed set of life-skills modules will be included in the training programme with gender aspects well integrated.

- Providing with the support of the Agency for labour migration, as well as involved experts and psychologists, sessions to the migrants about labour market rules and regulations and assist in their psychological preparation for new working conditions of the host-country.

Objective 1. Increased number and quality of professionals in line with the labour market demand

Result 1.1. At least 1,200 young people graduate LCPD training courses every year.

Result 1.2. At least 50% of LCPD graduates are employed or self-employed six months after program completion.

Result 1.3. At least 40% of program beneficiaries are women.

Result 1.4. At least 1000 labour migrants and their families benefit from employment generation, reskilling activities.

Component 2. This component will be supporting the economic engagement of NEET young people, with a focus on young women, by creating an enabling environment and equipping adolescents and youth with entrepreneurship skills and establishing a start-up ecosystem.

The Uzbek Government has seen entrepreneurship and SME development as a major driver on post-COVID-19 economic recovery, income generation and job creation. The recovery strategy of the Government of Uzbekistan is built on the need to support entrepreneurship development by providing tax holidays, micro loans, skills development grants and subsidies, business support services, etc. Realizing that the COVID-19 pandemic disproportionately affected NEET young people, the government is keen to attract more young people into entrepreneurial activity. A number of government programmes and schemes in support of youth business start-ups are being launched and supported both by the government and private sector in the country. These include microcredit and leasing facilities for small businesses established by youth, including college graduates, as well as initiatives to support innovative start-ups (eg., <http://www.startupmix.uz>; <http://startupfactory.uz>);

Evidence shows that even before the crisis has hit many young entrepreneurs lacked essential basic skills and knowledge on how to start and run a business, including on issues of business registration, taxations, recruitment and labour relations, marketing and accounting. Accordingly, those were the ones that had been hit hardest and experienced difficulties to recover their operations.

This component is designed to equip adolescents and youth with social innovation and entrepreneurship skills and to empower young people as agents of change in their communities through various programmes. It is targeted at vulnerable and marginalized young people who do not have access to ongoing employment activation programmes due to knowledge and skills gaps.

Currently, the social enterprise development in Uzbekistan is of a great importance, especially in the light of solving the employment and social protection issues for those who are unable to compete in the labor market. In this regard, the project will pay specific attention to the promotion of socially oriented and innovative entrepreneurship.

Activity 2.1. Facilitating youth entrepreneurship and decent employment opportunities for youth and women through economic empowerment to foster greater social cohesion and wellbeing. This activity will facilitate the process of designing and establishing regional and

cross-border acceleration programs in Fergana Valley. Under this activity the project will help with designing, monitoring, and adjusting acceleration programs based on both internal and external considerations. To facilitate regional collaboration, the project will design and implement, in cooperation with the Kyrgyzstan and Tajikistan COs, regional and cross-border acceleration programmes with the broader goal to foster the start-up ecosystem in the Ferghana Valley. The programmes will be launched in sectors, which can potentially facilitate cross-border collaboration (tourism, agriculture, etc).

- Women acceleration programme will be developed building on the “Start-up initiatives” programme run by UNDP, to support women startup ecosystem development that will build entrepreneurship skills and provide small grants to the young women entrepreneurs who would like to launch their own start-up projects on the example of a successful women's (SEWA - Self-Employed Women's Association⁶ in India). The main purpose of the subcomponent will be providing a range of services (vocational training, retraining, entrepreneurship skills training, as well as assistance in starting and running a business, ensuring access to finance) to women at the start of their own businesses.
- The project intends to design and launch Creative Accelerator programmes for sustainable tourism and agriculture initiatives. These initiatives will aim at supporting scaling up of companies in the tourism and agriculture sector through the integration of cutting-edge technologies and innovation. The main objective of the action is to support creation, business development and scaling-up of companies in the tourism and agriculture sector through incubators and accelerators integrating these sectors with cutting-edge technology, science and other relevant expertise. This programme will target companies that intend to strengthen cross-border cooperation and trade with neighbouring Central Asian countries.
- In addition, the project will stimulate social cohesion and youth engagement by conducting the Start-up Choyhona Programme, in cooperation with the Tajikistan CO and Kyrgyzstan CO. It is envisaged to conduct joint acceleration programmes, pitching sessions for youth across Uzbekistan, Tajikistan and Kyrgyzstan and further match startups with potential investors in Central Asia and abroad. The Start-up Choyhona initiative can be further scaled up to other Central Asian countries and be a platform for cross-border collaboration.
- Facilitate activities that stimulate partnerships between various digital interventions carried by public, non-profit and for-profit IT entities in Ferghana Valley and to expand digital knowledge and cross-border digital entrepreneurship. These interventions will help ensure coordination in each country that lead to establishment of a network of IT actors that will jointly promote the vision of a “Digital Ferghana Valley Network”, working on raising awareness, providing education and creating future-proof jobs in IT sector.
- Encourage dialogue and joint projects between the Digital Ferghana Valley Network and other Central Asian and CIS partners, including the Skolkovo Innovation Center,

⁶ <http://www.sewa.org/>

Digital SGD Accelerator and School of Young Leader programmes under the Eurasian Economic Union, and other entities in the Russian Federation and CIS to broaden links with international markets.

Activity 2.2. Support to local governance and digitalization of entrepreneurial activities.

Local authorities play a key role in ensuring inclusive service delivery, identifying and addressing the needs of the businesses, supporting economic and social safety nets for the most vulnerable, all of which are under increasing stress due to COVID-19.

- Building on and complementing various national initiatives for digitising the economy, this activity will aim to create a network of Digital Innovation Hubs. Digital Innovation Hubs will function as one-stop-shops where companies –especially SMEs, start-ups and mid-caps– can get help to improve their business, production processes, products and services by means of digital technology. This will build on the Integrated Business Support initiative that the UNDP CO has piloted as part of the COVID-19 RRF project. Under this component the project will advise small businesses on how to develop e-business strategies and adopt sustainable solutions. Innovation will be treated from the managerial and technological perspectives. Creating innovation hubs and lining them could lead to better take-up of digital technologies, more innovation, and stronger cross-border cooperation. The project will support the capacity of local authorities on the continuity and inclusive delivery of essential services to businesses and policy development and implementation, particularly through supporting digitalization of public service delivery to the private sector.
- In addition, the project will support the capacity of local authorities on the continuity and inclusive delivery of essential services to businesses and policy development and implementation, particularly through supporting digitalization of public service delivery to the private sector.

Activity 2.3. Enhancing regional cooperation through evidence-based policy research on cross-border trade and joint social and economic recovery.

The Uzbekistan Country Office in cooperation with the Kyrgyzstan and Tajikistan COs will explore economic opportunities for cross-border cooperation, including in the framework of the Eurasian Economic Union. This will include the analysis of export potential and opportunities for cross-border trade of the region in the context of the broader Ferghana Valley in post-COVID-19 framework. The approach will draw on the analysis of binding constraints and economic competitiveness theories. This study will also look at alternatives to harnessing the potential of labour migrants in the region to look for more sustainable recovery and transition in the COVID-19 context. This study will help find best practices and scalable policy and project interventions that can be learned from other countries in the region. They will also look at global value chains based on what the regional economic clusters offer and how to move up along them.

- Undertake a joint evidence-based analysis on re-inventing the region’s export potential and cross-border trade in the COVID-19 context by considering binding constraints, growth potentials, economic relations and bottlenecks, including alternatives for the shuttle trade, labor migration, agricultural economic development models to encourage and facilitate entry into higher segments in global value chains.
- Dissemination and policy level consultation with UNDP, local and central government partners, donor organizations, private sector and other stakeholders.

- Organize webinars and capacity building sessions between entrepreneurs and national and local decision-makers from the three countries to improve awareness of cross-border economic opportunities, including in the context of the Eurasian Economic Union.

Activity 2.4. Ensure access to finance, particularly for women of Fergana valley: Microfinance is traditionally regarded as the development instrument to improving access to financial services for the low-income population in general. The number of borrowers versus economically active individuals in the region is low, which illustrates that microlending capacity is not used in full due to some constraints such as collateral requirements as well as low financial literacy among rural population. Moreover, interest rates are relatively high in the market. In response to these challenges, the project will focus on enhance financial literacy that will not only concentrate around borrowers' education on financial instruments, but also pursue appropriate money management skills on wage, spending, savings, investments and loans. This will help the low-income groups to handle better disposable resources, improve welfare and share new economic thinking in general. The project will cooperate closely with microfinance institutions interested in promotion of financial education as integral to their market strategy.

