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PROJECT DOCUMENT**Uzbekistan****Project Title:** Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan**Project Number:** 00119367**Implementing Partner:** Ministry of Justice of the Republic of Uzbekistan**Start Date:** 01/07/2019**End Date:** 31/12/2024**PAC Meeting date:** 19/06/2019**Brief Description**

The proposed project aims to enhance the capacity of government agencies for improved public service delivery by expanding accessibility to public services, integrating service delivery systems and decentralising their access; as well as by enabling the necessary mechanisms to support these changes and ensuring their sustainability. By improving delivery of public services, the project will contribute to improving the quality of life of vulnerable sectors of the population in rural areas - such as women, youth and children, the elderly, and people with disabilities – by enhancing their access to public services and by increasing the quality of service delivery. This project also aims to strengthen citizen participation through a variety of outreach and social accountability mechanisms that enhance people's voice in decision-making processes and increase their access to information; effectively increasing the transparency of Uzbekistan's local governance system. The project objectives are congruent with government policy demands in designing and implementing initiatives that would foster institutional effectiveness, transparency and participation and change management. Thus, project objectives are clearly linked with the country's reform aspirations and strategies.

UNDAF 2016-2020 (United Nations Development Assistance Framework for the Republic of Uzbekistan)

Outcome 7. By 2020, the quality of public administration is improved for equitable access to quality public services for all.

Output 5. Enhanced governance/efficient, convenient, more responsive citizen-oriented public services delivery through advancement of e-government.

UNDP SP 2018-2021. OUTCOME 2: Accelerate structural transformations for sustainable development

OUTPUT 2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions

Indicative Output(s) with gender marker: GEN 1

Total resources required*:

€ 9 954 980

Total resources allocated:

UNDP TRAC:

**\$ 180 000
(€ 154 980)**

EU:

€ 9 800 000

Government In-Kind:

Office premises, communications (landline phone, Internet)

* Project AWP will be recalculated in USD

Agreed by:

UNDP

Ms. Matilda Dimovska
UNDP Resident Representative in Uzbekistan

Date: **12 JUL 2019**

Implementing Partner

Mr. Ruslanbek Davletov
Minister of Justice of Uzbekistan

Date: **26.07.2019**

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I. DEVELOPMENT CHALLENGE

Governments confronted with complex challenges are looking for new approaches to solving a variety of problems. Some of them have started to use systems approaches in service delivery to improve the quality and standards of public services (OECD, 2017).¹ Systems approaches refer to a set of processes, methods and practices that aim to affect system change and they assume that citizens are not mere consumers but are actively engaged in building resilient societies. This is a paradigm shift, in which the dominant consideration of citizens as passive consumers of public services has changed towards a consideration of citizens as “co-creators” or “co-producers”. As citizens are given the opportunity to participate in the joint framing of what the relevant services and their outcomes are and how they should be organised, they become an integral part of service delivery as they possess important information on the performance of the system; which, in turn may be utilised for further improving delivery of public services (Osborne and Gaebler, 1993; Hood, 1991)².

Systems approaches help governments confront, in a holistic way, problems that span administrative and territorial boundaries. They call for constant adjustment throughout the policy cycle, with implications for how institutions, processes, skills and actors are organised. Because they focus on outcomes, systems approach requires multiple actors within and across levels of government to work together. In order to effect system change, administrations must develop their vision for a desired future outcome, a definition of the principles according to which that future system will operate, and a set of interventions that will start to change the existing system into the future system (OECD, 2017).

However, changing entire systems in the public sector is difficult, in part because they cannot be turned off, redesigned and restarted; public services must be continuously available. Hence, systems approaches can help navigate this difficult transition by allowing new practices to be rolled out while core processes are still running. Furthermore, systems approaches can help organisations better manage complexity by striking a balance between simplification (focusing on the intended outcome) and complexification (tackling multiple factors within a system at the same time).

Changing the system also requires building internal skills in organisations to help face and adapt to new circumstances (OECD, 2017). Although there is no discrete list of elements needed to provide the appropriate levels of service, there are several key notions that are prevalent across the literature. These include: knowing who the service users are, their requirements, expectations, etc (Vandermerwe, 2004);³ designing public service delivery according to the service users’ needs (Osborne et al., 2013);⁴ creating a service culture and user-focused mindset (Johnston, 2008; Skalen and Strandvik, 2005);⁵ and measuring the success from the service recipients’ view point, as end-users (Olsen, & Johnson, 2003).⁶

Furthermore, to initiate and sustain systems change over time, individuals at the top of organisations need to be involved, especially when trying to change long-established and complex systems. However, leadership is not a sufficient condition; a critical mass of actors in different positions and roles, who understand the need for change and are also willing to act upon it, is crucial for achieving positive results. Furthermore, a systems approach requires working across organisational boundaries and government levels.⁷

¹ OECD, 2017. Working with Change: Systems approaches to public sector challenges. Paris: OECD
<https://www.oecd.org/media/oecdorg/satellitesites/opsi/contents/files/SystemsApproachesDraft.pdf>

² Osborne, D. and Gaebler, T. 1993. Reinventing Government. Reading, MA: Addison Wesley; Hood, C. 1991. A public management for all seasons? Public Administration, 69, pp. 3-19.

³ Vandermerwe, S. 2004. Achieving deep customer focus. MIT Sloan Management Review, 45 (3), pp. 26-34

⁴ Osborne, S. P.; Radnor, Z.; and Nasi, G., 2013. A new theory for public service management? Toward a (public) service-dominant approach. The American Review of Public Administration, 43 (2), pp. 135-158.

⁵ Johnston, R. 2008. Internal Service barriers, flows, and assessments. International Journal of Service Industry Management, 19 (2), pp. 210-231; Skalen, P., and Strandvik, T. 2005. From prescription to description: A critique and reorientations of service culture. Managing Service Quality, 15 (3), pp. 230-243.

⁶ Olsen, L. L., and Johnson, M. D. 2003. Service equity, satisfaction, and loyalty: From transaction-specific to cumulative evaluations. Journal of Service Research, 5 (3), pp. 184-198.

⁷ For example, in the Netherlands, changing the child protection system began with change in one organisation, but it soon became clear that in order to achieve real results, the rest of the supporting structures, from accompanying services to the legal framework, had

Time is also an essential resource in systems change. People need to live through and experience the change rather than be told about it by a third party. The timing of change is crucial. In other words, for change to become the norm, people need time to internalise the solutions provided. However, this also means that influencing and understanding a user's experience of service is fundamental to their experience of, and satisfaction with, a public service – and that this experience then affects quite profoundly the effectiveness and impact of the service provided.

A significant implication of this discussion with respect to public service delivery is that successful public management is not exclusively about the effective design of public services – this is a necessary but not a sufficient condition. It also requires both governing and responding to the expectations of public service users and training and motivating the service delivery workforce to interact positively with the end users. Thus, the performance of a public service does not (solely) depend on its effectual design in relation to its purpose, but it is equally dependent on the subjective experience of that service by its users, as this subjective experience is made up of the collision of their expectations of the service and their perceptions of the experience of the service delivery process. This collision profoundly impacts upon the actual performance of that service (Powell et al., 2010).⁸

Enabling the conditions for effective governance and the strengthening of institutions, as well as developing an efficient and transparent management structure for public service delivery will assist Uzbekistan to achieve sustainable growth in the long-term for equitable economic and social development, and thus be able to support expansion of social policies, assist in employment creation and ultimately advance overall living conditions for the population of the country.

The project goals also address the development challenge at hand, through a rights-based approach, as it addresses accessibility and affordability of public services by citizens, especially those who are part of vulnerable groups, e.g. women, children, people with disabilities, the elderly and those living in rural areas and who are feeling the effects of the digital divide and their subsequent exclusion to a great extent. Similarly, transparency and openness of public service delivery will be ensured through the introduction of access to information practices, real-time monitoring of delivery of services, elimination of human participation in decision-making processes – when such processes can be automated – and anti-corruption measures. However, in doing this, due care should be taken so that the quality and speed of service delivery is not negatively affected, and fundamental rights and freedoms, i.e. access to information and privacy, are not put at risk.⁹

Furthermore, the project goals adhere to recommendations of the Human Rights Council (HRC) in its Universal Periodic Review (UPR),¹⁰ regarding basic public services provision in Uzbekistan. They also adhere to the UN Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW),¹¹ the International Covenant on Civil and Political Rights (ICCPR)¹² and the International Covenant on Economic, Social and Cultural Rights (ICESCR),¹³ all of which have been ratified by Uzbekistan.¹⁴ Consequently, the establishment of one-stop shops for public service delivery, if properly organised, is a key policy action to ensure the basic rights of citizens to public services – women in particular – as well as their rights to information and participation in the system of public administration and in economic life.¹⁵

to change as well.

⁸ Powell, M.; Greener, I.; Szmigin, I.; Doheny, S.; and Mills, N. 2010. Broadening the focus of public service consumerism. *Public Management Review*, 12, pp. 323-340.

⁹ It is also envisioned that a complaints mechanism will be integrated into both digital and offline procedures of One-Stop-Shops, so that anyone who is not satisfied with service quality or is confronted with misconduct of government officials can submit a complaint or an appeal.

¹⁰ The HRC 3rd cycle Universal Peer Review national report (2017) for Uzbekistan: <https://documents-dds-ny.un.org/doc/UNDOC/GEN/G18/050/12/PDF/G1805012.pdf?OpenElement>

¹¹ <http://www.un.org/womenwatch/daw/cedaw/>

¹² <https://www.ohchr.org/en/professionalinterest/pages/ccpr.aspx>

¹³ International Covenant on Economic Social and Cultural Rights, <https://www.ohchr.org/en/professionalinterest/pages/cescr.aspx>

¹⁴ For instance, Uzbekistan has accepted a number of recommendations related to ensuring transparency and equity in granting land and real estate facilities to investors, as well as utilising innovative approaches and technological solutions for the efficient delivery of public services.

