

**PROJECT DOCUMENT**  
**Republic of Uzbekistan**



Empowered lives  
Resilient nations.

**Project Title:** Promoting Youth Employment in Uzbekistan

**Project Number:** 00117522

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

**Other Partners:** Regional Khomiyats (Authorities)

**Project Location:** Tashkent, Uzbekistan

**Start Date:** January 2019 **End Date:** December 2021

**PAC Meeting date:** December 27, 2018

**Brief Description**

This project is a joint initiative of the Ministry of Employment and Labour Relations (MELR) of the Republic of Uzbekistan and UNDP. It is aimed at promoting youth employment in Uzbekistan, particularly among college and university graduates, young women, returning migrants, and other vulnerable groups by helping the Government implement a number of active labour market initiatives stipulated in the government's medium-term Employment Promotion Programme and policies. The project activities will thus be grouped into three major directions:

1. Support to and promotion of youth employment through active labour market policies
2. Promoting youth and women entrepreneurship and business start-ups
3. Increasing the capacities of MELR to deliver services in support of youth employment

Contributing Outcome (UNDAF/CPD, RPD or GPD):

Outcome 1. By 2020, equitable and sustainable economic growth through productive employment, improvement of environment for business, entrepreneurship and innovations expanded for all.

GEN 2.

**Total resources required:**

USD 1,000,000

**Total resources allocated:**

TFD Youth Window:

USD 1,000,000

Co-financing:

Government of Uzbekistan (MELR)

USD 10,000,000<sup>1</sup>

**Unfunded:**

Agreed by (signatures):

| Ministry of Employment and Labour Relations | UNDP in Uzbekistan                    |
|---|---------------------------------------|
|   |                                       |
| Print Name:                                 | Print Name: Farid Garakhanov, RR a.i. |
| Date:                                       | Date:                                 |

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<sup>1</sup> Letter from the Ministry of Employment and Labour Relations indicated # 01-08/4975 dd September 21, 2018 on making a contribution to the project as parallel financing in the equivalent of 10 million USD.

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## I. DEVELOPMENT CHALLENGE

Uzbekistan has seen stable economic progress since the mid-2000s, both in terms of growth and poverty reduction. According to official statistics, GDP growth averaged 8 per cent per year between 2004 and 2016. GDP per capita grew from US\$465 to US\$2,110 over the same period. With the population now exceeding 32 million people, of which two-thirds is under the age 30, Uzbekistan is the most populous country in Central Asia. The official unemployment rate in Uzbekistan is slightly above 5%.<sup>2</sup> At the same time, ILO data provides a higher estimate of unemployment rate for Uzbekistan equalling 8.8% in 2016<sup>3</sup>.

The Government of Uzbekistan has been addressing the issue of employment generation through a number of economic policies aimed, among other things, at expanding SMEs, private sector and entrepreneurship, as well as active industrial and investment promotion policies. As a result, the share of small business has reached 56.9% in 2016, which accounts for around 70% of total employment in the country. More recently, the economic policies of the government have turned to greater liberalization and openness. Currency convertibility and exchange rate unification was introduced in September 2017<sup>4</sup>, accompanied by a significant reduction of import tariffs.<sup>5</sup> In line with the national medium-term Action Strategy 2017-2021<sup>6</sup>, Uzbekistan also intends to substantially increase the level of foreign direct investment into the country, as an untapped source of economic growth, competitiveness, and job creation.<sup>7</sup>

***Despite the stable economic growth, growth in average per capita income, as well as moderate official unemployment rates, decent jobs creation and combating unemployment remain one of the top priorities for the Government of Uzbekistan.*** Analyses by UN/DP and other international organizations (WB, ADB, GIZ) show that opportunities for different groups of the population to participate in the benefits from the growth are not equal, with an apparent deficiency of adequate-quality jobs, particularly for youth and women.

***Youth unemployment rates are 3 times higher*** (at 17-18%) than the official average rate of unemployment. According to ILO estimates, youth comprise 60 to 65 per cent of the unemployed in the country. Each year about half a million young people enter the workforce of Uzbekistan, putting high pressure on the job market and the need to create employment opportunities in the economy. Only about one in ten of school and college graduates receive the opportunity to enter higher education facilities (ie, universities)<sup>8</sup>, meaning that the majority will be able to offer low-skilled or semi-skilled labour. To address the issue of youth unemployment, the Government of Uzbekistan has been implementing a number of initiatives, including tax incentives for enterprises hiring college and university graduates, organizing jobs fairs throughout the regions of the country, enforcing and monitoring the employment of college graduates by the Ministry of Labour, and others.

An acute need exists for jobs of adequate quality (i.e., jobs that offer wages above subsistence level, are in the formal sector, provide access to social security, and have minimum guarantees for occupational health and safety). As a result, while the majority of the working-age population in

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<sup>2</sup><http://stat.uz/ru/press-sluzhba/novosti-gks/1394-zanyatost-i-rynok-truda>,  
<http://kommersant.uz/news/unemployment-rate>

<sup>3</sup><https://data.worldbank.org/indicator/SL.UEM.TOTL.ZS?locations=UZ>

<sup>4</sup><http://prezident.uz/ru/lists/view?id=991>

<sup>5</sup><https://www.gazeta.uz/ru/2017/09/20/import/>

<sup>6</sup> <http://strategy.uz>

<sup>7</sup><https://www.forbes.com/sites/kenrapoza/2017/09/14/eurasias-new-perestroika-uzbekistan-silk-road-china/#6cdfc8736f25>

<sup>8</sup><https://data.worldbank.org/indicator/SE.TER.ENRR?locations=UZ>



Uzbekistan are classified as employed, large groups of the workforce are underemployed or employed informally, often in low-paid temporary and insecure jobs.

**Informal employment has thus been growing and remains high in Uzbekistan.** The level of informal employment according to the estimates of the World Bank and GIZ from 2013 was 54%. In particular, informal employment was found to be the highest in agriculture (80%) and industry (60%), and in the services sector it was 38%. Informal labour arrangements in Uzbekistan mainly take the form of self-employment or workers employed in short-term, casual and seasonal jobs without formal contracts. The level of informal employment is high among the population with low or incomplete higher education, and is sharply reduced with an increase in the level of education.

Lack of formal-sector employment also means that large sections of the vulnerable population are not covered by contributory schemes (pensions, illness benefits, maternity benefits). It also means that more strain is placed on tax-financed social security benefits to make up for the shortfall in social insurance contributions. Informal employment, depending on its type, can also be associated with lower productivity.

The numbers of “discouraged jobseekers,” who are no longer actively seeking work, has also been significant and growing. That there is a large number in this category is to some extent evident in the reduced labour force participation rates in the country, from 81.6 per cent in 1991 to 66.9 per cent in 2011.<sup>9</sup>

**Labor force participation rates are particularly low among women.** According to the State Statistics Committee, in 2013 the percentage of economically active population among men was 74.5%, and among women it was 66.3%.<sup>10</sup> At the same time, according to the estimates of the ILO and the World Bank, the gender gap in economically active men and women in Uzbekistan is much higher and equalled 18 percentage points in 2016 (76.4% for men and 48.4% for women). More and more young women are driven out of the economic activities due to social stereotypes, discrimination, and the lack of childcare infrastructure.

The Government acknowledges the need to promote women’s economic activity and has undertaken several programs to increase overall employment and promote job creation for women, including a loan window for small businesses hiring mainly women or being managed by women. Since 2006, the Government has promoted home-based work as a way of helping women in rural areas and small towns to find employment and income opportunities that can be easily combined with child care. While home-based work schemes have been successful in solving some employment issues in the short term, they cannot substitute for longer-term creation of productive jobs, since they reinforce some gender stereotypes, assume that women would prefer to stay at home, and restrict their opportunities to find other kinds of paid employment.

Recognizing the need to increase the supply and coverage by pre-school education, the government of Uzbekistan has recently declared a roadmap on increasing the number of pre-school education facilities in the regions and remote areas through expanding public-private partnership in this area.<sup>11</sup>

The shortage of quality jobs has also forced a large **number of people Uzbek citizens to seek work abroad, predominantly in Russia and Kazakhstan.** Russian Federation migration statistics show that the migrant population from Uzbekistan dropped from 2,343,000 individuals in 2014 to

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<sup>9</sup> Center for Economic Research (CER), *Development Focus, Issue #10*, June 2013

<sup>10</sup> UNDAF Uzbekistan 2016-2020

<sup>11</sup> <http://prezident.uz/ru/lists/view?id=1019>

1,756,000 individuals in 2016.<sup>12</sup> However with \$2.7 billion remitted in 2016, Uzbekistan remains at the top of destinations for money transfers from Russia to neighbouring countries.<sup>13</sup> Following the economic slowdown in Russian Federation, as well as more stringent migration regulation, more and more Uzbek migrant workers have been heading to Kazakhstan, and to a lesser extent to UAE, Turkey and South Korea, for work and income.<sup>14</sup> According to the 2015 data from the Ministry of the Interior of Kazakhstan out of 1,381,681 migrants registered with the authorities 797,982 came from Uzbekistan (that is around 58%, and an almost twofold increase from 2011).<sup>15</sup> Experts estimate that women account for 11 to 18 per cent of the total number of migrant workers from Uzbekistan.<sup>16</sup>

Large numbers of people working in the informal sector or migrating abroad are not covered by social insurance schemes for old-age pensions, sickness and disability. Overall, significant strengthening of the social protection (including pension security) system continues to be required to ensure the inclusion of migrant workers at different stages of their life cycle.

These development challenges and the associated immediate and root causes are summarized below.