Objective 2. Increased number of students from regions graduating with innovative entrepreneurship skills

Result 2.1. Increased capacity of relevant education institutions to run acceleration programmes

Result 2.2. Modernized teaching methods developed and piloted in the region

Result 2.3. Increased number of young people and self-employed women who strengthened their skills in accelerating their business development.

Component 3. Support re-designing of Government labor market programmes and increasing their impact and reach to create better opportunities for those employed in the informal economy.

Activity 3.1. Strengthen coordination of all Labor Market Programmes (LMPs) to improve impact. UNDP will help to improve monitoring and evaluation capacity of the Government with a view of improving efficiency and performance of Government labor market policies and ensuring active and passive measures complement each other by providing effective support for different groups of the population, including women and young people.

- Rapid assessment of various LMPs provided by the local Employment Support Centres of Andijan, Fergana and Namangan. Elaboration of measures to finetune the design of the existing programmes.
- Building capacity of the Ministry of Employment and Labor Relations to monitor effectiveness of the LMPs by building capacity of the employees of the ministry on monitoring and evaluation techniques and practices.
- In order to form a system for assessing the needs of the labor market in qualified personnel 1) development of the organizational and methodological basis for conducting surveys among employers and the application of their results; 2)

development of updated unified tools for conducting qualitative and quantitative assessments of employment, demand and supply for labour force in the labour markets in the context of professions and qualifications.

- Developing capacity of the national think-tanks and public authorities, including Republican Scientific Centre for Employment and Labour Protection, in conducting skills rapid assessments will be strengthened through trainings and workshops.

Activity 3.2. Improve the effectiveness of Active Labour Market policies. A central objective will include strengthening the capacity of Employment Support Centres (ESCs) and technical competences of job counsellors with special attention to disadvantaged groups – women, youth, people with disabilities, and people with low skills and obsolete skills hit by economic restructuring.

- Capacity development of the employees of the pilot Employment Support Centres in Fergana Region on job counselling, use of digital information systems and databases, etc. that accommodate the needs of the most vulnerable. Capacity building activities for the employees of labour agencies, conducting master classes and trainings on working with the population, in particular with youth, women and other vulnerable segments of the population.
- Assistance in the development of a concept and TOR for an information system or platform, aimed at 1) initiation by employers and specialists of amendments and additions to existing professional standards; 2) organization of discussion on the principle of "open space", in real time, the development of new and improvement of existing professional standards.

Objective 3 Increased knowledge and practices that lead to more effective labor market policies.

Result 3.1. Increased capacity of relevant governmental institutions to formulate effective employment strategies, programmes and initiatives.

Result 3.2. Increased capacity of the employers of local Employment Support Centres of Andijan, Fergana and Namangan to provide quality services.

IV. MANAGING SOCIAL AND ENVIRONMENTAL RISKS

Social and environmental sustainability are cornerstones of human development and poverty reduction. The project will have the following overarching policy and principles:

Principle 1: Human Rights

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

The main aim of the project is to contribute to poverty reduction through increased employment and entrepreneurship opportunities of the population, particularly the youth of Fergana Valley, by building entrepreneurship and future skills, digital leapfrogging, reskilling and upskilling of the workforce to deliver new business models in the post-pandemic era. Special attention will be given to ensure that jobs are formalised. The project will also ensure that participating businesses implement safe labour standards as per the ILO recommendations.

Principle 2: Gender equality and women's empowerment

Recognizing that there is a gender gap in economically active men and women, especially young women, the project interventions at all levels are focused on promoting gender equality. In particular, at activity level the project will work to improve the capacity of the MELR and local community authorities in delivering services in support of youth and women employment; promote youth and women entrepreneurship skills; and supporting and promoting youth and women employment through active labour market policies, and other interventions with specific focus on gender issues and women empowerment. As an example, the project will support MELR with delivering specific sessions to female migrants on women's empowerment and gender, including modules on reproductive health and family planning. The proposed set of life-skills modules will be included in the training programme with gender aspects well integrated.

Principle 3: Environmental Sustainability

The project entails the provision of support to business initiatives of young and women entrepreneurs, and in doing so, the project will support the initiatives that are environmentally friendly and that:

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

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

out of a natural resource. Detailed list of indicators the project will be compliant to in order to ensure social and environmental sustainability can be found [here](#).⁷

V. RESULTS AND PARTNERSHIPS

5.1. Expected Goals and Results

The expected goal of the project will be contribution to poverty reduction through increased employment and entrepreneurship opportunities of the population, particularly the youth of Fergana Valley, by building entrepreneurship and future skills, digital leapfrogging, reskilling and upskilling of the workforce to deliver new business models in the post-pandemic era.

To achieve this goal, the project will have 3 activities:

1. Creating decent employment opportunities by improving technical and digital skills and competencies of self-employed and unemployed women, returning migrants, youth and other vulnerable groups in Fergana Valley that are future-resistant, sustainable and adaptable to changing environment;
2. Strengthening entrepreneurship skills development and start-up ecosystem; and
3. Support re-designing of Government labor market programmes and increasing their impact and reach to create better opportunities for those employed in the informal economy.

The project will use the following indicators to measure its results:

- Increased number and quality of professionals in line with the labour market demand
 - At least 1,200 young people graduate LCPD training courses every year
 - At least 50% of LCPD graduates are employed or self-employed six months after program completion
 - At least 40% of program beneficiaries are women
 - At least 1000 labour migrants and their families benefit from employment generation, reskilling activities
- Increased number of students from regions graduating with innovative entrepreneurship skills
 - Increased capacity of relevant education institutions to run acceleration programmes
 - Modernized teaching methods developed and piloted in the region
 - Increased number of young people who strengthened their skills in accelerating their business development.
- Increased knowledge and practices that lead to more effective labor market policies
 - Increased capacity of relevant governmental institutions to formulate effective employment strategies, programmes and initiatives.

⁷ <http://www.undp.org/content/undp/en/home/librarypage/operations1/undp-social-and-environmental-standards.html>

- Increased capacity of the employers of local Employment Support Centres of Andijan, Fergana and Namangan to provide quality services.

More detailed information on output indicators and targets are presented in the Results and Resources Framework section of the Project Document.

5.2. Resources Required to Achieve the Expected Results

The project is embedded within the larger context of reforms where one of the key national partners, the Ministry of Employment and Labour Relations (MELR) is tasked with developing and implementing active labour market policies, with special focus on self-employed and unemployed women, returning migrants, youth and other vulnerable groups. The project will complement MELR's efforts to design cross-sectoral comprehensive programmes and increase the impact and reach of the Government's active labor market policies. For the role envisioned the project has adequate resources.

Main project activities will be funded by the Russian Federation - UNDP- Trust Fund for Development (TFD). In addition to this, other UNDP projects and UN agencies are expected to support the reform processes as described below. Also, UNDP will seek and utilize partnerships with traditional development agents and institutions, such as the World Bank, ADB, JICA and other emerging donors to coordinate and align activities targeting job creation in the country.

The project will also work on resource mobilization to attract more funding opportunities for the strategic project activities, expand the scale of activities, ensure replication and sustainability of results.

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

5.3. Partnerships

The implementation of the project and activities will entail close collaboration with a wide range of partners from the government (ministries, agencies, local authorities), non-government organizations, funds (such as the Ministry of Economic Development and Poverty Reduction, the Ministry of Higher and Secondary Specialized Education, Chamber of Commerce and Industry, IT Park and "Yoshlar kelajagimiz" Fund), local experts and think tanks, as well as international and bilateral donors that are currently providing support to the Government of Uzbekistan in this area.

With the Ministry of Employment and Labour Relations (MELR) being the major government partner and national project executive, the implementation of specific project activities would require partnership and coordination with a number of other government agencies. These include the President's Administration, the Cabinet of Ministers and the Ministry of Economic Development and Poverty Reduction, which are key policy makers in the area of employment promotion. Local authorities (hokimiyats) will also need to be involved and consulted in supporting youth employment promotion initiatives in the regions of the country, such as in supporting local governance and digitalization of entrepreneurial activities. Local authorities play a key role in ensuring inclusive service delivery, identifying and addressing the needs of the businesses, supporting economic and social safety nets for the most vulnerable, all of

which are under increasing stress due to COVID-19. The project will support the capacity of local authorities on the continuity and inclusive delivery of essential services to businesses and policy development and implementation, particularly through Digital Innovation Hubs and supporting digitalization of public service delivery to the private sector. In addition, the project will support the capacity of local authorities on the continuity and inclusive delivery of essential services to businesses and policy development and implementation, particularly through supporting digitalization of public service delivery to the private sector.