¹⁵ Women are under-represented in local government structures. For example, there are no female Khokims, only some deputy Khokims. The CEDAW Report (2015) noted that women head only 9% of all farms and in rural areas occupy only 4.2% of senior management posts in the agricultural sector. Their earnings are also lower, amounting to 82% of men's earnings. In general, women

Public service delivery

Improved access to public services is an essential element for a government that aspires to serve its people better. A major step towards improved public service delivery in Uzbekistan has been the launch of the *Single Portal of Interactive State Services* (SPISS) that initially provided 40 public services online. Over two million applications have been received through the SPISS to date. In December 2016, the *Virtual Reception of the President of Uzbekistan* was also established, with opening the *People's Reception Offices* (PROs) throughout the country.¹⁶ These Offices received over 1.5 million citizens' appeals, during the first year of their operation, effectively allowing the government to identify the most pressing problems and needs of the population with respect to public services, as well as locate crucial deficiencies in the existing public service delivery system.

Nevertheless, there are still considerable challenges to be tackled such as the low quality of public service provision overall, or the unavailability of many public services in the rural areas of the country, despite the country's accomplishments through the online delivery of a significant number of public services. Taking into account that less than 50% of the country's population have access to the internet,¹⁷ as well as considering that the majority of public services provided on-line are still lacking online payment facilities,¹⁸ it becomes clear that another modality for public service delivery is needed to cover the remaining 50% of the population as well.

As part of wider efforts to address challenges in effective and streamlined public service delivery, this topic has been reflected in the first and second pillars of ("Priority Area I. Public Administration reform" and "Priority area II. Rule of Law and Justice sector reform") of the Action Strategy for 2017-2021¹⁹ and Concept of Administrative Reforms in Uzbekistan.²⁰ In order to support these reforms with institutional arrangement and frameworks, in 2017 the President of Uzbekistan adopted Decree "On Fundamental Reform Measures for the National System of Public Service Delivery to the Population"²¹, which envisioned the establishment of new an dedicated institution, i.e. the Public Services Agency under the Ministry of Justice of the Republic of Uzbekistan (PSA) and its territorial subdivisions with mandate to deliver services through Public Service Centres (PSC). Legal status and objectives of PSA and PSC have been determined in another Resolution of the President²² adopted pursuant to the Decree described above.

Considering gradually increasing number of public services available (100) and significant increase in number of applicants in PSC, as well as government plans to integrate additional public services through PSCs, in 2019 the Government adopted resolution on further enhancement of national public service delivery system"²³. In accordance with this resolution, PSA was given also mandate to monitor the quality of public services in PSCs and scale-up of introduction of ICT to ensure integration of various services and systems.

Participatory decision-making mechanisms

It is also essential to improve the system of local governance in order to facilitate effective public service delivery in all the regions and localities of the country, as existing inefficiencies in the planning, operational and decision-making processes employed by local governments lead to

face more constraints in realising their economic rights, such as lack of formal property ownership, lack of collateral, the need to balance business with domestic responsibilities, lack of access to information and lack of business opportunities, skills and resources.

¹⁶ www.pm.gov.uz

¹⁷ Only 44% of households in the country has access to a computer and less than 10% (3 million people) have access to the internet through a fixed-line connection. The percentage of population with access to the internet through 3G and 4G connections is higher, 45% and 17% respectively (Measuring the Information Society Report 2017. ITU, www.itu.int/en/ITU-D/Statistics/Pages/publications/mis2017.aspx).

¹⁸ Only about 5% of services offered on-line allow for online payments, according to the evaluation results of the project "E-government Promotion for Improved Public Service Delivery", jointly implemented by the United Nations Development Programme (UNDP) and the Ministry of Information and Telecommunications (MITC).

¹⁹ #UP-4947 dated 7 February 2017, Available at: <http://www.lex.uz/ru/docs/3107042>

²⁰ #UP-5185 dated 8 September 2017, Available at: <http://lex.uz/docs/3331176>

²¹ Presidential Decree No. UP-5278 of 12 December 2017 available at <http://lex.uz/docs/3454458>

²² On December 12, 2017 the Resolution #PP-3430 of the President of the Republic of Uzbekistan "On the establishment of the Public Services Agency under the Ministry of Justice of the Republic of Uzbekistan", Available at: <http://lex.uz/docs/3454986>

²³ Presidential Resolution "On measures for further comprehensive enhancement of national public service delivery system" #PP-4193, dated 15 February 2019, <http://lex.uz/docs/4203399>

insufficient public service delivery at the local level.²⁴ In order to reduce the excessively centralised management and budgeting of local authorities and allow them to expand their financing opportunities and spending choices, the President signed, in 2017, a Decree “*On measures to expand the power of local authorities in the formulation of local budgets*”²⁵ intended to strengthen the revenue base of local authorities by increasing their revenue-raising powers and providing them with a degree of independence in utilising additional revenues.

This is a new approach for local government financing, which on one hand, creates new opportunities, but on the other, also creates new responsibilities for *Khokims* (mayors). The *Khokimiyats* (municipal councils) will now need to systematically identify local community needs, plan and manage local budgets accordingly and create an enabling environment for wider local community engagement in the budgetary resources allocation process.²⁶ This process will also be helpful in determining the key burdens, currently present, in the public service delivery system at the local level, particularly in rural and remote areas.

II. STRATEGY

In December 2016, the newly elected President of Uzbekistan, Shavkat Mirziyoyev, launched a massive country-wide reform programme that also included public administration. The ultimate objective of the public administration related reforms is to transform government into a “serving the people” system, that is accountable and transparent and focused on improving the well-being of citizens.

Building on the Government’s recent legal and institutional reforms that support citizen-centric service delivery, this project delineates a series of activities - at the legal, institutional and implementation levels - that will facilitate the establishment and effective functioning of one-stop shops to deliver public services for vulnerable and at-need populations in rural areas primarily. It also delineates a series of activities aiming at strengthening the capacity of local governments and citizens to monitor and provide feedback to Public Services Agency (PSA) for improving the performance of the Public Service Centers (PSCs) in public service delivery; effectively creating a quality control mechanism at the local level.

In addition, taking into account the Government’s recent legislative initiative that expands the powers of local authorities in formulating their budgets, this proposal also includes several activities intended to enable local governments to plan and manage their budgets effectively. It is expected that these activities will encourage wider local community engagement in the budget formulation process by systematically identifying local community needs and prioritising local government interventions based on the environmental, social and economic concerns of local citizens.

The idea of establishing one-stop shops for attaining effective public service delivery is a high priority for the country. The President in a recent address said that, “*The next important issue standing in front of us in creating even more favourable conditions for the population is a substantive improvement in the quality and extension of public services*”.²⁷

In fact, the inability of the traditional, bureaucratic public administration structures to effectively meet citizens’ needs, triggered the creation of the new Public Service Agency. Its mandate is to dramatically improve the quality, efficiency, transparency and accessibility of public services by coordinating the provision of public services to citizens and businesses through the establishment of *Public Service Centres* (PSC) across the country, thus utilising the one-stop modality for public service delivery.

Through the introduction of the PSCs, the Government intends to eliminate direct interaction of citizens with public servants hoping to improve delivery of public services, by eliminating delays,

²⁴ Uzbekistan still employs a highly centralised governance and a top-down decision-making system. Under this system, all decision-making is concentrated at the central level, with local governments acting as mere conduits for implementing the central government’s will. In this context, local development programmes and policies formulated and decided upon at the central level are often detached from the actual problems and issues, the populace face at the rural level.

²⁵ Decree of the President #UP-5075 (7 June 2017), http://www.lex.uz/pages/getpage.aspx?lact_id=3232503.

²⁶ The expansion of local authorities’ powers in the formulation and management of their budgets will be first implemented in the city of Tashkent, aiming to eventually cover all local governments across all regions of the country.

²⁷ Address of the President of Uzbekistan to the Legislative Chamber of the *Oliy Majlis*, 22 December 2017, <https://mfa.uz/en/press/news/2017/12/13523/>.

reducing bureaucratic red tape, increasing transparency and eradicating incidences of corruptive behaviour.²⁸ Moreover, the establishment of PSCs will trigger initiatives to simplify procedures and improve internal processes, which could lead to a reduction of time and money spent by people in accessing public services; ultimately contributing to the improvement of the well-being of people, especially those living in remote and rural areas.

It is suggested that one-stop shops that will deliver public services in the remote and rural areas of the country should be established in order to satisfy the country's rural population needs for public services. In other words, as the digital transformation in Uzbekistan is still at a nascent stage, one-stop shops - single-point service delivery places – would be a feasible solution to overcome existing challenges and ensure access to public services for all. This solution would effectively meet citizens' demands for straightforward and timely delivery of public services and it would simplify interaction between the bureaucracy and citizens.

In this context, in order to ensure that the level of people's engagement in local affairs of governance is increased and sustained, and the public service delivery system in place addresses the needs of people living in the regions and rural localities, it is imperative to establish meaningful two-way functional mechanisms to receive input and feedback in relation to local policy formulation and decision-making processes, as well as on the quality of public service delivery taking into account the economic and social concerns of local citizens.