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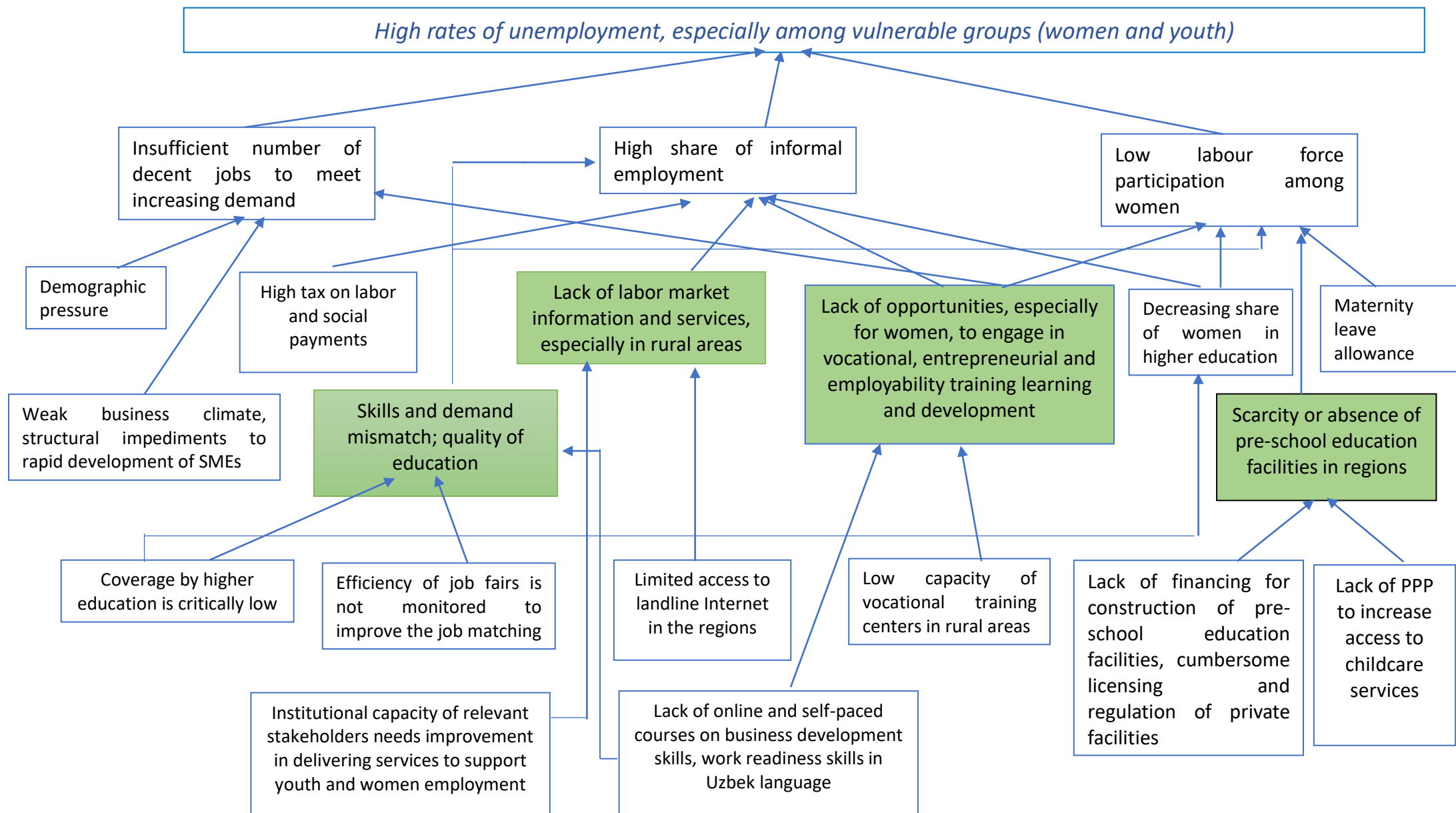
<sup>12</sup> <http://www.iom.kz/images/inform/FinalFullReport18SBNlogocom.pdf>

<sup>13</sup> <http://ru.sputniknews-uz.com/economy/20170321/5016480/Uzbekistan-Rossiia-perevodi-dollar.html>

<sup>14</sup> <https://www.theguardian.com/world/2016/may/19/eastern-promises-migrant-workers-turning-backs-russia>

<sup>15</sup> [https://www.fidh.org/IMG/pdf/note\\_kazakhstan\\_681a\\_6\\_sept\\_2016\\_uk\\_web.pdf](https://www.fidh.org/IMG/pdf/note_kazakhstan_681a_6_sept_2016_uk_web.pdf)

<sup>16</sup> Uzbekistan Gender Assessment



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## II. STRATEGY

The Government has recognized the many employment and labour market challenges mentioned above. In fact, in a number of high level meetings, government officials have stated that creation of jobs is the number one issue to address and the top priority for the Government. The government sees the liberalization of the economy, improving business climate, and attracting foreign direct investments as an important source of new jobs, income and employment opportunity, productivity and competitiveness. The reforms in these areas have been substantially accelerated in 2017, particularly after the exchange rate unification in September 2017<sup>17</sup>, as well as significant reduction of (tariff and non-tariff) barriers on foreign trade. A major tax reform concept has been announced in 2018 and expected to enter into force in 2018.<sup>18</sup>

The global best practices for effective job creation show that structural reforms need to be complemented by active labour market policies (ALMP) to promote employment.

**Active Labour Market Policies** (ALMPs) to help unemployed people back to work include job placement services, benefit administration, and labour market programmes such as training and job creation.<sup>19</sup> There are three main categories of ALMP:

- *Public employment services*, such as job centres and labour exchanges, help the unemployed improve their job search effort by disseminating information on vacancies and by providing assistance with interview skills and writing a curriculum vitae.
- *Training schemes*, such as classes and apprenticeships, help the unemployed improve their vocational skills and hence increase their employability.
- *Employment subsidies*, either in the public or private sector, directly create jobs for the unemployed. These are typically short-term measures which are designed to allow the unemployed to build up work experience and prevent skill atrophy.<sup>20</sup>

In line with this practice, Uzbekistan has also implemented a number of active labour market policies, many of which have been renewed or newly introduced since mid-2017. These ALMPs were triggered by the President's Resolution №3001 from 25 May 2017 on measures to organize the activities of the Ministry of Employment and Labour Relations of the Republic of Uzbekistan (MELR), which also launched the Program of Comprehensive Measures to Further Improve the Work of Labour Bodies and Ensure Employment of the Population for 2017-2020 (hereinafter referred to as the Employment Program). The medium-term national Employment Program consists of 59 items (activities), grouped into 8 following directions:<sup>21</sup>

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<sup>17</sup><http://uza.uz/ru/documents/o-pervoocherednykh-merakh-po-liberalizatsii-valyutnoy-politi-04-09-2017>

<sup>18</sup><https://www.uzdaily.uz/articles-id-35725.htm>

<sup>19</sup><http://www.oecd.org/els/emp/activelabourmarketpoliciesandactivationstrategies.htm>

<sup>20</sup>[https://en.wikipedia.org/wiki/Active\\_labour\\_market\\_policies](https://en.wikipedia.org/wiki/Active_labour_market_policies)

<sup>21</sup>[http://www.lex.uz/pages/GetAct.aspx?lact\\_id=3219688](http://www.lex.uz/pages/GetAct.aspx?lact_id=3219688)

- I. Improvement of regulatory and legal acts in the sphere of ensuring employment of the population and further improving the activities of labour authorities
- II. Improvement of mechanisms for the development and implementation of employment programs and job creation
- III. Providing employment for graduates of professional colleges, academic lyceums and universities
- IV. Organizational measures aimed at increasing the effectiveness of the labour authorities
- V. Widespread introduction of modern information and computer technologies into the work of labour agencies
- VI. Organization of monitoring of payment of benefits and material assistance to low-income families and development of individual programs for the withdrawal of families from poverty
- VII. Ensuring equal conditions and creating an accessible environment for employment
- VIII. Cooperation and interaction with the International Labor Organization
- IX. Conducting a wide public awareness campaign on employment issues on television and radio.

Employment promotion and decent job creation is also an important part of UNDP programme in Uzbekistan. Under the current UNDAF and Country Programme Document for 2016-2020, UNDP is implementing a number of joint projects with the Government of Uzbekistan in support of improving business climate improvement, as well as trade and investments promotion with an aim to create new jobs, increase income and employment opportunities. These initiatives are intended to result in employment promotion and job creation indirectly. To complement these efforts, UNDP jointly with the Ministry of Employment and Labour Relations, has developed this project document to support the government policies that are designed to increase employability and improve job matching results directly.

Hence, the goal of this project is to promote employment in Uzbekistan, particularly among youth (college and university graduates, young women, returning migrants, etc.) by helping the Government implement the active labour market initiatives stipulated in the abovementioned Presidential Resolution and the corresponding national medium-term *Employment Programme*. The government's Employment Programme in its turn is aimed at:

- a) creating conditions for the working age population for the full realization of their labour and entrepreneurial skills, improving the quality of the workforce, expanding the system of vocational training, retraining and advanced training for persons in need of employment; and
- b) implementation of state policy in job creation, employment and social protection of the population, including the organization of the system of retraining and upgrading of the skills of the unemployed and inactive population.

It is important to note that the Employment Programme is in line with the Action Strategy 2017-2021<sup>22</sup>, which is the Government's comprehensive and overarching development programme of reforms for the medium term in five priority areas – 1) Governance and Public Administration, 2) Rule of Law, 3) Economic Development, 4) Social Development, 5) International Relations.