The project will build on the cross-border partnership with the UNDP Country Offices in Kyrgyzstan and Tajikistan to ensure coordinated and reinforcing efforts and interventions across Fergana Valley in all three countries. By promoting cross-border trade and facilitating economic growth in the Fergana valley the project will foster prosperity. The skills developed in the framework of the project will help to develop effective entrepreneurship that benefit neighbouring countries. Joint initiatives like Acceleration and incubation programmes and the development of business-to-business dialogues could help develop local economies and economic integration.

In addition, the project plans to partner with a number of national and regional public and private organizations, academic institutions, youth and women organizations, businesses and industrial enterprises, individual experts, mentors, potential investors, including business angels and venture funds, to attract ever more resources, to expand outreach and impact of the programme, to enhance national and regional capacities to acquire the programme and make it a national programme;

To support the implementation of activities on promotion of youth employment and youth entrepreneurship, including innovative startups, the project will seek establishing partnerships with Russian organizations. Youth entrepreneurship infrastructure is well developed in Russian universities, including business incubators at the Higher School of Economics, Moscow State University, ITMO University in Saint Petersburg, Kazan University, Tomsk University and many others. Experience of Russian regions on youth entrepreneurship development could also be engaged, for example, elaboration and implementation of youth entrepreneurship strategy and building university startup support ecosystem institutions such as accelerators and IT Hubs in Tatarstan (eg, <http://www.innopolis.com/> and <https://www.itpark-kazan.ru/>).

The project plans to partner with TUMO Center for Creating Technologies from Armenia. The TUMO Centre for Creative Technologies is an independent foundation that trains every year 14,000 students (age 12-18) in a free of charge after-school programme that allows them to experiment with digital technologies and creativity. The proposed programme will build on its success, (i) to strengthen the link between the academia and the IT/engineering industry, (ii) to accelerate the transformation of education system, while (iii) providing shared research facilities and project based instruction open to all STEM students.

5.4. Risks and Assumptions

The key assumptions revolve around continued support of the Government to focus on creating decent employment opportunities, enabling business environment, as well as the capacities to run and support programs that address youth unemployment and macroeconomic policies that create better opportunities for those employed in the informal sector. It is also assumed that the Government will stay committed to designing effective employment strategies, programmes and initiatives. In addition, it is assumed that businesses

will partner to support acceleration programmes and initiatives, as well as increasing entrepreneurship skills development. The key risks partly stem from these assumptions.

Risks:

The risks analysis has identified 5 risks.

Risk 1. New lock-down measures that could be imposed by the Government due to the next waves of the coronavirus pandemic. The second wave of the pandemic that is now unfolding in the country and around the world poses a serious risk in the light of the new lock-down measures that could be imposed by the Government. The lockdown will halt business operations, send a new wave of supply and demand shocks and more importantly disrupt the labor market. External shocks including volatility in commodity prices and disruption to value chains risks to threaten projected public revenue flows and weaken fiscal buffers. Fall in remittances and limited outmigration have shifted pressure on domestic construction and agriculture sectors. Still, this sets an urgent need for a concerted effort to create new jobs for youth, labor migrants and workers displaced because of the pandemic. Outreach and efficiency of Public Works Programme may remain limited. The project will monitor development trends in order to be able to address any arising concerns regarding new lock-down measures.

Risk 2. Potential of further worsening of the overall economic situation, which may negatively affect the level of employment. Although Uzbekistan enjoyed economic growth over the last year, the recent serious economic slowdown may negatively affect and result in the increases of unemployment rates. The official unemployment rate rose to 13,2% in July 2020, compared to 9,1% in August 2019. Unemployment among women and youth was higher at 17,4% and 20,1% respectively. Crisis has been more disruptive for self-employed rather than formally employed and manifested itself more severely among those living in urban areas. Formal employment started recovering in mid-August once the lockdown measures were lifted.

In case unemployment rate continues increasing, this may negatively affect the overall project delivery. The project will monitor economic development trends in order to be able to address any arising concerns in a timely manner.

Risk 3. Regulatory limitations to enhance labor market programmes (LMPs). The Government emphasizes on the need to improve monitoring and evaluation of different programmes with a view to improving efficiency and performance of LMPs to provide effective support for different groups of the population, including women and young people. However, the need to enhance relevant regulatory base may pose a risk on conducting such project activities as, re-designing and fine-tuning of the existing LMPs, capacity building for the MELR to monitor effectiveness of the LMPs by building capacity of the employees of the ministry of monitoring and evaluation techniques and practices. The project will need to take into account adherence of the legal and regulatory framework to conduct such activities.

Risk 4. Consistency of organizational structure and institutional memory, quick staff turnover within local authorities. Rapid changes and reappointments in the local authorities may cause the loss of the institutional memory and therefore affect the achievement of the project outputs and activities on supporting local governance and digitalization of entrepreneurial activities, increasing capacities of the employers of local Employment Support

Centres as well as other activities in the target regions. The project will work to engage a wide range of national partners to its activities as well as document and issue the progress in the form of analytical documents and policy briefs.

Risk 5. Availability of sufficient number and quality of professionals in line with the labor market demand. Supporting newly established “Ishga Marhamat” Monocenters and local Centres for Professional Development (CPDs) in selected regions of the Republic of Uzbekistan (in Andijan, Namangan and Fergana regions) to launch and run skills development programmes for young men and women may be disrupted due to the low level of accessibility for distance learning facilities at the regional level. This may also have a negative impact on the number and quality of professionals expected to be re-skilled or prepared within the project. To address this risk, the project will closely work with the main national partner (MELR) to ensure the provision of better conditions to enhance the learning environment in the regions.

The full risk log is attached as an Annex III.

5.5. Stakeholder Engagement

The key stakeholders of this project are self-employed and unemployed women, returning migrants, youth and other vulnerable groups in Fergana Valley, Ministry of Employment and Labour Relations, local community authorities, regional authorities of Andijan, Namangan and Fergana regions. The key partners are the local authorities (Khokimiyats), Ministry of employment and Labour Relations, local Centers for Professional Development, Agency on Youth Affairs, the Ministry of Higher and Secondary Specialized Education and “Yoshlar kelajagimiz” Fund, IT park, business support service providers, IT companies, local think tanks and international organizations such as ILO, JICA, World bank, ADB, Government of Japan and others.

The project concept was developed based on priorities identified at the meetings of UNDP with stakeholders, including at the Ministry of Employment and Labour Relations, international partners and private sector representatives. The project focus areas and planned activities are aligned to the needs of the national partners that were discussed during the meeting with the MELR in May 2020.

5.6. South-South and Triangular Cooperation (SSC/TrC)

During the implementation phase, the project will consider relevant South-South and Triangular Cooperation opportunities based on the needs of counterparts. Specifically, the project will facilitate South-South cooperation via MELR and create knowledge products based on successful cases, reforms and relevant methodologies created as a result of similar reforms in middle-income developing countries that are relevant to the case of Uzbekistan. The project will actively work on the establishment of mechanisms for exchanging experience and knowledge among relevant state authorities, international development organizations (e.g. ILO, JICA, World Bank, ADB, KOICA, GIZ, EU, UK Embassy) involved in private sector development, youth and women entrepreneurship development, and skills development initiatives in order to increase the overall impact of the efforts.

5.7. Knowledge, Innovative Solutions and Expertise

The project will generate knowledge on both national policy level and local level. Knowledge will be generated through traditional means such as developing guidelines, research and trainings, and also through usage of ICT based modalities such as using mobile application, online courses, and practical approaches (pilots). The project will conduct impact assessment study of ongoing COVID-19 support programmes and design technical skills building programmes, develop resilience-building distance learning solutions, holding regional training and joint activities with Digital SGD Accelerator and School of Young Leader programmes under the Eurasian Economic Union, support Digital Innovation Hubs by delivering advisory services on digitalization of business operations to ensure institutional memory of the relevant stakeholders. In order to ensure that the knowledge is assimilated the project will assess absorption after each activity and adjust approaches where necessary. In addition, each activity will have knowledge products which will be made available online.