Achieving the goals of sustainable development will require the development of tools and practices to address the issues at hand, that is delivering public services effectively and increasing the involvement of citizens, both in local budget resources allocation prioritisation and in increasing the quality of public service delivery at the local level. In this connection, Uzbekistan has launched a series of large-scale initiatives to reform the system and management of its government structures, both at the national and local levels, as well as improve the provision of public services to the country's population, especially those residing in rural and remote areas of the country.

To cope with such challenges, the proposed project will support ongoing efforts of the Government to reform local public service delivery and ensure effective implementation of the one-stop shop modality by: [i] streamlining the pertinent regulatory framework and relevant policies; [ii] contributing to the enhancement of the capacity of government agencies and the PSCs for improved public service delivery; [iii] expanding and decentralising accessibility to public services; and [iv] integrating service delivery systems; and at the same time enabling the appropriate mechanisms to support these changes and thus ensure their sustainability. By improving delivery of public services, the project will contribute to improving the quality of life of vulnerable sectors of the population in rural areas - such as women, youth and children, elderly, and people with disabilities – by enhancing their access to, and the quality of, service delivery. Furthermore, by strengthening citizen participation through a variety of outreach and social accountability mechanisms, people's voice in decision-making processes and access to information will be enhanced; effectively increasing the transparency and effectiveness of Uzbekistan's local governance system.

In sum, this governance-related reform project is a top priority for the Ministry of Justice and its structural agencies. Public Services Agency under the Ministry of Justice is ultimately responsible for the delivery of public services, and by extension for the Government of Uzbekistan. In this respect, the political dynamic for such reforms exists. Therefore, UNDP will pay particular attention to engaging sufficiently expert personnel to oversee, coordinate and implement the project aiming to meet the envisioned goals of the project.

The Human Rights Council in its Resolution 25/8²⁹ underlines that States have the primary responsibility - including through their constitutional provisions and other enabling legislation, and consistent with their international obligations - to ensure that professional public service upholds the highest standard of efficiency, competence and integrity, and are predicated on good governance principles, including impartiality, rule of law, transparency, accountability and combating corruption. Essentially, it reaffirms the right of every citizen to have access, in general

²⁸ According to Transparency International, Uzbekistan is ranked 157th among 180 countries surveyed, in the Corruption Perception Index 2017. In this context, combating corruption is also one of the key objectives of the comprehensive reforms under way. The establishment of the PSCs and further digitalisation of public service delivery are perceived as two effective approaches the Government employs to prevent and combat corruption.

²⁹ A/HRC/RES/25/8 (11.04.2014), the role of good governance in the promotion and protection of human rights, <https://documents-dds-ny.un.org/doc/UNDOC/GEN/G14/134/07/PDF/G1413407.pdf?OpenElement>

terms of equality, to public service in his/her country. Therefore, the proposed project is designed with a rights-based approach to public services in order to promote the realisation of the basic, social and economic rights of citizens in rural areas, including those of women, children and youth, elderly, persons with disabilities, and other vulnerable groups.

Gender equality considerations are also embedded across all activities, including integrating gender-centric enhancements to regulatory and policy frameworks, re-designing public services, provision of capacity development support, and selection of public services and pilot regions. Establishment of special Women Advisory Groups within the Public Service Centres Public (under activity 3.4) is envisaged as an affirmative action measure to ensure adequate space for civic engagement of women. Therefore, capacity development and awareness raising activities will address specific needs of women with regard to interacting with government entities.

Benefits in environmental sustainability are also built into the activities. Introduction of paperless work modalities is expected to eliminate / reduce paper waste, while offering public services through one-stop shops is expected to decrease travel time to obtain services, leading to fuel savings.

Participatory planning systems in local governments (envisaged under output 4) to ensure that the public service delivery system addresses the most pressing needs of people in the regions, especially of women, children and youth, elderly, and persons living with disabilities in rural and remote areas is also considered as a cross-cutting strategy which is grounded in the human rights based approach.

The proposed project goals are in line with several of the Sustainable Development Goals (SDGs). For example, project activities will contribute towards the achievement of SDG 16 calling for the promotion of peaceful and inclusive societies for sustainable development and for building effective, accountable and inclusive institutions at all levels. Envisioned project activities will also promote inclusive and sustainable economic growth, technological advancement and innovation for all women and men, including young people and persons with disabilities and equal pay for work of equal value (SDG 8). Furthermore, project activities will advance achievement of gender equality by empowering all women, ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in the political, economic and public life (SDG 5).

III. RESULTS AND PARTNERSHIPS

Expected Results

The key intended outcome of this project is to improve the quality of life of vulnerable sectors of the population in rural areas – such as women, youth and children, the elderly and people with disabilities – by enhancing their access to public services, and the quality of their provision. Equally, the project aims to strengthen citizen participation in the decision-making processes at the local level and increase their access to information, effectively increasing the transparency of the local governance system.

The key project Output of the project: **“Improved well-being of vulnerable population groups in rural areas through better access to streamlined public services”**.

The expected results of this project are envisioned to be the following components:

Activity 1: Build an enabling environment for improved public service delivery by streamlining regulatory framework and relevant policies, and encouraging data-driven and evidence-based policy making

Activity 1.1: Review regulatory and policy framework pertaining to public service delivery at the central and local levels

Carry out a review of existing legal and regulatory framework, primary and secondary normative acts related to public service delivery and formulate proposals to amend existing, or adopt new legislation for improving public service delivery, based on the findings of the review.

Activity 1.2: Standardise service management practices and procedures

To ensure quality assessment of management practices across different public service providing agencies and real time monitoring of service delivery, several standards will be developed, e.g. Public Service Standard, a set of key quality criteria for all public services; Technology Code of Practice, technology requirements for public service delivery; Service Design Manual, guidelines on designing public service for digital and off-line delivery channels; all based on EU and international practices. ISO certification and implementation (ISO 9001, ISO 27001, ISO 37001) including ISO trainings (management quality and information security) will be supported.

Activity 1.3: Quality of service delivery assessment and development of proposals for streamlining delivery

A comprehensive assessment will be carried out, utilising user-centred research methods (surveys, interviews, field observations, etc) to identify user needs with respect to public services, level of satisfaction of public service delivery, followed by preparation of proposals to streamline the delivery of public services through the Public Service Centres and other delivery channels.

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

Functional reviews of government entities engaged in public service delivery will be conducted – concentrating, at least at the start of this project, on most popular public services, e.g. licenses, cadastre register, document notarisation, etc – aiming at eliminating duplicate, excessive, outdated and inefficient procedures that inhibit efficient delivery of such services to end users.

Activity 1.5: Development & Implementation of Action Plan for digitalisation of archives

Support will be provided on the development and implementation of action plans on digitalisation of paper-based documentation and the creation of digital archives needed for usage in public service delivery. Scanning and data storage equipment will be procured, and the development of relevant databases and information systems will be financed.

Activity 1.6: Data analysis tools introduced across the public service delivery system

Project will work with government agencies and other line institutions in key policy areas to support real-time and responsive evidence-based decision-making. Big data analytics, machine learning tools will be procured and deployed to accomplish real-time data analysis and predictive analytics.³⁰ Through this activity, local capacity in harnessing various data sources to support evidence-based decision-making (i.e. improved user feedback and customer service systems) will be built.

Activity 1.7: Prototyping blockchain-based solutions in public service delivery

A policy paper will be produced on how to introduce blockchain technologies to public service delivery. Research will be conducted to explore the opportunities for distributed ledger technologies in the transformation of selected public services, to be provided in pilot regions, for ensuring integrity, trust and transparency of service-related data and associated transactions; for example, in land registries, business registries, notary services, etc. This policy paper is expected to provide real life insights into the viability of such technologies, as well as to identify the legal and policy implications of rolling out distributed-ledger technologies in the country. In addition to research and feasibility studies, analysis, prototyping blockchain-based solution in public service delivery will be undertaken. To this end, local and international consultants (technical writers, business analysts and blockchain experts) will be recruited, servers & IT equipments for piloting blockchain solutions will be procured.

³⁰ Data disaggregated by gender, location, and other critical criteria, with due regard, however, for data protection and privacy rights of citizens and residents of Uzbekistan.

Activity 2: Enhance institutional capacities of the PSA, the MoJ and associated agencies to develop, plan, implement and monitor public service delivery policy implementation via the PSCs

Activity 2.1: Capacity development and training for PSA and PSC personnel

Several capacity development activities and trainings will be implemented to strengthen the newly created PSA, as well as its nationwide network of Public Service Centres (PSC).³¹ First, a systematic capacity building programme, complete with several training modules, will be developed, following the conduct of a capacity needs assessment study.³² Furthermore, a programme of visiting international experts will be devised in order to receive input for the formulation of capacity building and training modules, as well as to conduct trainings in the country. Moreover, study tours for key personnel from central and regional government entities to EU countries will be organised to observe their one-stop shop service centres in action, as well as to be introduced to advanced and evolving concepts in public service delivery, based on ICT. To ensure wide coverage of PSA/PSC staff with trainings, distance learning platform will be procured and used to conduct regular webinars and other capacity building activities online.

Activity 2.2: Provision of trainings to personnel of government agencies responsible for development and provision of public services

A systematic capacity needs assessment of ministries and government agencies that provide public services will be undertaken, followed by a series of trainings on good practices in user-centric service delivery focusing primarily on modalities such as “once-only data request”, “one-stop shops” and concepts such as “whole-of-government” and “government as platform”. Study tours for policy makers will also be organised to countries such as Estonia to study electronic delivery of public services systems.

Activity 2.3: Improve access to information about public services through various channels

This activity will involve creating new and/or improving existing information about public services delivered through PSCs (documents, procedures, time, cost, results, etc.) available in digital (my.gov.uz, mobile apps, infokiosks) and physical forms (in stationary and mobile PSCs). The content will be revised with focus on maximizing user experience, usability, and ease of access.