The Presidential Resolution entrusts the re-organized Ministry of Employment and Labour Relations with the function to serve as the government agency in charge of designing,

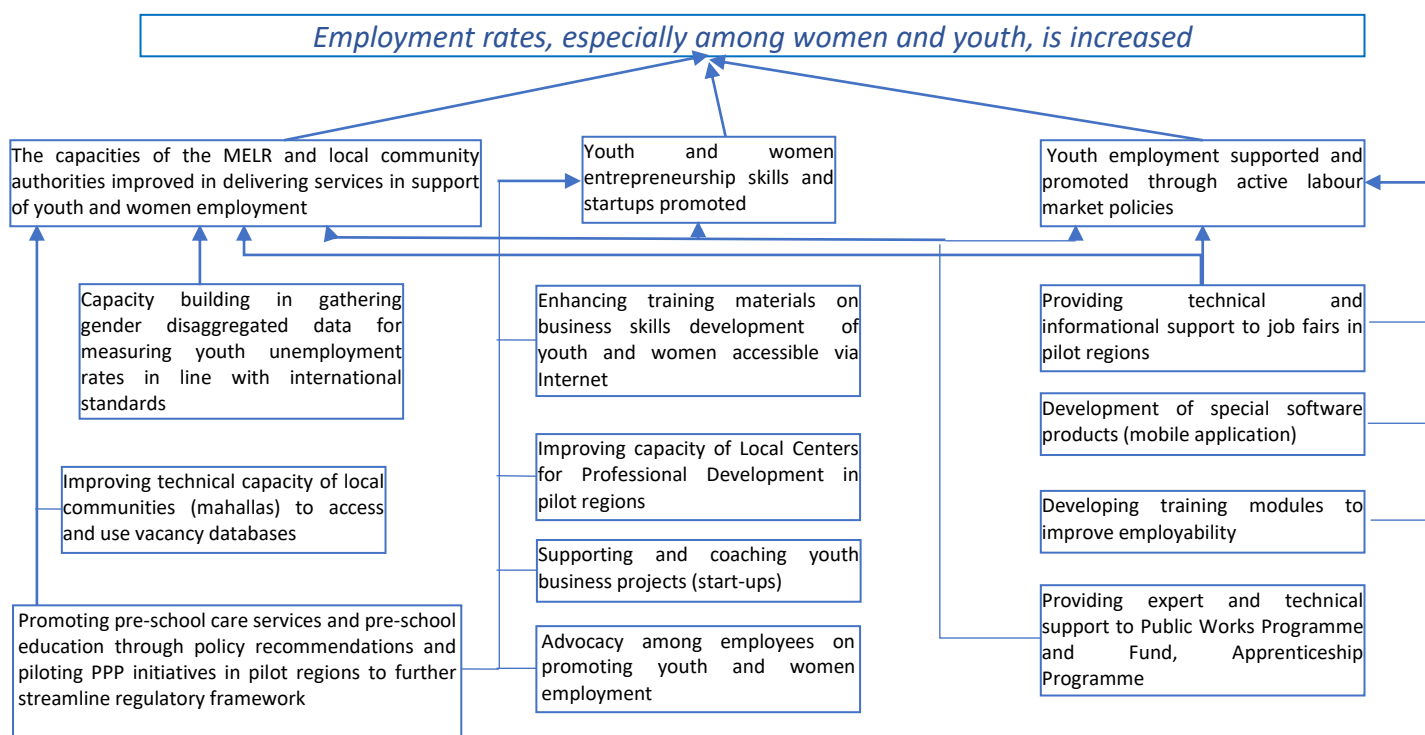
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<sup>22</sup><http://strategy.regulation.gov.uz/ru/document/2>

coordinating, and implementing government policies on employment promotion. In line with this task, MELR has prepared more than a dozen of programmes, pilots and regulations to ensure the practical implementation of the government's Employment Programme, which have been adopted by the Cabinet of Ministers and/or endorsed through interagency agreements. The majority of them focus on tackling the issue of youth employment through provision of services (ie, on job-matching, professional orientation, trainings and skills development, craftsmanship, small enterprise development and start-ups, etc.), apprenticeship and public works programme. It is in implementing these initiatives the project activities will be aimed at supporting.

While policy level interventions of the project will be implemented at the central level in collaboration with the Ministry of Employment and Labour Relations, the project will also prioritize the work in the regions of Uzbekistan with high level of unemployment (particularly among youth) and abundant labour supply. The Presidential Resolution №3001 from 24 May 2017 identifies 34 such regions (rayons) throughout Uzbekistan.<sup>23</sup>

Graphical representation of the project interventions are summarized below:



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

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

Activity 1: Support to and promotion of youth employment through active labour market policies

Activity 2: Promoting youth and women entrepreneurship and business start-ups

Activity 3: Increasing the capacities of the Ministry of Employment and Labour promotion to deliver services in support of youth employment

<sup>23</sup> <http://lex.uz/docs/3219688> (№ PP-3001 of 24 May 2017, Annex № 8)



### **Activity 1: Support and promotion of youth employment through active labour market policies**

The global best practices for effective job creation show that structural reforms need to be complemented by active labour market policies (ALMP) to promote employment. Thus, the activities under this component will be aimed at supporting the government and MELR's *job matching, vocational skills development, public works, apprenticeship* programmes and initiatives aimed at improving employability, job opportunities, and enhancing skills of the working age youth. These will include the following:

- a) Encouraging youth employment including through technical and informational support to the *job fairs* organized in 34 target rayons (as per Annex 8 of the Presidential Resolution №3001) by MELR and its branches (Employment Support Centers), as well as promoting new initiatives, such as WorldSkills<sup>24</sup>, aimed at popularizing skills and competence development, encouraging standards of skills and competences. The regional level job fairs are organized jointly with the local authorities (hokimiyats) on a regular basis. Specific support measures will include designing standard operating procedures and guidelines for conducting the job fairs, registration of job fair participants, jobseekers and the unemployed, electronic job referrals, monitoring the number of occupied individuals following the job fairs. Support measures to promote new initiatives will include studying international experience, developing a concept, as well as practical assistance in setting up WorldSkills Uzbekistan and conducting a national skills competition. This intervention is expected to improve the efficiency of MELR's measures by improving youth skills and competences, and making job matching more accurate;
- b) Developing a dedicated mobile *application (for Android and iOS)* and specials programs (bots) linked to MELR's vacancy database with a functionality to receive public services without visiting Employment Centers. The mobile application is intended to increase the access to the available MELR vacancy/job databases for job seekers (especially young people) living in the regions and remote areas, where access to stable online Internet connection is still an issue.
- c) Preparation of *training modules* for young people to improve their universal/soft skills such as on writing a resume, job interview, foundations of labour legislation, employees' and employers' rights and duties, as well as on professional orientation. Development of training modules for certain skills is also envisaged. It is expected that the training materials will then be incorporated in the mobile application mentioned above for easier access;
- e) Support to the government's *Public Works programme and Fund*<sup>25</sup>, involving preparation of information materials and guidelines on organization of public works, infographics, as well as publication of announcements in local media. As part of this support, the project will also provide inventory equipment and clothing for public works in select regions. The focus regions will be selected in consultations with the MELR from the list of 34 target rayons as per the Annex 8 of the Presidential Resolution №3001 (ПКМ-799 from 05.10.2017)
- f) In line with the General Agreement between MELR, Federation of Trade Unions, and Youth Union of 7 December 2017, provide technical support in introduction of *Apprenticeship Programme* and monitor its functioning. The Apprenticeship programme envisages close

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<sup>24</sup> <https://www.worldskills.org/what/> Worldskills — international nonprofit movement, which promotes excellence in the field of skills and competence development.

<sup>25</sup> [http://lex.uz/pages/getpage.aspx?lact\\_id=3370296](http://lex.uz/pages/getpage.aspx?lact_id=3370296)

mentorship and guidance of young workers and employees by an attached senior and more experienced one and is designed to ensure fast adaptation and skills learning of young and newly recruited workers and specialists in enterprises throughout the economy.

g) joint organization of the *Republican Competition* among employers to identify and reward the best employer in the nomination of Best promoter of youth policy and employment, as envisaged in the government resolution PKM-655.<sup>26</sup>

### **Activity 2: Promoting youth and women entrepreneurship and business startups**

Entrepreneurship is an important source of both employment and income generation in any market economy. The Uzbek Government has seen entrepreneurship and SME development as a major driver for economic growth, income and job creation. The government is also keen to attract more young people into entrepreneurial activity. A number of government programmes and schemes in support of youth business start-ups are being launched and supported both by the government and private sector in the country. These include microcredit and leasing facilities for small businesses established by youth, including college graduates, as well as initiatives to support innovative start-ups (eg., <http://www.startupmix.uz>; <http://startupfactory.uz>). Our evidence shows that many young entrepreneurs lack essential basic skills and knowledge on how to start up and run a business, including on issues of business registration, taxations, recruitment and labour relations, marketing and accounting. To help address this need, the project will provide support in the following:

a) Develop new and enhance existing *online video courses on starting and running business* in Uzbekistan both in Russian and Uzbek languages, which will include modules on writing a business plan, starting and registering a business, recruitment and human resources policy, marketing, management, accounting and taxation, cash flow analysis, SWOT analysis, as well as intellectual property protection for innovative and technological start-ups. Evidence shows that colleges and schools do not provide sufficient knowledge and skills in these areas for their graduates. Trainings offered by the private sector on above topics are very scarce, is mostly in Russian, and is primarily concentrated in Tashkent city.