In addition to supporting the traditional active labour market interventions, the project envisages several innovative solutions to enhance the effectiveness, expand the outreach, and reduce the costs of these programmes and measures.

UNDP has long-lasting cooperation with the Government of Uzbekistan on issues of e-governance and ICT promotion. Building on this strong cooperation linkage with the national authorities, as well as local expertise in developing ICT-based solutions in service provision for the citizens and businesses, UNDP is well-positioned to provide innovative solutions in the above interventions. Moreover, the project intends to attract and involve similar expertise from the Russian Federation, which has strong capacities and expertise in developing ICT-based solutions, including front-end and back-end development, online tools and etc.

The project will make use of international best practices in order to introduce innovative solutions in the skills development system. This will include, but not limited to introduction of acceleration and incubation programmes, introduction of new approaches to inform education through establishment of IT and STEM programmes based on the experience of other countries, such as for instance the experience of TUMO Center for Creative Technologies. The TUMO Centre is an independent foundation that trains 14,000 students (age 12-18) annually in a free of charge after-school programme that allows them to experiment with digital technologies and creativity. The proposed programme will build on its success, (i) to strengthen the link between the academia and the IT/engineering industry, (ii) to accelerate the transformation of education system, while (iii) providing shared research facilities and project based instruction open to all STEM students.

The project will also benefit from the expertise provided by the UNDP Uzbekistan Accelerator Lab. On October 7, 2019 UNDP Uzbekistan and the Ministry of Innovative Development of Uzbekistan launched a new initiative called Accelerator Lab. It is part of the UNDP's new innovative network of 60 Accelerator Labs worldwide to test and share new approaches and creative solutions to the complex development challenges of the 21st century. The project will partner with the Accelerator Lab in Uzbekistan around a number of interventions, including i) impact assessment and mobilizing alternative data sources to conduct impact assessments (impact of Skills Development Programme on employment outcomes, etc). It will further team us with the Acclab around designing the Digital Innovations Hub concept and implementation modalities. It will also enhance the portfolio of current innovative incentives by identifying, refining and testing ideas around skills development techniques/programmes that can be targeted at vulnerable population with limited education background, for instance, women migrants/youth in the informal economy.

The project will support the Government in addressing skills-mismatches, promote digital economy and jobs of the future through new technologies and innovation. In this context, the project will aim to expand its cooperation with the Ministry of Employment and Labour Relations, Agency on Youth Affairs, Chamber of Commerce and Industry, IT Park and build on partnership, institutional capacities and knowledge accumulated in the framework of the Promoting Youth Employment in Uzbekistan, Resilience of Farming to Climate Change Risks in Fergana, Aid for Trade, Local Governance Support Programme and COVID-19 Response and Recovery projects.

The project plans to facilitate activities that stimulate partnerships between various digital interventions carried by public, non-profit and for-profit IT entities in Ferghana Valley and to expand digital knowledge and cross-border digital entrepreneurship. These interventions will help ensure coordination in each country that lead to establishment of a network of IT actors that will jointly promote the vision of a “Digital Ferghana Valley Network”, working on raising awareness, providing education and creating future-proof jobs for export in IT and digital sectors.

In addition, the project will pave the way for conducting joint projects between the Digital Ferghana Valley Network and other Central Asian and CIS partners, including the Skolkovo Innovation Center, Digital SGD Accelerator and School of Young Leader programmes under the Eurasian Economic Union, and other entities in the Russian Federation and CIS to broaden links with international markets.

5.8. Sustainability and Scaling Up

The project’s objectives are based on national priorities and a series of national strategic documents. Such approach ensures inherent ownership over the project’s interventions and targets the core needs of the authorities. To improve national ownership, the project will involve stakeholders at all levels through enhanced dialogues. Sustainability of the project support on improving active labor market policies will be ensured through capacity building of key project partners – MELR, Local Centers for Professional Development. It is envisioned that sustainability of training courses will be ensured through partnership with the main national partner, which has presence throughout the country. To increase the sustainability of projects, provision of business counselling during the project implementation will further strengthen sustainability of the pilot projects. It is acknowledged that the sustainability of the project will depend on continued commitment of all stakeholders, and therefore, the project will be in close consultations with them.

VI. PROJECT MANAGEMENT

6.1. Cost Efficiency and Effectiveness

The project will build on the knowledge, experience, institutional arrangements, lessons learned, and findings gained through ongoing projects of UNDP in areas of youth employment, COVID-19 response and recovery, e-governance and ICT promotion, business climate improvement, trade development and women empowerment.

In view of urgency of the intervention, UNDP will ensure an accelerated and smooth start of the project inception activities. The existing staff capacity of the COVID-19 project (programme and operations) will be utilized to the necessary extent the new project team is formed (through March 2021). UNDP CO will explore an opportunity of transferring some of

the personnel of the COVID-19 project to this project. The national consultants will be hired as necessary and on time.

To ensure potential synergies and avoid overlaps in the work, the project will coordinate the project activities with national stakeholders, international organizations and development agencies.

The UNDP Country Office in Uzbekistan may provide, at the request of the Ministry of Employment and Labour Relations of the Republic of Uzbekistan, following support services:

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

Detailed description of services is provided in the Annex-V of this project document.

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

6.2. Project Management

The project will be implemented under the National Implementation Modality (NIM) with CO support. Ministry of Employment and Labour Relations of the Republic of Uzbekistan will be the main Implementing Partner. It is considered to have the project office in Namangan city.

The project will work closely and utilize knowledge, staff expertise of the ongoing UNDP projects. The project will align and harmonize its activities with several ongoing projects implemented by UNDP Uzbekistan, including those funded by the Government of Russian Federation, which have potential synergies and complementarities:

- **“Promoting youth employment in Uzbekistan”** (Jan 2019-Dec 2021, 1,000,000 USD from the Government of Russian Federation)

Joint initiative of the Ministry of Employment and Labour Relations of the Republic of Uzbekistan (MELR) and UNDP, and funded by the Government of Russian Federation, aimed at promoting youth employment in Uzbekistan, particularly among college and university graduates, young women, returning migrants, women and other vulnerable groups. Promoting youth and women entrepreneurship and business start-ups, developing entrepreneurial, vocational and professional skills (introduction of Worldskills standards) of vulnerable population, developing mobile application linked to MELR’s vacancies database are among main components of this initiative.

This project has many touchpoints with the proposed project in terms of creating employment opportunities by improving technical skills and competencies of the unemployed, returning migrants, youth and other vulnerable groups, designing and implementing short- and medium-term programmes for competency enhancement, facilitating youth entrepreneurship and acceleration programs. It's expected that lessons learned and best practices from implementation of this project will be helpful in increasing the efficiency of the proposed project.

- **“Enhancing the adaptation and strengthening the resilience of farmers to climate change risks in Fergana valley”** (Jan 2019-Dec 2021, 800,000 USD from the Government of Russian Federation)

The project aims to institutionalize integrated services to agricultural producers in the pilot regions that enhance their adaptation to the impacts of climate change.

The project's objective will be achieved through the following key development outcomes:(1) Strengthening policy makers and decision-making institutions with tools and dealing with climate risks in the agro-production sector including horticulture and vegetable production. (2) Enhancing the export potential of smallholders through capacitated agricultural and post-harvest production and better improved ability to cope with climate vulnerabilities and climate-related risks.

The current project will build on the knowledge and experience of the “Enhancing the adaptation and strengthening the resilience of farmers to climate change risks in Fergana valley” project in designing and running the acceleration programmes that target projects and start-ups in the agricultural sector. It will also coordinate the interventions around the Digital Innovations Hub in order to tailor the activities to the needs of the farming communities.

- **“COVID-19 RRF” project sub-activities** (April 2019-March 2021, USD 7.9 mln USD multiple sources, *including 5mln USD emergency health procurement*)

UNDP launched several initiatives under COVID 19 Rapid Response project to prevent further negative impacts of the pandemic, as well as to support affected population and business:

“COVID-19 Challenge 2020”, an online contest for innovative tools and solutions to mitigate the effects of COVID-19 pandemic where young innovators throughout Uzbekistan will be able to collaborate and build innovations by combining knowledge, technology, medicine and entrepreneurship.