Activity 2.4: Enhance the PSA's integrated information system, call centre and situation centre

This activity will focus on developing information analysis system for business intelligence and data analytics, as well as call-centre platform to handle incoming user messages through telephony and other communication channels, and a situation centre for the Public Services Agency for real-time monitoring and management of the Public Service Centres and using as a feedback mechanism.

Activity 2.5: Introduction of an internship programme at PSA/PSC for university and college students

The PSA will introduce an internship programme through which university students can work as support staff either at the PSA or the PSCs for a two- to four-month period. Such a programme will lead to increased support for the PSCs as public service providers. It will also provide the opportunity to students to develop work-related skills and competencies and be introduced to public service delivery processes and procedures.

³¹ The first regional level PSC was opened on 2 May 2018, in the Namangan region, to which the President paid a personal visit, <http://www.president.uz/uz/1695>.

³² The needs assessment study will examine the existing competencies levels and future training needs to meet expected demands for competencies needed for provision of public services through such modalities as the PSCs and for the potential expansion of the types and numbers of services provided through the PSCs.

Activity 3: Build technical capacity of at least 5 PSCs in the pilot regions to showcase an exemplar model of public service delivery aiming to win public trust and overcome concerns with regard to the viability of one-stop shops

Activity 3.1: Assessment of demand for most popular public services

Pilot regions will be confirmed during the inception period of this project in consultation with national partners and in close coordination with the EU Delegation based on a mutually accepted methodology, which will take into account population size, density of business entities and the demand for public services needed in a particular area of the country, among other crucial factors. However, priority will be accorded to the following regions: Sirdarya, Surkhandarya, Jizzak, Kashkadarya, and Tashkent region. Regions that need to be prioritised will be determined by examining: [i] the type and volume of public services that are most in demand in a region; and [ii] the socio-economic and environmental impact of public services currently delivered in a region.

The planned activities will be carried out at the PSCs in the following pilot districts: Havast (Sirdarya); Sariosiyo (Surkhandarya); Bakhmal (Jizzakh); Dekhkanabad (Kashkadarya); Kuyi-Chirchik (Tashkent region). Respectively two regional project offices will be established in Karshi (to support project activities in Surkhandarya and Kashkadarya regions) and Gulistan (to support project activities in Sirdarya, Djizakh and Tashkent regions).

Activity 3.2: Streamline provision of at least 10 public services through PSCs in five (5) pilot regions

A functional analysis combined with a business process re-engineering exercise will be implemented in five pilot regions to streamline at least ten public services delivered through the PSCs.³³ Selection of the ten services will be based upon the results of the preceding activity (3.1). Potential services to be included are expected to be those associated with title change and registration of land (cadastre), citizen registration for unemployment and benefits associated with unemployment, etc. The focus will be made on so called *composite public services*, which are linked to life events. For example, public services related to birth of a child include: applying for birth certificate, registering at family clinic, applying for social allowance, address registration, applying to kindergarten, and so on.

Activity 3.3: Support the establishment of regional Centres for Innovative Ideas, Digital Skills & Women Empowerment

As PSCs will be established throughout the country possessing the appropriate infrastructure (office space, equipment and communication systems), it is plausible that Centres for Innovative Ideas can also be established, on the same premises, to support young people, particularly female entrepreneurs, to formulate innovative proposals for tackling development challenges and introduce start up projects that could commercialise innovative ideas.³⁴ In this context, PSC can also be capacitated to offer front office services on behalf of the Agency of Intellectual Property, e.g. provision of patents for inventions, for industrial design, registration of software, etc, in order to ensure that such services are readily available to young innovators and entrepreneurs in the regions.

These centres will facilitate the creation of Women Advisory Groups to convene in order to encourage discussion and exchange with local government authorities and service providers on gender sensitive service delivery. These group meetings will be used in piloting innovations for women empowerment to ensure that women fully participate in socio-economic life, public administration, service delivery in their regions, as well as promoting women entrepreneurship. Furthermore, they will assist in empowering women-led NGOs to participate in the meetings of local government council meetings, in order to monitor and oversee quality of public service delivery. Their engagement will be consulted with national partners and their involvement will be

³³ These ten public services will be chosen from the list of 58 services that have been identified for re-design and process optimization during the period 2018-2020 and to be provided exclusively through the PSCs, in line with the provisions of the Presidential Decree #UP-5075 (07.06.2017) on measures to expand the power of local authorities in the formation of local budgets.

³⁴ This initiative is congruent with the recent Resolution of the President "On additional measures to create conditions for development of active entrepreneurship and innovation" (07.05.2018), https://www.norma.uz/raznoe/postanovlenie_prezidenta_respubliki_uzbekistan55

ultimately to collect and incorporate their feedback in local government decision-making and in public service delivery mechanisms.

Training and capacity building activities will be provided to the rural population to develop their dexterity and skills in utilising electronic means for public service delivery (through self-service zones). Such activities will ensure that at least 50% of rural women participate in them, aiming to develop their computer literacy levels, basic legal skills and knowledge of public services, in order to make public services more accessible for all.

Activity 3.4: Pilot Public-Private Partnerships (PPP) in public service delivery

A suitable form of PPP for public service delivery will be identified and a working model of this form will be piloted. Based on the experience gained through the pilot phase, complete proposals will be prepared – concept note, business processes and financing model – for implementing such a mechanism for selected public services; as well as a set of recommendations will be developed for scaling up the model to cover other public services and other regions. Public consultations involving community members, local NGOs and other stakeholders will also be conducted to make the proposed PPP mechanism as transparent, participatory and inclusive as possible.

Activity 3.5: Improve user experience through upgrading design, layout, furnishing and equipping PSCs

A study for understanding user behaviour, and how to safeguard fundamental rights and freedoms – access to services and information and participation – will be conducted, employing, at the same time, a gender-sensitive approach to designing, furnishing and determining spatial arrangements of the pilot PSCs with the aim to maximise user experience.

Equipping the pilot PSCs will be based on a capacity needs assessment that will be conducted in order to identify and satisfy the needs in hardware and software needed for the seamless operation of the PSCs, i.e. servers, PCs, network and telecommunications devices, video surveillance, user feedback mechanisms, etc.

Activity 3.6: Conduct awareness raising campaigns for promoting the PSCs

Create and organise public awareness raising campaigns on the benefits of using PSCs for obtaining public services, focusing in particular on gender sensitive messaging and engaging women's groups in the design and composition of such awareness raising campaigns.

Activity 4: Introduce and pilot participatory planning and governance systems in local government in the pilot regions to ensure that public service delivery addresses the needs of people, in particular of vulnerable groups

Activity 4.1: Digital transformation of selected public services of the khokimiyats & integration them with PSCs

Support the digital transformation of selected most popular public services of the local authorities in piloted regions by their functional review, BPR and development of the appropriate information systems. Such approach will provide the condition for integration of the most popular local public services with PSCs.

Activity 4.2: Train public servants on planning, RBM methods and techniques

Organise trainings on new public management models for key officials in pilot khokimiyats and other regions and introduce modern innovative methods in planning and organisation of administrative work, application of result-based management approaches to support citizen-oriented planning and governance systems including public service delivery.

Activity 4.3: Introduce KPIs and reporting systems in pilot khokimiyats

Support the development of KPIs and reporting systems in evaluating performance of Khokimiyats in pilot regions.

Activity 4.4: Develop manuals and guidelines for pilot khokimiyats

Assist khokimiyats in pilot regions to develop manuals and guidelines on local budget planning, mechanisms for estimating costs and benefits of public services, and devising methods for wider engagement of the local community in budget planning and resource management processes.

Activity 4.5: Facilitate interaction between public authorities and civil society

Support the development and piloting of an on-line civic engagement and public participation system for addressing significant issues related to socio-economic development in selected regions, as well as strengthening the dialogue between khokimiyats and citizens in order to improve public service delivery through the PSCs. In this connection, the establishment of Public Advisory Councils (PAC) comprising representatives of civil society, members of the business community, other professionals and others on a voluntary basis will also be piloted.³⁵

Activity 4.6: Introduce gender-sensitive approaches to public service delivery

Conduct special trainings for khokimiyats and regional branches of the Women' Committee on gender-sensitive issues and approaches to public service delivery.

Resources Required to Achieve the Expected Results

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

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

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

Transportation and Vehicle-Related Expenses: Given its high mobility requirements and to ensure reliable transportation, the Project will procure 2 vehicles, 1 for central and 1 for regional branches. Vehicles will solely be used for the implementation of the Project and are considered a key requirement for overall monitoring and implementation of project activities. 2 vehicles are considered a minimum for the effective implementation of this project, also considering the relatively short time frame and regional locations covered by the Project activities.

Partnerships

The UNDP will capitalise fully on its existing partnerships with key international and national partners. It will also deploy its wide network of partners and experts from academia, expert community and other international organisations. While implementing this project, UNDP will work closely with the following several key and non-key national partners, i.e. the Office of the President and the Ministry of Justice. Other partners are the Public Service Agency, the General Prosecutor's Office, the Cabinet of Ministers, the Ministries of Innovative Development and of Information Technologies and Communications and the Women's Committee of Uzbekistan.

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

³⁵ PACs are expected to make recommendations related to improvements in public service delivery and the use of public financial resources, prepare development plans and promote decision-making processes that promote transparency in public administration.