In developing the online video courses on starting up and running a business, UNDP will partner with the Chamber of Commerce and Industry (CCI), which has experience in delivering courses on starting and running a business<sup>27</sup> and the ILO which has extensive experience in developing guidelines and training materials on above topics in the region, such as for example The Start & Improve Your Business (SIYB) programme.<sup>28</sup>

b) Support the establishment of five pilot Local Centers for Professional Development in five regions of the Republic of Uzbekistan (i.e., Andijan, Jizzak, Kashkadarya, Navoi and Surkhandarya regions). The pilot Local Centers for Professional Development (LCPDs) are being established by the Ministry of Labour and Employment Relations in order to provide trainings for young men and women, mostly low- or semi-skilled persons, without tertiary education, and seeking employment and income opportunities, who are abundant in the five pilot regions. It is expected that around 1,200 young men and women will receive professional trainings in the pilot Centers. Rather than substituting, the pilot network of LCPDs is intended to complement the existing systems of vocational training by providing opportunity for

<sup>26</sup> <http://lex.uz/docs/3317018>

<sup>27</sup> For example, free online courses on basic financial management – [director.uz](http://director.uz)

<sup>28</sup> [http://www.ilo.org/moscow/areas-of-work/employment/WCMS\\_249434/lang--ru/index.htm](http://www.ilo.org/moscow/areas-of-work/employment/WCMS_249434/lang--ru/index.htm)

continuous informal education of the population, as well as for self-employment. In developing trainings, consultations will be undertaken with businesses to learn their requirement for skills and knowledge to improve the employability of trainees.

While MELR will be responsible for technical and methodological equipment of the pilot LCPDs, the project will support the most successful graduates willing to establish their own small business start-ups. At least half of the project resources for this initiative will be directed at supporting women's business plans, such as starting a beauty salon (hair dresser, nail, massage, dressmaker's services), cooking and bakery, floristry, teaching unique trades of folk art such as making dolls, suzane, ceramic toys, batik, etc. The project will be providing support in identifying the business plans of young entrepreneurs, and providing necessary inventory for the respective start-ups, coming out from the five pilot Local Centers for Professional Development.

c) As per the point 18 of the Action plan on measures to improve the work of labour and employment agencies (annex 7 of the Presidential Resolution №3001), render technical support in providing *lease and microcredit services*, and selecting and piloting youth business projects (start-ups);

With young women constituting a more vulnerable group of youth who are either economically inactive or unable to find employment, the project will support initiatives that enable women's economic participation including through promoting business in areas predominantly managed or occupied by women, such as in what is known as care economy.<sup>29</sup> As part of this work, the project will:

d) support the development and promotion of *preschool care services and kindergartens* including through drafting of a policy paper on the role of preschool care services and preschool education to promote female employment, economic growth and human development and provide an evidence based recommendations to maintain momentum in this sector; and through launching several public-private partnership (PPP)-based kindergartens in pilot geographic areas. Activities in PPP will include methodological support in developing i) operating procedures (soliciting, selecting, monitoring, and etc), ii) model contracts and iii) business plans.

### **Activity 3: Increasing the capacities of the Ministry of Employment and Labour Relations to deliver services in support of youth employment**

Ministry of Employment and Labour Relations has branches in every region (viloyat) of the Republic of Uzbekistan, it has also regional Centers for Employment Promotion (CEPs), which render services for job seekers and monitor the labour market situation in the field. To expand its outreach and services further to the level of local communities and remote areas, the government has issued a Resolution on strengthening cooperation of MELR and its branches (including CEPs) with local community authorities (mahallas) on youth and women employment promotion (ПКМ-964 from 5 December 2017 and PD-3856 from July 14, 2018). In line with these Resolutions, the project will:

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<sup>29</sup>The care economy is the part of human activity, both material and social, that is concerned with the process of caring for the present and future labour force, and the human population as a whole, including the domestic provisioning of food, clothing and shelter.

- a) support the technical upgrading of select mahallas in 34 districts throughout Uzbekistan as per the Annex 8 of the Presidential Resolution №3001 with necessary IT equipment and access to Internet, as well as train the responsible staff from the mahallas committees to access and use the vacancy database of the MELR.
- b) support the development of a Concept, terms of reference and prototype of the interface of the Information Systems Complex of the Unified National Labour System as specified by the Presidential Decree No. 3856. The information system is intended to become a centralized database of the labor market in Uzbekistan. The presence of the updated system will provide an opportunity to obtain the most accurate information about the labor market to develop further measures for the employment of the population, in particular, youth and women;
- c) assist with studying international experience in providing public services in employment (for example, experience of Germany, South Korea, Turkey, Russian Federation, Belarus and etc.) and developing recommendations for improving business processes in rendering services. As part of this work, it is planned to prepare regulatory documents and piloting improved business processes in the provision of public services in the Center for Employment Promotion of the Jizzakh and Surkhandarya regions.

In line with the government's Employment Promotion Programme, the Ministry of Employment and Labour Relations is working on improving the system of monitoring the labour market situation, including the level of unemployment among various population groups. The Resolution of the Cabinet of Ministers PKM-1011 from 23.12.2017<sup>30</sup> establishes guidelines and methodology for assessing the labour force, unemployment levels, as well as the ratio of inactive population. It however lacks guidelines on monitoring the level of youth unemployment. The project thus will help:

- d) develop the methodology and guidelines on gathering gender disaggregated data for measuring youth unemployment rates in line with international standards and propose necessary changes to the Resolution
- e) train the responsible staff from MELR on the application of the methodology and guidelines

Issues of youth and women employment requires coordinated actions of various ministries and agencies. In this regard, the project will assist with:

- f) development of an administrative regulation of procedures for the provision of public services in labor agencies, interaction of ministries and agencies involved in the formulation and implementation of policies to ensure employment, protection of workers and employers rights, education, and enhance professional skills, as well as with the development of the Labor Code of the Republic of Uzbekistan in a new edition. The development of these documents will allow developing a unified approach in taking measures to promote employment, including the improvement of vocational guidance, vocational training and employment of young people.

Given the ILO's extensive experience in the region on improving the capacity of national employment promotion service, the project will ensure constant exchange of information and establish partnership with the ILO in implementing the above activities<sup>31</sup>. These will include, but not limited to, joint seminars and workshops, as well as joint capacity and needs assessment for the MELR, employment promotion centers, and local authorities in Uzbekistan.

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<sup>30</sup>[http://lex.uz/Pages/GetPage.aspx?lact\\_id=3469431](http://lex.uz/Pages/GetPage.aspx?lact_id=3469431)

<sup>31</sup> Example, ILO Project on "Partnerships for Youth Employment in the Commonwealth of Independent States"

Project interventions will support SDGs 1, 4, 5, 8, 9, 10, 17. Indicators 1.2.1, 4.4 (target only), 5.4 and 5.5 (targets only), 8.3. (target only), 8.6.1, 9.3.1, 10.4., 17.18.

### ***Managing social and environmental risk***

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

#### **Principle 1: Human Rights**

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

The main aim of the project is to support the Government to improve youth employment that supports decent living standards and social and economic integration. Special focus will be given to support female productive employment, as well as supporting female business start-ups. The project will promote the initiatives aimed at improving employability, job opportunities, enhancing basic and business skills of the working age youth. Special attention will be given to ensure that jobs are formalised. The project will also ensure that participating businesses implement safe labour standards as per the ILO recommendations.

#### **Principle 2: Gender equality and women's empowerment**

Recognizing that there is a gender gap in economically active men and women, especially young women, the project interventions at all levels are focused on promoting gender equality. In particular, at activity level the project will work to improve the capacity of the MELR and local community authorities in delivering services in support of youth and women employment; promote youth and women entrepreneurship skills; and supporting and promoting youth and women employment through active labour market policies. As an example, the project will support MELR with developing and using the methodology and guidelines on gathering gender disaggregated data for measuring youth unemployment rates, develop a policy paper on the role of preschool care services and preschool education to promote female employment, support initiatives that enable women's economic participation (such as supporting women's business plans and start-ups) and other interventions with specific focus on gender issues and women empowerment.

#### **Principle 3: Environmental Sustainability**

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

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

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



natural resource. Detailed list of indicators the project will be compliant to in order to ensure social and environmental sustainability can be found [here](#).<sup>32</sup>

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### III. RESULTS AND PARTNERSHIPS

#### ***Expected Results***

The expected result of the project will be the improved employment, particularly among youth (college and university graduates, young women) in Uzbekistan. To achieve this result, the project will have 3 activities:

1. Supporting and promoting youth employment through active labour market policies;
2. Promoting youth entrepreneurship skills and start-ups;
3. Improving the capacities of the MELR and local community authorities in delivering services in support of youth employment.

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

- Number of youth (disaggregated by gender) covered by new initiatives / jobs fairs conducted in line with new Standard Operating Procedures (SOP);
- Availability of mobile application for vacancy posting and job application targeted at rural youth and annual % increase of application users (disaggregated by gender);
- Number of youth (disaggregated by gender) trained using enhanced training materials on soft and professional skills (30/70 ratio) at Centers of Professional Development in target regions;
- Number of start-ups supported with a special focus on youth and women
- Number of inhabitants of local communities (mahallas) in pilot regions with access MELR's online vacancy database;
- Availability of methodology and guidelines on gathering gender disaggregated data for measuring youth unemployment rates in line with international standards.

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

#### ***Resources Required to Achieve the Expected Results***

The project is embedded within the larger context of reforms where one of the key national partners, the Ministry of Employment and Labour Relations (MELR) is tasked with developing and implementing active labour market policies, with special focus on youth and vulnerable groups. The project will complement MELR's efforts to increase employability and improve job matching results. For the role envisioned the project has adequate resources.

Main project activities will be funded by the Russian Federation - UNDP- Trust Fund for Development (TFD) under its Youth Window. In addition to this, other UNDP projects and UN agencies are expected to support the reform processes as described below. Also, UNDP will seek and utilize partnerships with traditional development agents and institutions, such as the World

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<sup>32</sup> <http://www.undp.org/content/undp/en/home/librarypage/operations1/undp-social-and-environmental-standards.html>

Bank, ADB, JICA, KOICA and other emerging donors to coordinate and align activities targeting job creation in the country.