Business Clinic Project was launched in partnership with the Chamber of Commerce and Industry (CCI) to help businesses affected by the crisis by providing hot line consultations (via 1094 hotline service), conducting online trainings (webinars), and providing information through Telegram channel. Although the pandemic has still negative impacts, starting from August the Uzbek government eased the quarantine measures to let small business operate freely in order to prevent further economic crisis and downfall. As part of this project legal and business consultations were organized through a single call-center “1094” (receiving about 250-300 calls per month); 45 webinars and online events were held with the participation of more than 1,5 thousand SME representatives for a broader discussion of the entrepreneurship development issues.

Integrated business support (IBS) project (USD 390,000) is aimed at providing small enterprises, the most affected by the crisis with tailored practical support, including business coaching and consultancy services in various topics such as planning activities and strategy, enhancing financial literacy of business owners, developing marketing strategy, learning

personnel management, etc. Moreover, the IBS project is also aimed at helping small businesses improve their digital potential, develop technical skills, and ultimately contribute to their sustainable presence in the market which inevitably should lead to local economic development. It targets five regions, including Fergana, which were selected as the seriously affected areas of Uzbekistan (after Tashkent) by pandemic. Participating small enterprises will be given the opportunity to receive seed funding in the amount of up to USD 10,000 and assistance in planning the implementation of their business ideas / projects.

Under the Russian Federation Trust Fund for Development, there will be close coordination to ensure complementarity with this project. The current project will build on the knowledge and experience gained and institutional networks established with national partners in the process of piloting the above-mentioned initiatives. UNDP COVID 19 RRF project is planned to end in March 2021. It is expected that the project staff will provide support in the initial few months to help ensure agile and fast deployment of proposed interventions.

- **“Youth for Social Harmony in the Fergana Valley” project** (Jan 2020-July 2021, 2,199,370 USD from the UN Peacebuilding Fund, UNDP share 922,398 USD)

The project aims to support communities to better adapt to the rapid reform process in Uzbekistan, while enabling local service providers to deliver the reform agenda in an inclusive manner. This project focuses on young people as a fast-growing demographic and the future of the country and aims to ensure that they are not left behind in the context of the rapid changes linked to the reform process. In practical terms, the project aims to ensure that young women and young men continue to have equitable access to socio-economic opportunities and benefit from its positive outcomes, while enabling them to have a stronger say about their future. The project will support community resilience and sustain peace by empowering youth as actors of positive change, increasing their opportunities for self-fulfilment and piloting new models for the government to deliver reform and services inclusively in the Fergana Valley. The project provides timely support to the implementation of the country’s youth policy and is innovative by introducing for the first-time life skills and civic engagement as catalysts for sustainable development and peace in Uzbekistan.

Empowering young people and increasing their socio-economic opportunities also envisaged in the proposed activities, thus the youth belongs to the category of the main beneficiaries in both projects. Besides, synergies between this project and proposed project can be found in facilitating equitable access for the employment opportunities of the young people.

- **“Aid for trade in Uzbekistan” project** (Jan 2020-Dec 2022, 2,773,330 USD from the Government of Russian Federation)

The project endeavours to support the Government of Uzbekistan to enhance national capacities and bringing international expertise to support the country’s WTO accession process, as well as building productive and export capabilities, for niche products, which will be identified in the agricultural, agro-industrial, and also in other employment-rich and potentially green sectors to contribute to more economically, social and environmentally sustainable growth. The main development challenge at the current development stage of Uzbekistan to be addressed by the project is to ensure that the potential of trade is harnessed in ways, which contribute to more inclusive and sustainable development pathways.

The current project will ensure cooperation and collaboration around the activities focused on trade issues. Specifically, the complementarities will be explored around policy research work

that is aimed at exploring the cross-border trade opportunities and strengthening cooperation with the Eurasian Economic Union.

VII. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF/Country [or Global/Regional] Programme Results and Resource Framework:									
UNSDCF Outcome 3. By 2025, youth, women and vulnerable groups benefit from improved access to livelihoods, decent work and expanded opportunities generated by inclusive and equitable economic growth.									
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:									
UNSDCF Indicator 3.1: Proportion of youth (aged 16–24 years) not in training or employment (disaggregated by sex) (NSDG 8.6.1), Baseline (2018): 21.80%, Target (2025): TBD									
UNSDCF Indicator 3.2: Unemployment rate by sex (NSDG 8.5.2) (including by age and persons with disabilities), Baseline (2019): Total – 9% (2019) Female – 12.8% Male – 6.1%, Target (2025): Total – 7.5%, Female – 10%, Male – 5.5%									
UNSDCF Indicator 3.3: Proportion of informal employment in non-agricultural sectors, disaggregated by sex (NSDG 8.3.1) (including by age and persons with disabilities): Baseline (2019): Total – 38.4%, Female – 21.5%, Male – 47.5%, Target (2025): Total – 30% Female – 19% Male – 32%									
CPD 2021-2025 is to be approved in February 2021									
Applicable Output(s) from the UNDP Strategic Plan: STRATEGIC PLAN OUTCOME1: Advance poverty eradication in all its forms and dimensions									
OUTPUT 1.1.2 Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs									
Project title: “Adapting population skills to the post-pandemic economy in Ferghana Valley”									
Project Number: 00129159									
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year 2020	Year 2021	Year 2022	Year 2023	FINAL	
Output 1 Women, youth and people from remote rural areas benefit from better skills, sustainable jobs and strengthened livelihoods	1.1. Number of youth (disaggregated by gender) graduated LCPD training courses per year	Dedicated studies conducted by UNDP	Number	-	600	900	1200	1200	The numbers are cumulative across years MELR reports
	1.2. Percentage of LCPD graduates (disaggregated by gender), who are employed or self-employed six months after program completion	Dedicated studies conducted by UNDP	Number	-	25%	40%	50%	50%	Project report MELR reports
	1.3. At least 40% of program beneficiaries are women	Dedicated studies conducted by UNDP	Number	-	Baseline established	20%	30%	40%	Project report The numbers are cumulative across years

	<i>1.4. Availability of methodology and guidelines for governmental institutions to formulate effective employment strategies, programmes and initiatives.</i>	<i>Dedicated studies conducted by UNDP</i>	<i>Availability</i>	<i>No</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Project report</i>
	<i>1.5. Number of labour migrants (disaggregated by gender) benefitted from employment generation, reskilling activities</i>	<i>Dedicated studies conducted by UNDP</i>	<i>Number</i>	<i>-</i>	<i>Baseline established</i>	<i>700</i>	<i>1000</i>	<i>1000</i>	<i>Project report The numbers are cumulative across years</i>
	<i>1.6. Number of start-ups supported with a special focus on youth and women</i>	<i>Dedicated studies conducted by UNDP</i>	<i>Number</i>	<i>-</i>	<i>2</i>	<i>4</i>	<i>6</i>	<i>6</i>	<i>The numbers are cumulative across years Project report MELR report</i>
	<i>1.7. Number of staff (disaggregated by gender) improved their knowledge on formulation of effective employment strategies, programmes and initiatives</i>	<i>Dedicated studies conducted by UNDP</i>	<i>Number</i>	<i>-</i>	<i>Baseline established</i>	<i>20</i>	<i>30</i>	<i>30</i>	<i>Project report</i>

VIII. 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.	Bi-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 log 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	At least annually	Any quality concerns or slower than expected progress should be discussed by the project

	<p>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.</p>		<p>board and management actions agreed to address the issues identified.</p>
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IX. MULTI-YEAR WORK PLAN

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2021	2022	2023		Funding Source	Budget Description	Amount
Output 1: Women, youth and people from remote rural areas benefit from better skills, sustainable jobs and strengthened livelihoods <i>Gender marker:</i> 2	Component 1. Creating decent employment opportunities by improving technical and digital skills and competencies of self-employed and unemployed women, returning migrants, youth and other vulnerable groups in Fergana Valley that are future-resistant, sustainable and adaptable to changing environment.	253,000	209,500	188,500		TFD		
	Activity 1.1. Comprehensive analysis and evidence-based policy advice to the Government of Uzbekistan on the crisis- resilient recovery and future skills development.	43,000	2,000	-	MELR	TFD		45,000
	1.1.1. Rapid assessment of ongoing support programmes in the area of skills development in the context of COVID-19 (including conducting survey among employers on the basis of designed methodology)	20,000	-	-			72100 – Contractual Services – Company 71200 - International Consultants 71300 - Local Consultants	20,000
	1.1.2. Development of methodological basis for monitoring of the labor markets, as well as updating qualitative and quantitative indicators of employment, demand and supply for labour force in the context of professions and qualifications	15,000					71200 - International Consultants 71300 - Local Consultants	15,000
	1.1.3. Capacity building training and workshops in conducting rapid assessments	8,000	2,000	-			Trainings 72100 – Contractual Services – Company 75700 – Trainings, workshops and conferences	10,000
	Activity 1.2. Design and implement short- and medium-term programmes for building technical skills and competencies of self-employed and unemployed men and women in selected most demanded working professions to address immediate post-crisis market demands.	100,000	95,500	82,500	MELR, hokimiyats of Andijan, Namangan and Ferghana regions	TFD		278,000