The Ministry of Justice will ensure the horizontal coordination among territorial responsibilities of all relevant ministries and agencies as well as local authorities in the area of public administration and public service delivery.³⁶

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

Local governments (Khokimiyats), both partners and beneficiaries of this project, will ensure effective interaction among ministries self-governing bodies and civil society in the management and implementation of the project's activities at the local level.³⁷

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

The General Prosecutor's Office (GPO) is one of the key bodies in charge of anti-corruption work in Uzbekistan, as well as the entity responsible for monitoring and supervising the implementation of legislative initiatives by the state agencies and supporting the establishment of enabling environment for the implementation of the Concept of Administrative Reforms.

The Cabinet of Ministers has recently established a dedicated Department for Regional Socio-Economic Development. The Department is mandated to coordinate the work of all relevant ministries and agencies, as well as of the khokimiyats (local executive bodies). The Department will need to ensure that the khokimiyats participate in the project's prescribed trainings so that the capacity of local governments personnel is substantially improved to manage one-stop shops.

The National Agency for Project Management under the President of the Republic of Uzbekistan is responsible for coordination and overview of digital transformation initiatives across government agencies at central and local levels. Its support and engagement will be needed to accomplish ICT related activities as part of the proposed objectives.

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

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

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

Risks and Assumptions

- Financial – low progress in delivery of project activities due to long clearance from government agencies;
- Financial – loss in funds due to FX (foreign exchange) market fluctuations on euro vs dollar;

³⁶ The Ministry of Justice is currently undergoing functional reform aimed at increasing the role of judicial bodies in conducting comprehensive and critical analyses of the effectiveness of public administration, the quality of administrative procedures and public services and for furthering the improvement of legislation and law enforcement practice in these areas.

³⁷ Local governments headed by Khokims combine executive and representative functions and they comprise of regional, district and city administrations. They are responsible for economic and social development in their regions, districts and cities, including for the formation and execution of local budget. The Khokim (governor) of a region is the head of both the region's representative and executive bodies and is accountable to the President of Uzbekistan.

- Operational – incomplete or disbalanced start of the project activities due to delay in recruitment of the project staff;
- Operational – delay in procurement of equipment described in the Action due to overdue in procurement process (tender, evaluation and etc);
- Organizational – internal reforms within the Ministry of Justice and Public Service Agency;
- Political - Drive for modernisation and implementation of reform-oriented initiatives may lose momentum in the years ahead;
- Political - Local government unable or unwilling to introduce participatory mechanisms in local governance;
- Political – Challenges in engaging other government agencies, particularly regional administrations into the project activities due to low level of interagency cooperation;
- Regulatory - Regulation amendments and/or service standards and functional reviews results submitted are not adopted by the Government;
- Regulatory - Lack of incentives prevents the private sector entering into PPP with the PSA;
- Strategic - Establishment and operation of the pilot PSCs may not be fully supported by relevant government agencies in offering quality public services;
- Strategic - Targets may not be achieved due to slow and inefficient response from relevant government agencies or if resistance for change is not sufficiently overcome;
- Operational - Public servants approach trainings offered as formality rather than as opportunity to learn new ways of providing public services;
- Organizational - Distributed ledger technologies' benefits are not comprehended or considered useful under prevalent circumstances;
- Operational - Lack of proper communication strategy may not help showcase the benefits of receiving public services through PSCs;
- Technical/Operational - Corporate web portal not maintained appropriately leading to loss of appeal by citizens;
- Technical/Operational - Local residents may not have sufficient incentives to provide innovative ideas;
- Technical/Operational - Local residents may not be interested in enhancing their digital skills due to life's or other circumstances;

Stakeholder Engagement

Considering the primary beneficiaries of the project is Public Services Agency under the Ministry of Justice of the Republic of Uzbekistan and other key actors involved in the public service delivery process, the project aims to work with all bodies and agencies responsible for the implementation of public service delivery and activities foreseen in accordance with the national legislation. Therefore, the target group includes PSA staff and civil servants on the one hand, and consumers of public services including citizens and businesses who use the services provided by public sector institutions on the other hand.

The target groups and final beneficiaries are those who will receive improved access to quality public services in remote and rural areas. Specific attention will be given to the most vulnerable groups, such as women, children and youth, elderly, and disabled people.

The proposed action will identify ways to utilise synergies with existing projects in the area of good governance and sustainable economic development in the regions funded by EU, UNDP, UNICEF, ADB, GIZ, World Bank, Turkish International Cooperation Agency (TICA) and others.

UNDP is currently supporting Uzbekistan with a number of initiatives on a national and local level in digital transformation, public administration reform, preventing corruption, empowering women to participate in public administration and socio-economic life, building capacities of government officials. It has recently concluded project with Cabinet of Ministers in enhancing the capacity of regional, city and district executive bodies to ensure sustainable development of the pilot regions (Tashkent, Namangan and Djizakh). The proposed action will seek synergies with existing UNDP initiatives and expand successful past experiences to increase effectiveness of activities. Important opportunity for synergy with UNDP is in the area of empowering women participation in

public administration in partnership as it currently works with the Women's Committee of Uzbekistan.

In addition, the project will cooperate with other on-going UNDP projects to synergy their efforts on achieving the mutual goals, namely:

- “Public Administration Reforms and Digital Transformation” – digital transformation in public institutions and public services;
- “Promoting Youth Employment in Uzbekistan” – on improving existing and designing new and inclusive, accessible and affordable public services and active labour market initiatives for youth, particularly among college and university graduates, young women and other vulnerable groups;
- “Enhancing the adaptation and strengthening the resilience of farming to Climate Change Risks in Fergana Valley” – on enhancing the capacities of regional administrations, public service delivery at the local level and rural development issues.

The World Bank is developing a project aimed at accompanying the efforts of the Government of Uzbekistan to strengthen the local governance system and decentralisation process through a comprehensive set of analytical instruments. The World Bank is also working with Uzbek counterparts to examine which citizen engagement mechanisms can be selected and mainstreamed across public sector agencies (DG REGIO funded the development of indicators of citizen-centric public service delivery).

The project will be open to collaborate on the Digital Uzbekistan project under Digital Central Asia and South Asia (CASA) program which is also underway.

The project will collaborate with recently launched USAID Judicial Reform in Uzbekistan Program on promoting engagement and development of civil society in Uzbekistan.

The EU Rule of Law Programme for Central Asia entering its Phase III (including programmes financed by individual Member States, in particular DE), is also partly embracing the proposed activities in so far as deals with governance and decentralisation, administrative procedural law and consumers' rights and vulnerable population' rights.

Some EU Member States (notably France, Germany and Latvia) are engaged in a few small scale activities dealing with public administration.

Two EIDHR projects by the International Commission of Jurists (one regional and one national) timely tackle the legal defence aspects of economic, social and cultural rights of the population at national and local levels. Complementarity with EU Budget Support measures will be pursued.

The project will facilitate donor coordination efforts in Uzbekistan on enhancing public service delivery focusing on prospective areas of cooperation among partners supporting national development agenda the Action Strategy for 2017-2021. It is expected to contribute to better and efficient donor coordination, identification of areas requiring utmost support, prevention of overlap in donor efforts and more importantly, serve as a platform of regular open dialogue between national and international counterparts.

South-South and Triangular Cooperation (SSC/TrC)

The project will advance South-South and Triangular Cooperation in the implementation of its activities, through study visits, knowledge sharing events both in and outside of Uzbekistan, in designing concepts and tailor-made recommendations to the country context. International travel study visit to national delegation will be organized to European countries, including Eastern European transitional economies which has successful experience in the implementation of streamlined public service delivery reforms. The project will also facilitate the participation of national partners in the events organized by Istanbul Regional Hub (Turkey), Global Center for Technology, Innovation, and Sustainable Development (Singapore), The Regional Hub of Civil Service in Astana (ACSH) (joint initiative of the Government of Kazakhstan and UNDP), e-Governance Academy of Estonia and others. This will mean south-south learning and exchange will be a critical input and output for this project.

Knowledge

The project is expected to produce several research and analytical materials, papers and analytical briefs and a number of other publications on public service delivery. Public service delivery statistics, qualitative and quantitative data, a total number and types of services provided

as well as number and a number of pilot solutions and blockchain prototypes types applications will be analysed to identify actual issues/topics for the publications of the project and knowledge materials on effective and streamlined public service delivery. The publications, awareness raising materials and knowledge/media products will be produced in a easy to understand and user-friendly manner to widen their target audience. Whenever possible, the project will conduct presentations of project publications with a variety of project stakeholders. Project publications will be disseminated via Public Service Centres, territorial divisions of Ministry of Justice, other line ministries, regional administration as well as NGOs.

Sustainability and Scaling Up

In addressing the identified challenges on prevention and countering corruption, the project will be using existing long-term partnership contacts with the Ministry of Justice of the Republic of Uzbekistan, the Public Service Agency under the Ministry of Justice, regional administrations, which will enable the project to implement proposed activities in the framework of equal rights-based cooperation with aforementioned institutions in all activities of the project, rather than as an external executor. This will also guarantee the sustainability of the results of project activities in the future, as aforementioned government institutions will be directly involved in the formulation and realization of the actions proposed under the project and can influence the process of its implementation in future.

IV. PROJECT MANAGEMENT

Cost-efficiency and Effectiveness

The new project strategy is built on the knowledge, experience, lessons learned and findings gained through previous and ongoing projects of UNDP in governance and rule of law areas. Within many previous and ongoing joint initiatives and projects UNDP had already effectively cooperated with the Ministry of Justice and its structures, namely within “Public Administration Reforms and Digital Transformation”, “Rule of Law Partnership in Uzbekistan” and “Support to Enhancement of Law-making, Rulemaking and Regulatory Impact Assessment/Phase-2” and other projects.