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

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

### ***Partnerships***

The implementation of youth employment promotion project and activities will entail close collaboration with a wide range of partners from the government (ministries, agencies, local authorities), non-government organizations (such as for example the Chamber of Commerce and Industry (CCI), the Association of Trade Union), local experts and think tanks, as well as international and bilateral donors that are currently providing support to the Government of Uzbekistan in this area.

With the Ministry of Employment and Labour Relations (MELR) being the major government partner and national project executive, the implementation of specific project activities would require partnership and coordination with a number of other government agencies. These include the President's Administration, the Cabinet of Ministers and the Ministry of Economy, which are key policy makers in the area of employment promotion. Local authorities (hokimiyats) will also need to be involved and consulted with in supporting youth employment promotion initiatives in the regions of the country, such as in organizing and conducting job fairs and implementation of public works programmes in select vulnerable areas. In particular, the regional authorities of 34 districts specified in the Annex 8 of the Presidential Resolution №3001 will be engaged in the consultations and implementation of the project activities in the focus regions.

The project will partner with the Chamber of Commerce and Industry<sup>33</sup>, Tashkent Information Technology University, Inha University in Tashkent, and local trainers and experts (eg., JICA's Professional Management Programme Center)<sup>34</sup> in preparation of online video courses on how to start and run a business in Uzbekistan. In this, the project will also seek expertise and knowledge from Russia's extensive network of business schools<sup>35</sup> and IT companies. The project will also partner with the innovative local co-working centers that have experience in supporting young entrepreneurs and business start-ups.<sup>36</sup>

To support the implementation of activities on promotion of youth employment and youth entrepreneurship, including business start-ups, the project will seek establishing partnerships with several Russian organizations. Youth entrepreneurship infrastructure is well developed in Russian universities, including business incubators at the Higher School of Economics, Moscow State University, ITMO University in Saint Petersburg, Kazan University, Tomsk University and many others. Experience of Russian regions in youth entrepreneurship development could also be engaged, for example, elaboration and implementation of youth entrepreneurship strategy and start up accelerators in Tatarstan (eg, <https://kazanoicstartups.org> ).

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<sup>33</sup> <http://chamber.uz>

<sup>34</sup> <https://www.ujc.uz/business/page/29>

<sup>35</sup> For example: <https://school.skolkovo.ru/en/>

<sup>36</sup> For example, <https://groundzero.uz>

Traditionally, multilateral donor and bilateral organizations have been active in supporting the government's initiatives aimed at increasing employment opportunities, improving educational and vocational training system, as well as in private sector development. ADB has recently launched a project on Skills Strategies for Industrial Modernization and Inclusive Growth, which supports the government in reforming the country's TVET system to meet the skills needs of the ongoing market transformation in the country.<sup>37</sup> South Korean KOICA has also a long-standing engagement with the MELR in running a highly successful vocational training center in Samarkand, which it plans to scale up and expand to other regions of Uzbekistan. UK has started co-financing a joint project with the UNDP in support of innovative (mostly tech-based) youth start-ups.<sup>38</sup> The ILO in partnership with LUKOIL also started Phase II of the regional project "Partnerships for Youth Employment in the CIS", which covers Azerbaijan, Kazakhstan, Russian Federation and Uzbekistan, and focuses on youth employment promotion<sup>39</sup>. Finally, the World Bank has been recently increasing its technical support to employment promotion and social protection schemes in the country. The project will closely collaborate with all the above stakeholders to coordinate activities, avoid duplication, as well as to improve the complementarity and synergetic effect of the interventions.

### ***Risks and Assumptions***

- *Specify the key risks that can threaten the achievement of results through the chosen strategy and the assumptions on which the project results depends. Describe how project risks will be mitigated, especially how potential adverse social and environmental impacts will be avoided where possible and otherwise managed. Refer to the full risk log, which should be attached as an annex.*

The key assumptions revolve around continued support of the Government to focus on youth employment, creating enabling business environment, as well as the capacities to run and support programs that address youth unemployment and macroeconomic policies that create jobs for youth. It is also assumed that the Government will stay committed on development of PPP schemes. In addition, it is assumed that businesses will partner to support youth employment. Finally, the last assumption is that the project will be able to identify sustainable women's business start-ups in the regions. The key risks partly stem from these assumptions.

### **Risks:**

The risks analysis has identified 5 risks.

**Risk 1. In line with the Government's reform agenda, the government may change its focus away from youth employment, introduce changes in government staff and restructure the government agencies and ministries, particularly of MELR.** To address this risk, the project will work with several partners, and will codify knowledge (transfer knowledge through instructions, manuals and etc.) and strengthen partner's institutional capacity, so that critical information /capacities remain even if staff changes. At the same time, it is unlikely that Government will shift its focus on promoting youth employment since there is an overall consensus in the government and shared by international development organizations, of the importance of this issue on economic development, security and overall stability in the country.

**Risk 2. The second risk identified focuses on potential of worsening of overall economic situation, which may negatively affect the level of employment.** While Uzbekistan enjoys

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<sup>37</sup> <https://www.adb.org/projects/50025-001/main>

<sup>38</sup> <http://www.chamber.uz/en/news/1474>

<sup>39</sup> [https://www.ilo.org/moscow/projects/WCMS\\_247774/lang--en/index.htm](https://www.ilo.org/moscow/projects/WCMS_247774/lang--en/index.htm)

economic growth over the last years, the potential economic slowdown in its main trading partners, such as Russia, and unfavourable floatation of the exchange rate, may negatively affect export oriented sectors such as textiles, agriculture, which employ considerable amount of workforce. Also, recent economic reforms, as outlined in the Action Strategy for 2017-2021, are aimed at maintaining macro-economic stability, liberalization, decreasing state role in the economy, giving a new impetus for improving business environment to stimulate internal and external investments, SME development. However, implementation of reforms may be hindered by low capacity and inability to satisfy the increased demand in budgetary funds, thus diminishing development impact of reforms on the economy. The project will monitor economic development trends in order to be able to address any arising concerns.

**Risk 3. Regulatory limitations of Public – Private Partnership schemes.** The Government emphasizes on the need to develop PPP schemes to improve service provision in sectors where hitherto the quality of services required improvements. Several schemes such as providing state owned buildings at ‘zero’ cost with investment and job creation requirements, are already being used. There is also a notion to develop a single regulatory act that would create a framework to cover all PPP schemes. The project will be in close contact with the initiators of regulatory act to ensure that PPP schemes proposed within the project fit into new regulatory framework.

**Risk 4. Consistency of Government organizational structure and institutional memory.** Rapid changes and reappointments in the government institutions may cause the loss of the institutional memory and therefore affect the achievement of the project outputs. The project will work to engage wide range of national partners to its activities as well as document the progress and issues in the form of analytical documents and policy briefs.

**Risk 5. Availability of sufficient number of sustainable women’s business start-ups in the regions.** To address this risk, the project will closely work with a wide number of partners, such as CCI, Business Women Association, Youth Union, commercial banks and use events (seminars, meeting and etc) to reach out to potential project clients.

The full risk log is attached as an Annex III.

### ***Stakeholder Engagement***

The key stakeholders of this project are youth and women, mostly in regions, who are interested in engaging in productive employment and self-employment, Ministry of Employment and Labour Relations, local community authorities, regional authorities. The key partners are the local authorities (Khokimyats), Ministry of Employment and Labour Relations, Local Centers for Professional Development, Youth Union, Ministry of Pre-school Education, Chamber of Commerce and Industry, Ministry of Higher Education, Ministry of ICT development and telecommunications, Federation of Trade Unions, Women’s Committee, Business Women Association, business support service providers, IT companies, local think tanks and international organizations such as ILO, JICA, World bank, ADB, KOICA, GIZ, EU, UK Embassy.

The project concept was developed based on ideas proposed at the meetings with stakeholders, including at the Ministry of Employment and Labour Relations, international partners and private sector representatives.

The project focus areas and planned activities are aligned to the needs of the national partner that were discussed during the meeting with the Minister of MELR in December 2017.

### ***South-South and Triangular Cooperation (SSC/TrC)***

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

### ***Knowledge***

The project will generate knowledge on both national policy level and local level. Knowledge will be generated through traditional means such as developing guidelines, research and trainings, and also through usage of ICT based modalities such as using mobile application, online courses, and practical approaches (pilots). The project will develop standard operating procedures and guidelines for conducting job fairs and running PPP-based kindergartens in pilot regions and provide training to MELR staff to ensure institutional memory of the relevant stakeholders. In order to ensure that the knowledge is assimilated the project will assess absorption after each activity and adjust approaches where necessary. In addition, each activity will have knowledge products which will be made available online.

### ***Innovative Solutions and Expertise***

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

First, the Internet, the introduction of ICT tools, as well as piloting of mobile app-based solutions to labour market information and services are innovative in nature, at least in the context of Uzbekistan. As the country strives to expand the introduction and use of e-governance tools and services throughout the country, the above ICT-based solutions represent an excellent opportunity to reach out to a greater number of people, particularly youth, who are active users of Internet and mobile phones. With the low coverage of broadband landline Internet connection in the regions of Uzbekistan, expanding the labour market information and services (eg, vacancy information, resume submission functionality, information on available trainings and courses, etc.) through mobile platforms will help reach out to youth in remote and vulnerable areas of the country.