1.2.1. Design tutoring and methodological materials and conduct trainings for “Ishga Marhamat” Monocenters and local Centres for Professional Development (CPDs) in selected regions of the Republic of Uzbekistan (in Andijan, Namangan and Fergana regions)	45,000	43,000	40,000			74200 - Audio Visual and Print Production Costs 72100 – Contractual Services – Company 75700 – Trainings, workshops and conferences	128,000
1.2.2. Develop, adapt and introduce resilience-building distance learning solutions	10,000	10,000	9,500			72100 – Contractual Services – Company	29,500
1.2.3. Establishing WorldSkills standards and competence assessment infrastructure in pilot CPDs	5,000	7,000	8,000			72100 – Contractual Services – Company	20,000
1.2.4. Technical assistance to MELR with establishing public-private partnership with the private training centres on professional education and competence assessment.	5,000	5,000	5,000			71300 - Local Consultants	15,000
1.2.5. Strengthening management and service delivery capacities in pilot local Centres for Professional Development and/or TVET colleges to provide high-quality skills development trainings;	15,000	10,500	10,000			72800 - IT Equipment	35,500
1.2.6. Support of the establishment of the Career Centers at Fergana State University and Namangan State University	20,000	20,000	10,000			71300 - Local Consultants 74200 - Audio Visual and Print Production Costs	50,000
Activity 1.3. Empowering and providing equal opportunities for youth, with focus on young women and girls, of Fergana Valley by building their digital and future skills.	65,000	70,000	65,000	MELR, IT Park	TFD		200,000
1.3.1. Development of training and tutoring materials for the Ministry of Employment and Labor Relations to establish within the framework of a professional college a STEAM programme	30,000	45,000	40,000			74200 - Audio Visual and Print Production Costs 72100 – Contractual Services – Company 75700 – Trainings, workshops and conferences	115,000
1.3.2. Technical assistance in building the capacity of the Ministry of Employment and Labor Relations to establish within the framework of a professional college a STEAM programme	35,000	25,000	25,000			72800 - IT Equipment	85,000
Activity 1.4. Building resilience and adapting skills of migrant workers to post-COVID labor market demands and providing new income generating opportunities to the left-behind families of the migrant workers.	37,000	34,000	33,000	MELR, Agency for External Labor Migration under the MELR	TFD		104,000
1.4.1. Technical and life skills training for the migrants, including women (on reproductive health and family planning, life-skills modules)	19,000	16,000	17,000			74200 - Audio Visual and Print Production Costs 72100 – Contractual Services – Company 75700 – Trainings, workshops and conferences	52,000

1.4.2. Language programmes for migrant workers. Development and adaptation of the language assessment methodologies.	14,000	14,000	12,000			74200 - Audio Visual and Print Production Costs 72100 – Contractual Services – Company	40,000
1.4.3. Trainings and consultation sessions to the migrants about the host-country labour market, rules and regulations	4,000	4,000	4,000			72100 – Contractual Services – Company 75700 – Trainings, workshops and conferences	12,000
DPC	8,000	8,000	8,000				24,000
Component 2. Supporting the economic engagement of NEET young people, with a focus on young women, by creating an enabling environment and equipping adolescents and youth with entrepreneurship skills and establishing a start-up ecosystem.	211,500	257,000	222,000		TFD		
Activity 2.1. Facilitating youth entrepreneurship and decent employment opportunities for youth and women through economic empowerment to foster greater social cohesion and wellbeing.	127,000	143,500	130,000	MELR, IT Park, CCI, Agency for Youth Affairs, Yoshlar Kelajagimiz Fund	TFD		400,500
2.1.1. Conduct a women business acceleration programme (on the example of a successful women's SEWA - Self-Employed Women's Association in India)	25,000	25,000	36,000			72100 – Contractual Services – Company 71200 -International Consultants	86,000
2.1.2. Low-value grants for women entrepreneurship initiatives and start-ups (cooperatives)	50,000	75,000	50,000			72600 – Grants	175,000
2.1.3. Design and conduct social oriented Creative Accelerators, including regional initiative Start-up Chohona Programme	40,000	35,500	36,000			72100 – Contractual Services – Company 74200 - Audio Visual and Print Production Costs 71300 - Local Consultants	111,500
2.1.4. Regional training and joint activities on digital entrepreneurship	4,000	3,000	3,000			75700 – Trainings, workshops and conferences	10,000
2.1.5. Regional training and joint activities with Digital SGD Accelerator and School of Young Leader programmes under the Eurasian Economic Union	8,000	5,000	5,000			75700 – Trainings, workshops and conferences	18,000
Activity 2.2. Support to local governance and digitalization of entrepreneurial activities.	54,000	64,500	44,000	MELR, IT Park, Ministry of Economic Development and Poverty Reduction, CCI	TFD		162,500

2.2.1. Expansion of the professional training program for ICT specialists, conducting targeted hackathons, etc. with subsequent employment and self-employment (freelancing)	40,000	50,000	30,000			72100 – Contractual Services – Company 71200 -International Consultants	120,000
2.2.2. Capacity building of local authorities on the continuity and inclusive delivery of essential services to businesses and policy development and implementation, particularly through supporting digitalization of public service delivery to private sector	14,000	14,500	14,000			72100 – Contractual Services – Company	42,500
Activity 2.3. Enhancing regional cooperation through evidence-based policy research on cross-border cooperation and joint social and economic recovery.	-	24,000	23,000	MELR, Agency for External Labor Migration under the MELR, Ministry of Investment and Foreign Trade	TFD		47,000
2.3.1. Conduct regional evidence-based analysis on re-inventing the cross-border export and labour migration potential in Fergana Valley	-	15,000	15,000			71200 -International Consultants 71300 - Local Consultants	30,000
2.3.2. Organize webinars and capacity building sessions between entrepreneurs and national and local decision-makers from the three countries to improve awareness of cross-border economic opportunities, including labour migration in the context of the Eurasian Economic Union	-	9,000	8,000			75700 – Trainings, workshops and conferences	17,000
Activity 2.4. Ensure access to finance and enhance financial literacy	20,500	15,000	15,000	MELR, Agency for Youth Affairs, Ministry of Mahalla, commercial banks	TFD		50,500
2.4.1. Development and implementation of proposal guidelines on preferential microloans for the self-employed with the involvement of financial institutions	5,000	-	-				5,000
2.4.2. Enhance financial literacy, money management skills on wage, spending, savings, investments and loans	10,000	10,000	10,000			71300 - Local Consultants	30,000
2.4.3. Awareness raising and information material on family finance management	5,500	5,000	5,000			74200 - Audio Visual and Print Production Costs	15,500
DPC	10,000	10,000	10,000				30,000
Component 3. Support re-designing of Government labor market programmes and increasing their impact and reach to create better opportunities for those employed in the informal economy.	90,333	44,833	51,334				
Activity 3.1. Strengthen coordination of all Labour Market Programmes to improve impact.	73,000	32,500	39,000	MELR	TFD		144,500