The project will maintain a high rate of cost efficiency by linking and integrating all activities to the national reform priorities and annual State programme relevant provisions on public service delivery. In addition, operational costs will also be kept low by utilizing public building to host local project offices as in-kind contributions by the Ministry of Justice, as well as using UNDP’s common services for processing procurement, administration, travel, human resource management and finance in line with standard Letter of Agreement (LoA) between UNDP and Ministry of Justice.

Lessons learned and capacity developed will remain within the supported institutions, promoting sustainability of the interventions. Secondly, as this project creates evidence and facilitates policy discussion on effective public service delivery practices, the implications may further support national reforms impacting a much wider group of beneficiaries than directly covered under this project.

UNDP in close cooperation with EU delegation in Uzbekistan and under leadership of the Ministry of Justice will be working on donor coordination among other actors, including UN agencies, international financial and development organizations, consulting companies within regular meetings with participation of all major actors involved in supporting project activities to identify synergies and avoid overlaps.

Project Management

The project will be implemented under the full UNDP support to National Implementation Modality (NIM) in order to strengthen the local ownership and further foster engagement of national authorities in the new project planning and execution. The Ministry of Justice of the Republic of Uzbekistan will be the Implementing Partner.

In accordance with the Letter of Agreement between UNDP and Ministry of Justice of the Republic of Uzbekistan for the provision of support services, the UNDP Country Office in Uzbekistan may provide, at the request of the Ministry of Justice, the 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 5 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 Senior Beneficiary - Public Services Agency under MoJ, unless the Project Board decides otherwise or the goods have been procured from the funds provided by third parties and the agreements with them stipulate other arrangements. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan & the UNDP, signed by Parties on 10 June 1993, incl. the provisions on liability and privileges & immunities, shall apply to the provision of such support services.

Any claim of dispute arising under or in connection with the provision of support services by the UNDP Country Office as per this document shall be handled pursuant to the relevant provisions of the SBAA.

The project will be implemented at both central and local level. The activities at the regional level will be carried out at the five pilot districts: Havast (Sirdarya); Sariosiyo (Surkhandarya); Bakhmal (Jizzakh); Dekhkanabad (Kashkadarya); Kuyi-Chirchik (Tashkent region). The main project office will be physically located in the Tashkent city. In addition to Tashkent office, two regional project offices will be established in Karshi (to support project activities in Surkhandarya and Kashkadarya regions) and Gulistan (to support project activities in Sirdarya, Djizakh and Tashkent regions) with support team ensuring the implementation of the activities in rural areas. Each regional office will be supported, as appropriate, by staff members for ensuring effective organization of events and information dissemination/experience as well as for sharing the provision of training and practical advice to the target groups. The Project Assistants in the regions will be responsible for the organization of all capacity building events of the Project, as well as for communicating with and informing home owners and local councils/ATCs.

The Ministry of Justice will provide office premises for the project team (in the premises of its headquarters), ensure full access of project staff (as well as project visitors) to the allocated offices. Moreover, MoJ will provide to the project a separate storage space as well as ensure full and uninterrupted functioning of the office premises (including telephone communication lines and electricity) and the required expertise and services of their corresponding staff.

The Project Team will include staff carrying out various forms of tasks including technical assistance, administration and management. The Project Team will comprise of full-time dedicated project staff and part-time specialized project staff to technically contribute to various project components and activities.

The Project team will ensure the Project's administration, financing management, communications, monitoring and reporting. It will also be responsible for communications with representatives of key national, regional and local stakeholders, for organizing Project Board meetings as well as ensuring synergies between similar projects within UNDP and/or across the UN system.

The project management staff will include governance specialists with extensive experience who are fully proficient and experienced with the local context. The proposed team structure is carefully selected to cover the needed management, coordination and policy guidance, the required technical knowledge, monitoring and communication assets.

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

Use of institutional logos on project deliverables: In order to accord proper acknowledgement to EU and UNDP for providing funding, EU and UNDP logo should appear on all relevant project publications, including among others, project hardware purchased with EU and UNDP funds. Any citation on publications regarding projects funded by EU or UNDP should also accord proper acknowledgement to the organization. The UNDP and EU logo should be more prominent – and separated from any other logo, if possible, as UN and EU visibility is important for security purposes. The Project will not develop its own logo.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

UNDAF 2016-2020 Outcome 7. By 2020, the quality of public administration is improved for equitable access to quality public services for all.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

OUTPUT 3.1. Strengthened institutional capacities for integrated strategic planning.

Indicator 1.a: Availability of roadmaps for policy coherence, planning, resource management and operational coordination for equitable service delivery.

Baseline: No. Current system of public sector management has sector approach for service provision that impedes reforms for access to quality public service provision

Target: Yes.

OUTPUT 3.5. Enhanced governance/efficient, convenient, more responsive citizen-oriented public services delivery through advancement of e-government.

Indicator 5.a: Ranking of Uzbekistan in United Nations e-government development index.

Baseline: 100th in the e-government development index in 2014.

Target: 80th in the e-government development index in 2020.

Applicable Output(s) from the UNDP Strategic Plan 2018-2021: OUTCOME 2: Accelerate structural transformations for sustainable development.

OUTPUT 2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions

Project title and Atlas Project Number: Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan. Project ID: 00119367; Output ID: 00115862

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
Output: "Improved and streamlined public service delivery across the country, especially in rural areas"	1.1 Number of regulations amended with the support of the project to better suit the PSC public service delivery modality	National legislation and regulatory documents approved by the Ministry of Justice	0	2018	0	0	1	3	5	5	Project reports, national legislation and regulatory documents approved by the Ministry of Justice (MoJ) and Public Services Agency, annual report of MoJ

GEN 1.	1.2 Number of developed Public Service Standards	Policy briefs and proposed standards documents shared with the Government	0	2018	0	0	0	1	2	2	Proposed standards documents shared with the Government, regulatory documents approved by the Ministry of Justice (MoJ), annual report of MoJ and ISO certification approvals.
	1.3 Number of proposals for improving the quality of public services delivery based on analytical tools developed to assess quality levels of service delivery	Analytical reports with proposals for improving quality of public services	0	2018	0	0	1	3	5	5	Project Annual report, analytical reports with proposals for improving quality of public services
	2.1 Number of PSA, MoJ and other associated government agencies personnel trained through developed modules (disaggregated by gender);	Training reports and assessments of training and other capacity development activities; number of international experts involved in these trainings	0	2018	50	150	250	350	500	500	Project reports, Training reports and assessments of training and other capacity development activities; number of international experts involved in these trainings
	2.2 Number of roadmap documents developed on transfer of front-office operations from relevant government agencies to PSCs;	Government reports, project review reports	0	2018	0	0	0	1	1	1	Draft roadmap documents, policy analysis and research papers shared with Government, Project Annual Progress Reports, MoJ annual reports
	3.1. Number of PSCs established using ergonomic principles equipped with relevant IT hardware and software	Project and PSA annual reports;	0	2018	0	0	1	3	5	5	Project and PSA annual reports;

	3.2 Number of awareness raising items, i.e. TV/radio advertisements, printed material, infographics, videos, etc (act. 3.9)	TV and radio programmes transcripts; printed matter prepared for the purpose; video, press releases, etc	0	2018	0	2	4	6	8	8	Project Reports, TV and radio programmes transcripts; printed matter prepared for the purpose; video, press releases, etc
	4.1 Availability of dashboard for monitoring activities of PSCs in real time at the MoJ and PSA level developed;	Ministry of Justice or Government annual reports.	No	2018	No	No	Partial	Yes	Yes	Yes	Ministry of Justice or Government annual reports, transfer documents, Monitoring and Evaluation reports
	4.2 The availability of institutional arrangements established to engage citizens, especially women, in planning local budgets and monitoring their execution in regions;	Data collected by the project about the existence of institutional arrangements	No	2018	No	No	Partial	Yes	Yes	Yes	MoJ and Government reports, Data collected by the project about the existence of institutional arrangements, Local authority resolutions and decisions.

VI. MONITORING AND EVALUATION

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

The logical results framework for the project is presented in Section XI. In compliance with UNDP's monitoring, evaluation and reporting requirements, Monitoring and Evaluation will be undertaken as defined in UNDP's Programme and Operations Policies and Procedures (POPP). Project monitoring and evaluation will be based on a periodic assessment of Project's progress, on the delivery of specified project results and achievement of project objectives.

In accordance with the programming policies and procedures outlined in the UNDP's National Implementation Modality Manual, the programme will be regularly monitored through the following:

- An Annual Progress Report shall be prepared by the Project Manager and shared with the Programme Support Board.
- Project Board. Based on the above report, an annual Project Board meeting shall be conducted at least once a year including one meeting during the fourth quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. The Project Board meeting may involve other stakeholders as observers as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes/results.
- Mid-term and Final Evaluation: A mid-term evaluation will be organized after two years of implementation of the Action by UNDP, in cooperation with the implementing partner and donors. A final evaluation will be organized following the same procedures in the final three months of the project.
- Final Project Board. At this meeting, the parties will also assess the overall project performance and sustainability of results, achievement of targets, outstanding activities, agree on effective date of project closure, transitioning of responsibilities to national counterparts, the use of remaining budget (if any) and disposal of any equipment procured/obtained within the framework of project mentioned that is still the property of UNDP, as well as discuss priorities for future partnership. Final Project Review Report (including evaluation of quality of project deliverables, achievement of targets, overall project performance, outstanding activities, its contribution to related outcomes, and the status of these outcomes, lessons learned) should be prepared during the final quarter of the project. This Report will be assessed by the Project Board during an official meeting organized at least one month prior to the completion date of the project.