Similarly, with the rapid expansion of online training and courses (eg, Coursera, etc.), the project's plans to develop and launch the first online course on starting up and running a business in Uzbekistan (in Russian and Uzbek languages) is a truly innovative solution that should help young would-be entrepreneurs receive basic information and skills to start their own business – through a more convenient, cost-effective, and accessible way. To date, online courses of this kind are not



present in the Uzbek market, while off-line courses on the same or similar topics in Uzbek language are virtually non-existent.

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

#### ***Sustainability and Scaling Up***

- *Describe how the project will use relevant national systems, and specify the transition arrangement to sustain and/or scale-up results, as relevant. Describe how national capacities will be strengthened and monitored as relevant, and how national ownership will be ensured.*

The project's objectives are based on national priorities and a series of national strategic documents. Such approach ensures inherent ownership over the project's interventions and targets the core needs of the authorities. To improve national ownership, the project will involve stakeholders at all levels through enhanced dialogues. Sustainability of the project support on improving active labor market policies will be ensured through capacity building of key project partners – MELR, Local Centers for Professional Development. It is envisioned that sustainability of training courses will be ensured through partnership with CCI, which has presence throughout the country, and the Center for Training of Basics of Entrepreneurship of the State Committee for Assistance to Privatized Enterprises and Development of Competition, which has experience in providing business development trainings and making these modules available for use by the private sector. Sustainability of pilot projects on supporting business-start-ups will be achieved through open and competitive process of selection of business proposals, applying a set of criteria for selecting business ideas, which will include criteria assessing project sustainability. To ensure the transparency of selection process a selection committee will be formed among partner representatives and UNDP and set of criteria will be developed and approved by the national partners and UNDP. To increase the sustainability of projects, provision of business counselling during the project implementation will further strengthen sustainability of the pilot projects.

It is acknowledged that the sustainability of the project will depend on continued commitment of all stakeholders, and therefore, the project will be in close consultations with them.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

Current intervention strategy is built on the knowledge, experience, lessons learned and findings gained through ongoing projects of UNDP in areas of e-governance and ICT promotion, business climate improvement, trade development and women empowerment. Considering the UNDP's comparative advantage, the activities specified in this project document have been selected as best option to deliver the expected results with available resources.

National Implementation Modality (NIM) has been chosen in order to strengthen the local ownership and further foster engagement of national partners in the new project planning and execution.

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

In accordance with the Letter of Agreement between the UNDP and the Ministry of Employment and Labour Relations 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 Employment and Labour Relations of the Republic of Uzbekistan, following support services:

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

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

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

### ***Project Management***

The project will be implemented under the National Implementation Modality (NIM). Ministry of Employment and Labour Relations of the Republic of Uzbekistan will be the main Implementing Partner.

The project office will be located in Tashkent city. The project will work closely and utilize knowledge, staff expertise of the below listed UNDP projects:

**Business Climate Improvement in Regions of Uzbekistan project with CCI.** UNDP will rely on this the long-term, successful partnership with CCI, in conducting business skills development trainings, identifying and developing business ideas/start-up projects, including experience of running 'Start-up initiatives' programme and cooperation with business community.

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

**Public Administration Reforms and Digital Transformation (PARTD).** The aim of the project is to provide support to the Government in implementation of its national development agenda on PARTD with the aim to deliver public services with greater accountability, transparency and responsiveness to citizen's needs.

**Empowering Women to Participate in Public Administration and Socio-Economic Life.** This is a joint project conducted by the UNDP and the Women's Committee of Uzbekistan, which aims to empower women, increase women's participation in public administration in accordance with the provisions of the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

**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 UNDP for providing funding, UNDP should appear on all relevant project publications, including among others, project hardware purchased with UNDP funds. Any citation on publications regarding projects funded by UNDP should also accord proper acknowledgement to UNDP. The UNDP logo should be more prominent – and separated from any other logo, if possible, as UN visibility is important for security purposes.

## V. RESULTS FRAMEWORK<sup>40</sup>

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

**UNDAF Outcome 1:** By 2020, equitable and sustainable economic growth through productive employment, improvement of environment for business, entrepreneurship and innovations expanded for all.

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

UNDAF Indicator 1.2. Share of unemployed in active labour force. Baseline: unemployment rate 5-5.2%. Target: unemployment rate 4.9-5% in 2020

UNDAF Indicator 1.3: The gender gap in labour force participation rate, in % Baseline: The gender gap in labour force participation rate was 8.2% in 2013 (men - 74.5%, women - 66.3%) (in working age population). Target: The gender gap in labour force participation rate is reduced to 7.2% by 2020

**Applicable Output(s) from the UNDP Strategic Plan:** STRATEGIC PLAN OUTCOME1: Advance poverty eradication in all its forms and dimensions.

**OUTPUT 1.1.2** Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs

**Project title and Atlas Project Number: “Promoting Youth Employment in Uzbekistan” # 00117522**

| EXPECTED OUTPUTS  | OUTPUT INDICATORS <sup>41</sup>  | DATA SOURCE                         | BASELINE     |                      | TARGETS (by frequency of data collection) |                  |                  |                  | DATA COLLECTION METHODS & RISKS                      |
|---|--|-------------------------------------|--------------|----------------------|---|------------------|------------------|------------------|--|
|   |  |                                     | Value        | Year 2018            | Year 2019                                 | Year 2020        | Year 2021        | FINAL            |  |
| <b>Output 1</b><br><i>Relevant stakeholders<sup>42</sup> are capacitated to apply active labor market policies with focus on youth employment</i> | <b>1.1.</b> Number of youth (disaggregated by gender) covered by jobs fairs conducted in line with new Standard Operating Procedures (SOP)   | Dedicated studies conducted by UNDP | Number       | 0<br>(under new SOP) | 1000                                      | 5000             | 10000            | 10000            | The numbers are cumulative across years MELR reports |
|   | <b>1.2 a)</b> Availability of mobile application for vacancy posting and job application targeted on rural youth and<br><b>b)</b> annual % increase of application users (disaggregated by gender) | Dedicated studies conducted by UNDP | Availability | a) No<br>b) 0        | a) No<br>b) baseline established          | a) Yes<br>b) 10% | a) Yes<br>b) 10% | a) Yes<br>b) 10% | Project report<br>MELR reports                       |

<sup>40</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>41</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<sup>42</sup> Ministry of Employment and Labour Relations, Local Authorities (Khokimiyats), Local Centers for Professional Development and communities of pilot regions.

|  |   |  |              |    |     |     |      |      |  |
|--|---|--|--------------|----|-----|-----|------|------|--|
|  | <b>1.3</b> Number of youth (disaggregated by gender) trained using enhanced training materials on soft and professional skills (30/70 ratio) at Centers of Professional Development in target regions | Dedicated studies conducted by UNDP          | Number       | 0  | 300 | 700 | 1000 | 1000 | The numbers are cumulative across years<br>MELR reports                  |
|  | <b>1.4.</b> Number of start-ups supported with a special focus on youth and women   | Dedicated studies conducted by UNDP          | Number       | 0  | 3   | 8   | 12   | 12   | Project report<br>The numbers are cumulative across years                |
|  | <b>1.5.</b> Availability of methodology and guidelines on gathering gender disaggregated data for measuring youth unemployment rates in line with international standards                             | Dedicated studies conducted by UNDP          | Availability | No | No  | Yes | Yes  | Yes  | Project report   |
|  | <b>1.6.</b> Number of staff (disaggregated by gender) improved their knowledge on active labour market policy   | Dedicated studies conducted by UNDP and MELR | Number       | 0  | 300 | 700 | 1000 | 1000 | The numbers are cumulative across years<br>Project report<br>MELR report |



## 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: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

### Monitoring Plan

| Monitoring Activity                       | Purpose   | Frequency   | Expected Action   |
|---|---|---|---|
| <b>Track results progress</b>             | 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.  |
| <b>Monitor and Manage Risk</b>            | 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. |
| <b>Learn</b>                              | 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.  |
| <b>Annual Project Quality Assurance</b>   | The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.  | Annually  | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.  |
| <b>Review and Make Course Corrections</b> | 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.  |
| <b>Project Report</b>                     | A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.       | Annually, and at the end of the project (final report)      |   |
| <b>Project Review (Project</b>            | The project's governance mechanism (i.e., project board) will   | At least annually   | Any quality concerns or slower than expected  |

|               |  |  |   |
|---------------|--|--|---|
| <b>Board)</b> | 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. |  | progress should be discussed by the project board and management actions agreed to address the issues identified. |
|---------------|--|--|---|

### Evaluation Plan

| <b>Evaluation Title</b> | <b>Partners (if joint)</b> | <b>Related Strategic Plan Output</b> | <b>UNDAF/CPD Outcome</b> | <b>Planned Completion Date</b> | <b>Key Evaluation Stakeholders</b> | <b>Cost and Source of Funding</b> |
|-------------------------|----------------------------|--------------------------------------|--------------------------|--------------------------------|------------------------------------|-----------------------------------|
| Final Evaluation        | MELR, UNDP                 | 1.1.2                                | UNDAF Outcome 1          | September-October 2021         | MELR / UNDP                        | Donor funding                     |