	3.1.1. Rapid assessment of various Labor Market Programmes provided by the local Employment Support Centres of Andijan, Fergana and Namangan	25,000	-	-			71300 - Local Consultants 71200 -International Consultants	25,000
	3.1.2. Building capacity of the Ministry of Employment and Labor Relations to monitor effectiveness of the LMPs by building capacity of the employees of the ministry on monitoring and evaluation techniques and practices	8,000	7,500	8,000			71300 - Local Consultants 71200 -International Consultants	23,500
	3.1.3. Development of the organizational and methodological basis for conducting surveys among employers and the application of their results, and unified tools for conducting qualitative and quantitative assessments of employment, demand and supply for labour force in the labour markets in the context of professions and qualifications	20,000	15,000	15,000			71300 - Local Consultants 71200 -International Consultants 75700 – Trainings, workshops and conferences	50,000
	3.1.4. Developing capacity of the national think-tanks and public authorities, including Republican Scientific Centre for Employment and Labour Protection in conducting skills rapid assessments	20,000	10,000	16,000			75700 – Trainings, workshops and conferences	46,000
	Activity 3.2. Improve the effectiveness of Active Labour Market policies.	15,000	10,000	10,000	MELR	TFD		35,000
	3.2.1. Capacity development of the employees of pilot Employment Support Centres on job counselling, use of digital information systems and databases, etc. that accommodate the needs of the most vulnerable.	15,000	10,000	5,000			75700 – Trainings, workshops and conferences	30,000
	3.2.2. Development of a concept and/or TOR for an information system or platform, aimed at initiation by employers and specialists of amendments and additions to existing professional standards			5,000			71300 – Local Consultants	5,000
	DPC	2,333	2,333	2,334		TFD		7,000
	Management cost (PM (SC10), AFA)	49,033	49,033	49,034				147,100
General Management Support								124,900
TOTAL								1,800,000

X. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

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

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the **Project Manager (PM)**, including recommendation for UNDP/ MELR approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the PM. This group is consulted by the PM for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project annual plans when required and authorizes any major deviations from the original plans. It is the authority that signs off the completion of each annual plan as well as authorizes the start of the next annual plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

The Project Board will have three roles, including:

- 1) **Executive Role:** individual (National Project Coordinator from MELR) representing the project ownership to chair the group.
- 2) **Donor and Senior Supplier Role:** UNDP and the Embassy of the Russian Federation will serve as a Senior Supplier. UNDP representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Donor's (The Government of the Russian Federation) primary function within the Board will be to provide overall guidance regarding the project implementation. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. This role will rest with UNDP Uzbekistan represented by the UNDP RR/DRR or designated official.
- 3) **Senior Beneficiary Role:** MELR representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

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

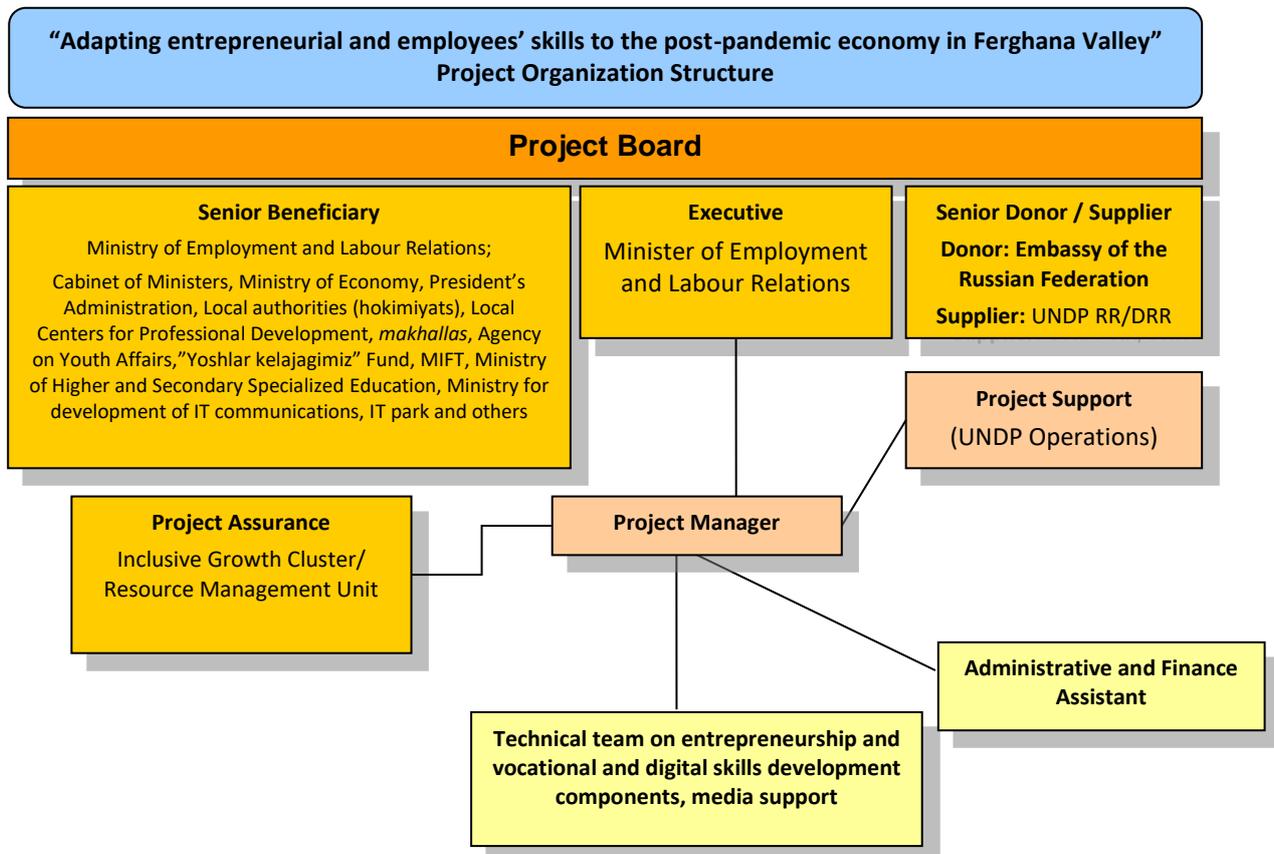
Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones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

The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager (see Annex V for details).

Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The PM is responsible for day-to-day management and decision-making for the project. The Project Manager’s prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost (see Annex V for details).

Furthermore, to provide technical, administrative and organizational support in the implementation of project activities the following positions will be recruited:

- Task Manger on vocational and digital skills development;
- Task Manager on entrepreneurship;
- Task Manager on employment programmes
- Administrative and Finance assistant;
- PR and outreach assistant.



XI. 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 (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the Ministry for Employment and Labour Relations 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.

XII. RISK MANAGEMENT

Government Entity (NIM)

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 and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
 - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
 - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
 - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices

and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes 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.
12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of 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 or corruption, 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.

14. 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.
15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Senate 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.
16. 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.

XIII. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening**
- 3. Risk Analysis.**
- 4. Capacity Assessment:** Results of capacity assessments of Implementing Partner \
- 5. Project Board Terms of Reference and TORs of key management positions**
- 6. Standard Letter of Agreement between UNDP and Ministry of Employment and Labour Relations of the Republic of Uzbekistan for the provision of support services to the project**

ANNEX 2. SOCIAL AND ENVIRONMENTAL RISK SCREENING CHECKLIST

Checklist Potential Social and Environmental Risks		
Overarching Principle: Leave No One Behind		Answer (Yes/No)
Human Rights		
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	Yes
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
<i>Would the project potentially involve or lead to:</i>		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ⁸	No
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	No
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		

⁸ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	grievances or objections from potentially affected stakeholders?	No
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
<i>Would the project potentially involve or lead to:</i>		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.12	handling or utilization of genetically modified organisms/living modified organisms? ⁹	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ¹⁰	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
<i>Would the project potentially involve or lead to:</i>		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	No

⁹ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹⁰ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions? ¹¹	No

¹¹ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access

5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is “yes”, then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk</i>	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	No
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		
<i>Would the project potentially involve or lead to:</i>		

to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

ANNEX 3 RISK ANALYSIS.