The implementing partner and the project team will collaborate efficiently and effectively with the evaluation experts and provide them with all necessary information and documentation, as well as access to the project premises and activities.

In addition to evaluations initiated by UNDP, any monitoring and evaluation exercise, undertaken independently by the EU as a donor to the project will be in compliance with the provisions of the FAFA (Article 1) and the General Conditions (Article 10). Such exercise will be planned and implemented in a collaborative manner and funded by the EU outside the scope of the present project.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
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, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			

Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		
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Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	n/a	UNDP SP 2018-2021. OUTPUT 2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions	UNDAF 2016-2020 Outcome 7. By 2020, the quality of public administration is improved for equitable access to quality public services for all.	31.12.2022	MoJ, PSA and other national partners	\$ 50, 000 EU
Final Evaluation	n/a	UNDP SP 2018-2021. OUTPUT 2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions	UNDAF 2016-2020 Outcome 7. By 2020, the quality of public administration is improved for equitable access to quality public services for all.	31.12.2024	MoJ, PSA and other national partners	\$ 50, 000 EU

VII. MULTI-YEAR WORK PLAN ³⁸³⁹

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*		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
Output 1: <i>Improved and streamlined public service delivery across the country, especially in rural areas</i> <i>Gender marker: GEN 1</i>	Activity 1: Build an enabling environment for improved public service delivery by streamlining regulatory framework and relevant policies, and encouraging data-driven and evidence-based policy making	1,664,860	690,059	424,960	357,368	171,708	MoJ, UNDP	EU, UNDP	71200 - International consultants 71300 - Local consultants 71400 – Staff 71600 - Travel 72100 - Contractual services 74200 - Printing & publications 64300 - DPC staff cost 74500 - GoE/Sundry 72400 - Media production 72500 - Supplies	\$ 3,308,955

³⁸ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

³⁹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

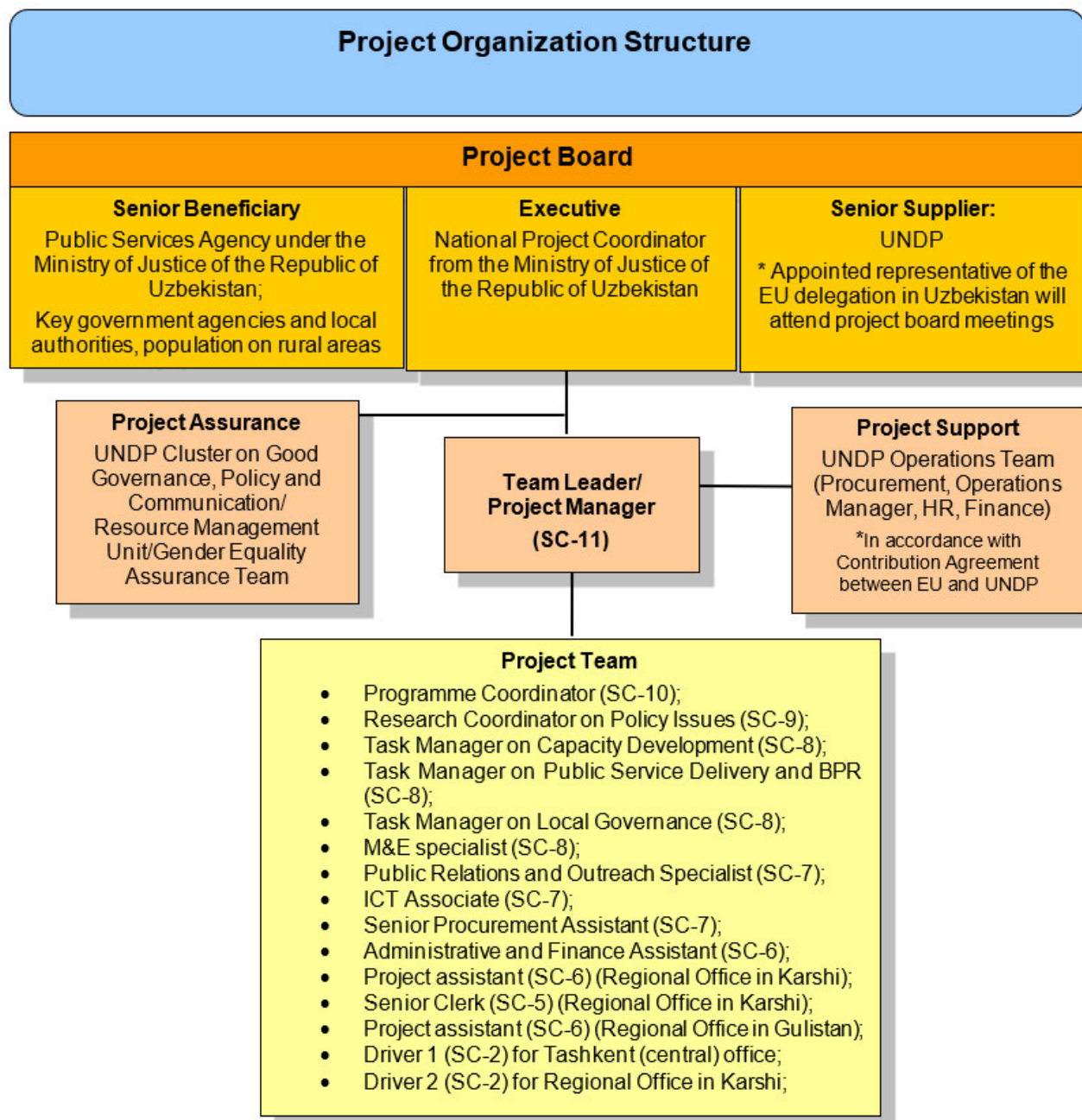
	Activity 2: Enhance institutional capacities of the PSA, the MoJ and associated agencies to develop, plan, implement and monitor public service delivery policy implementation via the PSCs	683,167	1,174,705	408,977	357,363	313,942	MoJ, UNDP	EU, UNDP	71200 - International consultants 71300 - Local consultants 71400 – Staff 71600 - Travel 72100 - Contractual services 74200 - Printing & publications 64300 - DPC staff cost 74500 - GoE/Sundry 72400 - Media production 72500 - Supplies	\$ 2,938,154
	Activity 3 : Build technical capacity of at least 5 PSCs in the pilot regions to showcase an exemplar model of public service delivery aiming to win public trust and overcome concerns with regard to the viability of one-stop shops	640,184	553,484	551,578.7	384,239	306,498	MoJ, UNDP	EU, UNDP	71200 - International consultants 71300 - Local consultants 71400 – Staff 71600 - Travel 72100 - Contractual services 74200 - Printing & publications 64300 - DPC staff cost 74500 - GoE/Sundry 72400 - Media production 72500 - Supplies	\$ 2,435,983

	Activity 4: Introduce and pilot participatory planning and governance systems in local government in the pilot regions to ensure that public service delivery addresses the needs of people, in particular of vulnerable groups	349,970	438,560	312,460	344,070	219,768	MoJ, UNDP	EU, UNDP	71200 - International consultants 71300 - Local consultants 71400 – Staff 71600 - Travel 72100 - Contractual services 74200 - Printing & publications 64300 - DPC staff cost 74500 - GoE/Sundry 72400 - Media production 72500 - Supplies	\$ 1,664,828
		Sub-Total for Output 1								\$ 10,347,920
Evaluation (as relevant)	MID-TERM EVALUATION			50,000			UNDP	EU	71200 – International consultant 74500 – Sundry/GoE	\$ 50,000
	FINAL EVALUATION					50,000	UNDP	EU	75100 – GMS/Administration cost	\$ 50,000
General Management Support	GMS (7%)	232,412.64	197,456.53	119,456.67	98,492.74	71,814.61	UNDP			\$ 719,633
TOTAL										\$11,167,552.89

* *The cost is calculated based on provisions of signed Agreement between EU and the Government of Uzbekistan, Contribution Agreement between EU and UNDP. The funding will be allocated in EUR.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented through National Implementation (NIM) modality with UNDP CO's full support, as per NIM guidelines. National Implementation Modality (NIM) has been selected in order to strengthen the local ownership and further foster engagement of national judicial authorities in the new project planning and execution. The Ministry of Justice will act as the Implementing Partner and will appoint a senior official to be the National Project Coordinator (NPC).



The project will be overseen and guided by a Steering Committee / Project Board (SC/PB) as the main body responsible for overall direction and management of the project. It will consist of the Ministry of Justice (MoJ) (Implementing Partner), UNDP (Senior Supplier) and EU Delegation in Uzbekistan (EUDEL) representatives.

The Project Board will be co-chaired by the Ministry of Justice and EUDEL. The Project Board will be responsible for making by consensus management decisions for the project when guidance is required by the Project Manager, including recommendation for MoJ/EUDEL/UNDP approval of project workplans, budget and revisions. In order to ensure UNDP's ultimate accountability, Project

Board decisions should be made in accordance with standards that shall ensure best value for money, fairness, integrity, transparency and effective competition . In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Resident Representative, in consultation with the EUDEL.

The project reviews by the Project Boards are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager or by the Project Assurance. The Project Board meets at least once a year, but it could meet virtually and more often as required. Based on the approved multi-year work plan or annual work plan (AWP), the Project Board may review and approved project plans when required and authorizes any major deviation from these agreed plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies.

In the course of project implementation Project Board assumes the following specific duties:

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

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

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

This Board contains three roles, including:

1) **Executive:** individual representing the project ownership and will chair the group. It is expected that the Ministry of Justice will delegate and appoint a senior official to this role who will ensure the full government support and serve as National Project Coordinator (NPC);

2) **Senior Supplier:** UNDP (1 representative) representing the interests of the parties concerned which provide technical expertise to the project. 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. EU Delegation (1 representative) representing the parties concerned which provide funding for the implementation of the project. EU Delegation's primary function within the SC/PB will be to provide overall guidance regarding the project implementation and relevant policy dialogue with the Government of Uzbekistan. It will be represented by the Head of Cooperation or designated official.

3) **Senior Beneficiaries:** Public Services Agency under the Ministry of Justice of the Republic of Uzbekistan 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.

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. UNDP will have a key role in the quality assurance of the project, including its Programme Team and relevant unit of CO Uzbekistan.

The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the project. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

The Project Board will convene at least annually to hold regular project reviews to assess the performance of the project, achievement of targets and review of the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In advance of such meetings, the project team will provide to the Project Board an Annual Review Briefing on the project's progress and financial expenditures/budget. The Project Board shall commission evaluations on the quality of project deliverables, sustainability of results, capture lessons learned and discuss opportunities for scaling up and sharing project results with relevant audiences. It will also assess Final Project Review Report during a formal meeting organized at least one month prior to the completion date of the project.

UNDP will provide EU annual progress reports and final report in line with Article 3 of the General Conditions Agreement.

Key national government agencies, i.e. the Office of the President, the PSA, the General Prosecutor's Office, the Cabinet of Ministers, the Ministries of Innovative Development and of Information Technologies and Communications, and representatives of local governments will also be part of the SC/PB, as members.

The Women's Committee of Uzbekistan, other government agencies, i.e. Statistics State Committee, Land Resource Committee, and other independent third-parties such as from industry, national NGOs, chambers of commerce, academic institutions, etc may also attend the SC/PB meetings as observers.

As such and to benefit from inputs and expertise of international organizations, the Project Board may invite upon agreement other key government agencies and development partners to join the Board as observers (1 representative from each agency).

IX. LEGAL CONTEXT

1. Legal Context:

- ☐ Uzbekistan has signed the Standard Basic Assistance Agreement (SBAA)
- ☐ Uzbekistan has signed UNDAF Legal Annex in 2016

2. Implementing Partner:

- ☐ Ministry of Justice of the Republic of Uzbekistan, Government Entity (NIM)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan and UNDP, signed on June 10, 1993. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the Ministry of Justice of the Republic of Uzbekistan (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

Government Entity (NIM)

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

- i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
- ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
- iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
- iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

XI. ANNEXES

- 1. Project Quality Assurance Report: Design and Appraisal Stage**
- 2. Social and Environmental Screening**
- 3. Risk Analysis**
- 4. Terms of Reference of Project Board, key management positions and project team**
- 5. Letter of Agreement for the provision of support service to the project**

ANNEX 3. RISK ANALYSIS

Project Title: Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan	Award ID: 00119367	Date:
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#	Description	Type	Impact & Probability	Countermeasures/Mngt response	Owner
1	Low progress in delivery of project activities due to bureaucracy	Financial	Probability and Impact on a scale from 1 (low) to 5 (high) May effect on the project's annual budget delivery rate and disbursement of next installments Probability = 4 Impact = 5	The project team will prepare detailed action plan and monitor progress in close cooperation with CO units. Monthly meetings will be organized to review the progress and make recommendations.	Project Manager
2	Loss in funds due to FX (foreign exchange) market fluctuations on euro vs dollar	Financial	May affect the implementation of certain project activities P = 2 I = 4	The project team in close collaboration with Administrative Services and Finance unit of UNDP will closely check the currency rate fluctuations and record all the significant changes	Project Manager
3	Incomplete or disbalanced start of the project activities due to delay in recruitment of the project staff;	Operational	May hinder timely and effective implementation of certain project activities P = 4 I = 4	Sharing ToRs of the project staff with Human Resource unit in advance, devising Recruitment plan and follow-up with its implementation	Project Manager
4	Delay of the government's request and technical specifications for procurement of hardware for MoJ	Operational	May effect on the project's annual budget delivery rate P = 1 I = 3	Consultations with MoJ on open tender process managed by UNDP and advice on technical specifications for ICT equipment	Project Manager
5	Delay in procurement of equipment and hardware due to overdue in	Operational	May effect on the project's annual budget delivery rate	The project team and UNDP Programme unit in close cooperation	Project Manager

	procurement process (tender, evaluation and etc)		P = 4 I = 4	with UNDP Procurement Unit will closely monitor the implementation of procurement plan and each tender process. National partners will be also requested to share their technical specifications well in advance.	
6	Internal reforms within the Ministry of Justice and Public Service Agency	Strategic	May hinder timely and effective implementation of certain project activities P = 1 I = 4	Close communication and meetings with National partners in line with approved Annual work plan. Organization of the Project Board meeting to discuss mitigation measures, if required.	Project Board
7	Local government unable or unwilling to introduce participatory mechanisms in local governance	Political	May hinder timely and effective implementation of certain project activities P = 1 I = 4	Involvement of local government authorities into the project activities and ensuring advocacy to support the project activities and integration of their services with Public Service Centres.	Project Board
8	Challenges in engaging other government agencies, particularly regional administrations into the project activities due to low level of interagency cooperation	Political	May effect on the efficiency and sustainability of the project's outputs and outcomes P = 3 I = 2	Linkage of the project activities with other government agencies' reform agenda on public service delivery (in close consultation with the Ministry of Justice)	Project Manager
9	Regulation amendments and/or service standards and functional reviews results submitted are not adopted by the Government;	Regulatory	May effect on the efficiency and sustainability of the project's outputs and outcomes P = 3 I = 5	Advocacy activities, presentation of policy recommendations for a wider group of stakeholders, ensuring the quality by conducting peer-reviews.	Project Manager
10	Lack of incentives prevents the private sector entering into PPP with the PSA	Regulatory	May effect on the efficiency and sustainability of the project's outputs and outcomes	Supporting the design and streamlining legal frameworks to create enabling and favourable environment for PPP models	Project Manager

			P = 1 I = 2		
11	Establishment and operation of the pilot PSCs may not be fully supported by relevant government agencies in offering quality public services	Strategic	May hinder timely and effective implementation of certain project activities P = 3 I = 4	Linkage of the project activities with other government agencies' reform agenda on public service delivery (in close consultation with the Ministry of Justice)	Project Manager
12	Targets may not be achieved due to slow and inefficient response from relevant government agencies or if resistance for change is not sufficiently overcome;	Strategic	May effect on the efficiency and sustainability of the project's outputs and outcomes P = 3 I = 5	Closely monitoring of the project activities and proposing recommendations to address the issues to the Project Board	Project Manager
13	Distributed ledger technologies' benefits are not comprehended or considered useful under prevalent circumstances	Technical	May effect on the efficiency and sustainability of the project's outputs and outcomes P = 3 I = 4	Analysis of international best practice and developments in blockchain industry to check the relevance as well as conducting feasibility studies	Project Manager
14	Lack of proper communication strategy may not help showcase the benefits of receiving public services through PSCs	Operational	May effect on the efficiency and sustainability of the project's outputs and outcomes P = 2 I = 3	Coordination of the effective implementation of communication and visibility plan, conducting surveys, engaging local communities in testing ways of communication strategies and collecting feedback to correct the strategies	Project Manager
15	Local residents may not be interested in enhancing their digital skills due to life's or other circumstances	Operational	May effect on the efficiency and sustainability of the project's outputs and outcomes P = 1	Conducting survey and citizen engagement activities to find the most effective ways to involve local residents to the project activities on digital skills. Showcasing the benefits through communications and media advocacy.	Project Manager

			I = 3		
16	Overlapp in donors activity in Uzbekistan	Strategic	May effect on the efficiency and sustainability of the project's outputs and outcomes P = 4 I = 4	Organization of donor coordination meetings with the Ministry of Justice in co-Chair role and ensuring complimentarity of development partners activities.	Project Manager/ Project Board

ANNEX 4. TERMS OF REFERENCE (TOR) OF PROJECT BOARD, KEY MANAGEMENT POSITIONS AND PROJECT TEAM

I. PROJECT BOARD

Overall responsibilities

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/MoJ 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 to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Resident Representative. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when (Project Manager 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 quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly 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. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

- 1) **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. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) **Senior Beneficiary:** individual or group of individuals 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.

Potential members of the Project Board are reviewed and recommended for approval during the Project Appraisal Committee (PAC) meeting. Efforts should be made to extent possible to ensure gender balance among the members of the Project Board.

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.

II. EXECUTIVE

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.

If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

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. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

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

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

- Specification of the Beneficiary's needs is accurate, complete and unambiguous;
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target;

- Impact of potential changes is evaluated from the beneficiary point of view;
- Risks to the beneficiaries are frequently monitored.

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities.

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.

If warranted, some of this assurance responsibility may be delegated.

V. PROJECT MANAGER

Overall responsibilities

The 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 Project Manager is responsible for day-to-day management and decision-making for the project. 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.

Prior to the approval of the project, the project manager role is the UNDP staff member responsible for project management functions during formulation until the PM is in place.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team/responsible parties;
- Liaise with the Project Board or its appointed Project Assurance roles 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.

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria;
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- 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 Brief appraised by the PAC, 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;
- Prepare the Annual Review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome 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/FACE for signature by UNDP and the Implementing Partner.

VI. 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 PM; therefore, the Project Board cannot delegate any of its assurance responsibilities to the PM. 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.

VII. PROJECT SUPPORT

Overall responsibilities: 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.