RISK LOG

Project Title: Adapting population skills to the post-pandemic economy in Ferghana Valley					Award ID:		Date:		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	New lock-down measures that could be imposed by the Government due to the next waves of the coronavirus pandemic.	Project development phase 2020	Political Organizational	<p>The second wave of the pandemic which is now unfolding in the country and around the world poses a serious risk in the light of the new lock-down measures that could be imposed by the Government.</p> <p>Enter probability on a scale from 1 (low) to 5 (high) P = 3</p> <p>Enter impact on a scale from 1 (low) to 5 (high) I = 5</p>	The project will monitor development trends in order to be able to address any arising concerns regarding new lock-down measures.	Project Manager	Programme Coordinator, SDC		
2	Potential of further worsening of overall economic situation, which may negatively affect the level of employment.	Project development phase 2020	Economic	The recent serious economic slowdown may negatively affect and result in the increases of unemployment rates. The official unemployment rate rose to 13,2% in July 2020, compared to 9,1%	The project will monitor economic development trends in order to be able to address any arising concerns in a timely manner.	Project Manager	Programme Coordinator, SDC		

				<p>in August 2019. Unemployment among women and youth was higher at 17,4% and 20,1% respectively.</p> <p>In case unemployment rate continues increasing, this may negatively affect the overall project delivery.</p> <p>P = 2 I = 4</p>					
3	Regulatory limitations to enhance labor market programmes (LMPs).	Project development phase 2020	Regulatory	<p>The Government emphasizes on the need to improve monitoring and evaluation of different programmes with a view to improving efficiency and performance of LMPs to provide effective support for different groups of the population, including women and young people. However, the need to enhance relevant regulatory base may pose a risk on conducting such project activities as, re-designing and fine-tuning of the existing LMPs, capacity building for the MELR to monitor effectiveness of the LMPs</p>	<p>The project will be in close contact with the initiators of regulatory act to ensure that enhancement of LMPs proposed within the project fit into existing and/or new regulatory framework.</p>	Project Manager	Programme Coordinator, SDC		

				<p>by building capacity of the employees of the ministry of monitoring and evaluation techniques and practices.</p> <p>P =2 I = 2</p>					
4	<p>Consistency of organizational structure and institutional memory, quick staff turnover within local authorities.</p>	<p>Project development phase 2020</p>	<p>Political Organizational</p>	<p>Rapid changes and reappointments in the local authorities may cause the loss of the institutional memory and therefore affect the achievement of the project outputs and activities on supporting local governance and digitalization of entrepreneurial activities, increasing capacities of the employers of local Employment Support Centres as well as other activities in the target regions.</p> <p>P =3 I = 2</p>	<p>The project will work to engage a wide range of national partners to its activities as well as document and issue the progress in the form of analytical documents and policy briefs.</p>	<p>Project Manager</p>	<p>Programme Coordinator, SDC</p>		
5	<p>Availability of sufficient number and quality of</p>	<p>Project development phase 2020</p>	<p>Organizational</p>	<p>Supporting newly established “Ishga Marhamat” Monocenters and local Centres for</p>	<p>To address this risk, the project will closely work</p>	<p>Project Manager</p>	<p>Programme Coordinator, SDC</p>		

	<p>professionals in line with the labour market demand.</p>			<p>Professional Development (CPDs) in selected regions of the Republic of Uzbekistan (in Andijan, Namangan and Fergana regions) to launch and run skills development programmes for young men and women may be disrupted due to the low level of accessibility for distance learning facilities at the regional level. This may also have a negative impact on the number and quality of professionals expected to be re-skilled or prepared within the project.</p> <p>P =1 I = 2</p>	<p>with the main national partner (MELR) to ensure the provision of better conditions to enhance the learning environment in the regions.</p>				
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ANNEX 4. CAPACITY ASSESSMENT

Key Implementing partner: MINISTRY OF EMPLOYMENT AND LABOR RELATIONS OF THE REPUBLIC OF UZBEKISTAN

The Ministry of Employment and Labor Relations of the Republic of Uzbekistan is the main state institution implementing a unified policy of employment, labour migration and labour relations. The ministry is tasked with the development and regulation of labour market and ensuring employment of population, regulation of labour relations and labour protection.

The mission of the Ministry is to ensure that every citizen of Uzbekistan enjoys constitutional right to work, free choice of work, fair conditions of labour and protection against unemployment in the procedure specified by law, social security in old age, in the event of disability and loss of the bread-winner, as well as in some other cases specified by law.

The last structure of the Ministry was renewed in accordance with President's Resolution № PP – 3913 from August 20, 2018 and Resolution of the Cabinet of Ministers № 1066 from December 31, 2018. In accordance with these documents the ministry's main tasks include:

- Development of regional and sectoral employment programs and forming government's demand for creating new jobs for vulnerable group of people
- Assistance with employment and attracting to public works;
- Creating competitive environment in the market for employment promotion services, the formation of effective mechanisms of interaction between various stakeholders of the labour market;
- Improving professional development and vocational training;
- Assistance with job placement of college and university graduates;
- Development of regulatory framework and conducting regulatory oversight;
- Developing competitive environment for private sector development in employment promotion;
- Assistance to citizens of the Republic of Uzbekistan in employment abroad;
- Introduction of IT based technologies into process of employment and labour relations;
- Public awareness raising on employment rights and labour relations;
- Conducting monitoring over social payments.

The Ministry undertakes these tasks through Central Office in Tashkent and through 12 regional departments with head offices in regional centers, Centers for Employment, Centers for Professional Development and specialized training centers (such as Monocenter "Ishga Marhamat"), Local Employment Support Centres. The Ministry has more than 1500 staff.

The Ministry has successful experience with implementing joint initiatives in collaboration with NGOs, international organizations such as UNDP, World Bank, ILO and others.

The organization has institutional and human capacity for the joint implementation of the project.

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

TERMS OF REFERENCE

A) PROJECT BOARD

Composition and organization: The Project Board contains three roles, including (1) an executive: individual representing the project ownership to chair the group; (2) senior supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project; and (3) senior beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project.

I. Specific responsibilities

1. Initiating a project:

- Agree on PM's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

2. Running a project:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

3. Closing a project:

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

II. Executive – National Project Coordinator

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organization structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level

- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organize and chair Project Board meetings

The following documents shall be signed by the NPC:

1. Administrative and financial documents:

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

2. Monitoring and evaluation of the project

- Minutes of the Project Board meetings
- Final review report

III. Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. This role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

IV. Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

B) PROJECT ASSURANCE

Overall responsibility: Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question “What is to be assured?”. The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality:

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

1. Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

2. Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

3. Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

PROJECT SUPPORT

The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: Some specific tasks of the Project Support would include:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Financial Management, Monitoring and reporting

- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting

Provision of technical support services

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

C) PROJECT MANAGER

I. JOB INFORMATION

Job title:	Project Manager
SC range:	SB4/3 (SC-10)
Duration of the service:	6 months (with possible extension)
Work status (full time / part time):	Full time
Reports To:	Head of Inclusive Growth Cluster

II. FUNCTIONS/KEY OUTPUTS EXPECTED

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

1. Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board/ its appointed Project Assurance role (UNDP Inclusive Growth Cluster) to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles.

2. Running the project

- Plan the activities of the project and monitor progress against the initial quality criteria;
- Manage the project in accordance with the project document, UNDP rules and procedures;
- Coordinate and manage Project's day-to-day activities and its overall implementation process, including planning and monitoring towards optimal use of resources, in an effort to ensure successful achievement of the projects' objectives;
- Supervise the accomplishment of the Project work-plans, analyze emerging problems and take adequate measures to ensure timely fulfilment of envisioned tasks;
- Oversee selection, recruitment and supervision of the Project task teams and their activities, including full-time and part-time national and international consultants;
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Determine and implement partnership and fund raising strategy to further strengthen Projects' activities;
- Ensure that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Document appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance (UNDP Sustainable Development Cluster);

- Prepare the Annual review Report, and submit the report to the Project Board and Project Assurance (UNDP Sustainable Development Cluster);
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

3. Closing the Project

- Prepare Final Project Review Reports to be submitted to the Project Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR for signature by UNDP and the Implementing Partner

III. COMPETENCIES AND CRITICAL SUCCESS FACTORS

I. Corporate Competencies:

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

II. Functional Competencies:

1. Communications and Networking

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

2. Knowledge Management and Learning

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

3. Development and Operational Effectiveness

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

4. Job Knowledge/Technical Expertise

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

5. Leadership and Self-Management

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

IV. QUALIFICATION REQUIREMENTS

Education:	Bachelors' degree in labour economics, international economics or trade, business management, management, public policy, law, international relations or other related fields;
Experience:	At least 4 years of progressive work experience in the field of economics and/or project management in the sphere of economic development / social development/employment promotion. Work experience in any development organization is an advantage;
Language Requirements:	Fluency in English, proficiency in Uzbek and Russian;
Others:	Ability to use information and communication technology as a tool and resource; Experience in handling web-based management systems.

D) ADMINISTRATIVE / FINANCE ASSISTANT

I. JOB INFORMATION

Job title: Administrative/Finance Assistant
SC range: SB3/2 (SC-6)
Work status (full time / part time): Full time
Reports To: Project Manager

II. FUNCTIONS/KEY OUTPUTS EXPECTED

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

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

III. QUALIFICATION REQUIREMENTS

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