## VII. MULTI-YEAR WORK PLAN

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

| EXPECTED OUTPUTS   | PLANNED ACTIVITIES   | RESPON-SIBLE PARTY | Financing Sources | Budget Description                              | ESTIMATED BUDGET BY YEARS (USD) |                |               | Total Amount (USD) |
|--|--|--------------------|-------------------|---|---------------------------------|----------------|---------------|--------------------|
|  |  |                    |                   |   | 2019                            | 2020           | 2021          |                    |
| Relevant stakeholders <sup>43</sup> are capacitated to apply active labor market policies with focus on youth employment | <b>Activity 1. Youth employment supported and promoted through active labour market policies:</b><br>- Support in organization of job fairs<br>- Develop a mobile app with access to MELR's vacancies database<br>- Develop training modules (on resume drafting, interview skills, etc.)<br>- Technical and inventory support to the Public Works programme<br>- Support to the Apprenticeship programme<br>- Joint organization of the republican competition on identifying and rewarding best employer for youth | UNDP, MELR         | TFD Youth Window  | 71400 - Contractual Services – Individuals      | 22,124                          | 27,080         | 27,616        | <b>76,830</b>      |
|  |  |                    |                   | 71200 - - International Consultants             | 5,000                           | 9,000          | 4,000         | <b>18,000</b>      |
|  |  |                    |                   | 71300 - Local Consultants                       | 6,000                           | 8,000          | 4,000         | <b>18,000</b>      |
|  |  |                    |                   | 72100 – Contractual Services – Company          | 15,000                          | 55,000         | 30,000        | <b>100,000</b>     |
|  |  |                    |                   | 75700 – Event management (Trainings, workshops) | 5,000                           | 6,000          | 5,000         | <b>16,000</b>      |
|  |  |                    |                   | 74200 - Audio Visual and Print Production Costs | 2,000                           | 2,000          | 2,000         | <b>6,000</b>       |
|  |  |                    |                   | 71600 - Travel                                  | 5,000                           | 6,500          | 4,760         | <b>16,260</b>      |
|  |  |                    |                   | 74596 - Direct Project costs (GOE)              | 902                             | 1,704          | 1,162         | <b>3,768</b>       |
|  |  |                    |                   | 64397 - Expert Cost                             | 2,706                           | 5,112          | 3,487         | <b>11,304</b>      |
|  |  |                    |                   | <b>Subtotal Activity 1</b>                      | <b>63,732</b>                   | <b>120,396</b> | <b>82,035</b> | <b>266,163</b>     |
|  | <b>Activity 2. Youth and women entrepreneurship skills and start-ups promoted:</b><br>- Develop online video courses on  | UNDP, MELR         | TFD Youth Window  | 71400 - Contractual Services – Individuals      | 22,142                          | 27,080         | 27,626        | <b>76,830</b>      |
|  |  |                    |                   | 71200 - - International Consultants             |                                 | 18000          |               | <b>18,000</b>      |

<sup>43</sup> Ministry of Employment and Labour Relations, Local Authorities (Khokimiyats), Local Centers for Professional Development and communities of pilot regions.

|  |   |                            |                  |   |                            |               |                |                |
|--|---|----------------------------|------------------|---|----------------------------|---------------|----------------|----------------|
|  | starting and running a business (in Uzbek and Russian languages);<br>- Support to the pilot Local Centers for Professional Development (in Andijan, Jizzak, Kashkadarya, Navoi and Surkhandarya regions);<br>- Support in designing and rendering leasing and microcredit services for youth as well as piloting youth and women business initiatives/start-ups ;<br>- Support the establishment of PPP-based kindergartens in pilot areas.   |                            |                  | 71300 - Local Consultants                       | 10,000                     | 15,000        | 11,000         | <b>36,000</b>  |
|  |   |                            |                  | 72100 – Contractual Services – Company          | 25,000                     | 60,000        | 40,000         | <b>125,000</b> |
|  |   |                            |                  | 74200 - Audio Visual and Print Production Costs | 2,000                      | 2,000         | 2,000          | <b>6,000</b>   |
|  |   |                            |                  | 71600 - Travel                                  | 2,000                      | 5,000         | 3,700          | <b>10,700</b>  |
|  |   |                            |                  | 74596 - Direct Project costs (GOE)              | 917                        | 1,906         | 1,265          | <b>4,088</b>   |
|  |   |                            |                  | 64397 - Expert Cost                             | 2,751                      | 5,719         | 3,796          | <b>12,265</b>  |
|  |   |                            |                  |   | <b>Subtotal Activity 2</b> |               | <b>64,792</b>  | <b>134,705</b> |
|  | <b>Activity 3. The capacities of the MELR and local community authorities improved in delivering services in support of youth employment</b><br>- Capacity building of select mahallas (trainings and IT equipment) to access MELR’s online vacancy database<br>- Expanding the range of professional adaptation services<br>- Developing guidelines and methodology on gathering gender-disaggregated data on youth unemployment<br>- Training of responsible staff of MELR in application of the above guidelines | UNDP, MELR                 | TFD Youth Window | 71400 - Contractual Services – Individuals      | 6,450                      | 7,970         | 8,210          | <b>22,630</b>  |
|  |   |                            |                  | 71200 - - International Consultants             |                            | 18,000        |                | <b>18,000</b>  |
|  |   |                            |                  | 71300 - Local Consultants                       | 6,000                      | 6,820         | 5,000          | <b>17,820</b>  |
|  |   |                            |                  | 72100 – Contractual Services – Company          | 8,000                      | 12,000        | 7,000          | <b>27,000</b>  |
|  |   |                            |                  | 71600 – Travel                                  | 2,000                      | 3,000         | 2,000          | <b>7,000</b>   |
|  |   |                            |                  | 75700 – Event management (Trainings, workshops) | 8,000                      | 14,000        | 10,000         | <b>32,000</b>  |
|  |   |                            |                  | 74200 - Audio Visual and Print Production Costs | 2,000                      | 3,000         | 2,000          | <b>7,000</b>   |
|  |   |                            |                  | 74596 - Direct Project costs (GOE)              | 487                        | 1,092         | 604            | <b>2,182</b>   |
|  |   |                            |                  | 64397 - Expert Cost                             | 1,461                      | 3,276         | 1,810          | <b>6,546</b>   |
|  |   | <b>Subtotal Activity 3</b> |                  | <b>34,398</b>                                   | <b>77,158</b>              | <b>42,623</b> | <b>154,179</b> |                |
|  | <b>Activity 4. Project Management and Technical Support</b><br>- Project Evaluation   | UNDP, MELR                 | TFD Youth Window | 71400 - Contractual Services – Individuals      | 40,720                     | 47,270        | 49,180         | <b>137,170</b> |
|  |   |                            |                  | 74200 - Audio Visual and Print                  | 1,000                      | 1,000         | 1,000          | <b>3,000</b>   |

|  |   |                            |  |                                       |                |                |                |                  |
|--|---|----------------------------|--|---------------------------------------|----------------|----------------|----------------|------------------|
|  | <ul style="list-style-type: none"> <li>- Project staff salary</li> <li>- Operation costs (office, equipment, communication, etc)</li> </ul> |                            |  | Production Costs                      |                |                |                |                  |
|  |   |                            |  | 72800 - IT Equipment                  | 10,300         | 3,000          | 930            | <b>14,230</b>    |
|  |   |                            |  | 72500 - Materials, Goods and Supplies | 500            | 500            | 400            | <b>1,400</b>     |
|  |   |                            |  | 71600 - Travel                        | 3,000          | 4,000          | 3,000          | <b>10,000</b>    |
|  |   |                            |  | 72400 – Communication Charges         | 610            | 610            | 600            | <b>1,820</b>     |
|  |   |                            |  | 74500 – Miscellaneous Expenses        | 1,000          | 1,000          | 1,000          | <b>3,000</b>     |
|  |   |                            |  | 74596 - Direct Project costs (GOE)    | 858            | 861            | 840            | <b>2,559</b>     |
|  |   |                            |  | 64397 - Direct Project costs (staff)  | 2,571          | 2,583          | 2,518          | <b>7,672</b>     |
|  |   | <b>Subtotal Activity 4</b> |  |                                       | <b>60,559</b>  | <b>60,824</b>  | <b>59,318</b>  | <b>180,701</b>   |
|  | <b>Sub-Total Activities 1-4</b>   |                            |  |                                       | <b>223,480</b> | <b>393,083</b> | <b>273,363</b> | <b>889,926</b>   |
|  | <b>Monitoring and Evaluation</b>  |                            |  | 71300 - Local Consultants             |                | 12,000         | 15,000         | 27,000           |
|  |   |                            |  | 71600 - Travel                        | 1,500          | 4,500          | 3,000          | 9,000            |
|  | <b>Subtotal Monitoring and Evaluation</b>   |                            |  |                                       | <b>1,500</b>   | <b>16,500</b>  | <b>18,000</b>  | <b>36,000</b>    |
|  | <b>GMS</b>  |                            |  |                                       | <b>17,998</b>  | <b>32,767</b>  | <b>23,309</b>  | <b>74,074</b>    |
|  | <b>TOTAL</b>  |                            |  |                                       | <b>242,979</b> | <b>442,349</b> | <b>314,672</b> | <b>1,000,000</b> |

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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

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

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

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

The Project Board will have three roles, including:

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

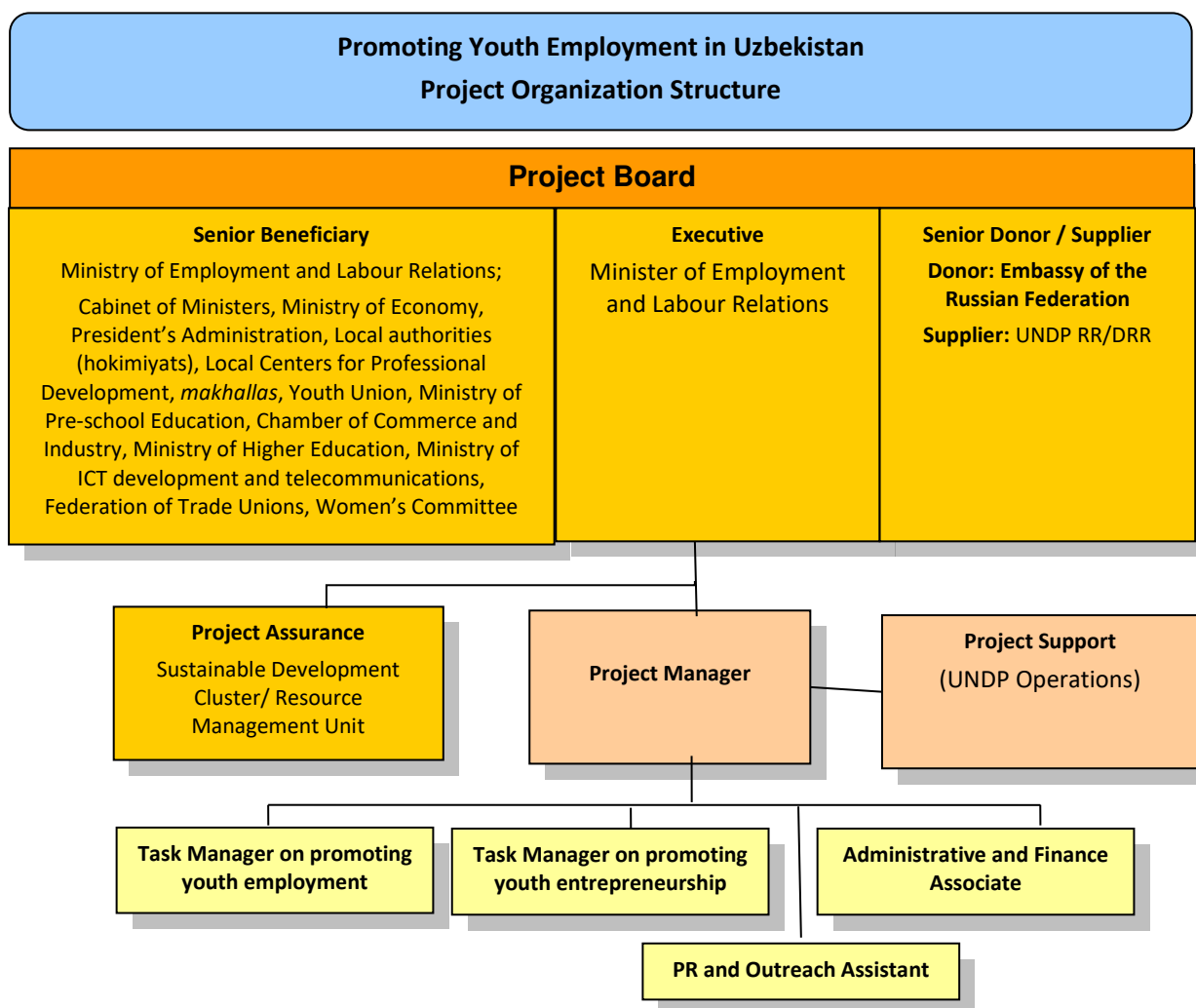
The Project Board, if necessary, will also decide on the reallocation of project budget among its activities based on the respective request made by the Project manager. In addition, it approves the appointment and responsibilities of the PM and any delegation of its Project Assurance responsibilities.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

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

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

**Project Manager** has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The PM is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost (see Annex V for details). **Furthermore, to provide technical, administrative and organizational support in the implementation of project activities the following positions will be recruited: Task manager on promoting youth employment and Task Manger on promoting youth entrepreneurship; an Administrative and Finance assistant, PR and outreach assistant.**

Below is the chart representation of the project structure.





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## IX. LEGAL CONTEXT

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

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

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## X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism 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](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).
4. 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>).
5. 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.
6. 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.
7. 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.

8. 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](http://www.undp.org).
9. 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.
10. 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.

11. 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.
12. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

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## **XI. ANNEXES**

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

## ANNEX 2. SOCIAL AND ENVIRONMENTAL RISK SCREENING CHECKLIST

| Checklist Potential Social and Environmental Risks  |                 |
|---|-----------------|
| Principles 1: Human Rights  | Answer (Yes/No) |
| 1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?  | No              |
| 2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>44</sup>  | No              |
| 3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?  | No              |
| 4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?   | No              |
| 5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?   | Yes             |
| 6. Is there a risk that rights-holders do not have the capacity to claim their rights?  | No              |
| 7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?  | No              |
| 8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?   | No              |
| Principle 2: Gender Equality and Women's Empowerment  |                 |
| 1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?   | No              |
| 2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?  | No              |
| 3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?   | No              |
| 4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?<br><i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i> | No              |
| Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below   |                 |
|   |                 |
| Standard 1: Biodiversity Conservation and Sustainable <a href="#">Natural</a> Resource Management   |                 |
| 1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?<br><i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>   | No              |
| 1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local  | No              |

<sup>44</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

|  |  |    |
|--|--|----|
|  | communities?   |    |
| 1.3  | Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)   | No |
| 1.4  | Would Project activities pose risks to endangered species?   | No |
| 1.5  | Would the Project pose a risk of introducing invasive alien species?   | No |
| 1.6  | Does the Project involve harvesting of natural forests, plantation development, or reforestation?  | No |
| 1.7  | Does the Project involve the production and/or harvesting of fish populations or other aquatic species?  | No |
| 1.8  | Does the Project involve significant extraction, diversion or containment of surface or ground water?<br><i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>  | No |
| 1.9  | Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)   | No |
| 1.10   | Would the Project generate potential adverse transboundary or global environmental concerns?   | No |
| 1.11   | Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?<br><i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i> | No |
| <b>Standard 2: Climate Change Mitigation and Adaptation</b>        |  |    |
| 2.1  | Will the proposed Project result in significant <sup>45</sup> greenhouse gas emissions or may exacerbate climate change?   | No |
| 2.2  | Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?   | No |
| 2.3  | Is the proposed Project likely to directly or indirectly increase social and environmental <a href="#">vulnerability to climate change</a> now or in the future (also known as maladaptive practices)?<br><i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>  | No |
| <b>Standard 3: Community Health, Safety and Working Conditions</b> |  |    |
| 3.1  | Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?  | No |
| 3.2  | Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?  | No |
| 3.3  | Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?   | No |
| 3.4  | Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)  | No |
| 3.5  | Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?  | No |
| 3.6  | Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?   | No |
| 3.7  | Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?  | No |

<sup>45</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

|   |   |    |
|---|---|----|
| 3.8   | Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?  | No |
| 3.9   | Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?   | No |
| <b>Standard 4: Cultural Heritage</b>                            |   |    |
| 4.1   | Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)   | No |
| 4.2   | Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?  | No |
| <b>Standard 5: Displacement and Resettlement</b>                |   |    |
| 5.1   | Would the Project potentially involve temporary or permanent and full or partial physical displacement?   | No |
| 5.2   | Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?  | No |
| 5.3   | Is there a risk that the Project would lead to forced evictions? <sup>46</sup>  | No |
| 5.4   | Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?  | No |
| <b>Standard 6: Indigenous Peoples</b>                           |   |    |
| 6.1   | Are indigenous peoples present in the Project area (including Project area of influence)?   | No |
| 6.2   | Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?  | No |
| 6.3   | Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?<br><i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i> | No |
| 6.4   | Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?  | No |
| 6.5   | Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?  | No |
| 6.6   | Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?   | No |
| 6.7   | Would the Project adversely affect the development priorities of indigenous peoples as defined by them?   | No |
| 6.8   | Would the Project potentially affect the physical and cultural survival of indigenous peoples?  | No |
| 6.9   | Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?  | No |
| <b>Standard 7: Pollution Prevention and Resource Efficiency</b> |   |    |
| 7.1   | Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or <a href="#">transboundary impacts</a> ?   | No |

<sup>46</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

|     |   |    |
|-----|---|----|
| 7.2 | Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?  | No |
| 7.3 | Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?<br><i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i> | No |
| 7.4 | Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?   | No |
| 7.5 | Does the Project include activities that require significant consumption of raw materials, energy, and/or water?  | No |

# ANNEX 3 RISK ANALYSIS.

## RISK LOG

| Project Title: Promoting Youth Employment in Uzbekistan |  |                                |                          |   | Award ID:  |                 | Date:                      |             |        |
|---|--|--------------------------------|--------------------------|---|--|-----------------|----------------------------|-------------|--------|
| #   | Description  | Date Identified                | Type                     | Impact & Probability  | Countermeasures / Mngt response  | Owner           | Submitted, updated by      | Last Update | Status |
| 1   | In line with the Government's reform agenda, the government may change its focus away from youth employment, introduce changes in government staff and restructure the government agencies and ministries, particularly of MELR. | Project development phase 2018 | Political Organizational | <p>The project may face difficulties with implementation due to shift of policy focus away from youth promotion and changes in government structure</p> <p>It is unlikely that Government will shift its focus on promoting youth employment since there is an overall consensus in the government and shared by international development organizations, of the importance of this issue on economic development, security and overall stability in the country.</p> <p>Enter probability on a scale from 1 (low) to 5 (high)</p> <p>P = 1</p> | To address this risk, the project will work with several partners, and will codify knowledge (transfer knowledge through instructions, manuals and etc.) and strengthen partner's institutional capacity, so that critical information /capacities remain even if staff changes. | Project Manager | Programme Coordinator, SDC |             |        |



|   |   |                                |            |  |  |                 |                            |  |  |
|---|---|--------------------------------|------------|--|--|-----------------|----------------------------|--|--|
|   |   |                                |            | Enter impact on a scale from 1 (low) to 5 (high)<br>I = 5  |  |                 |                            |  |  |
| 2 | Potential of worsening of overall economic situation, which may negatively affect the level of employment | Project development phase 2018 | Economic   | <p>Potential economic slowdown in Uzbekistan's main trading partners, such as Russia, and unfavourable floatation of the exchange rate, may negatively affect export oriented sectors such as textiles, agriculture, which employ considerable amount of workforce and thus, require re-alignment of project activities</p> <p>P = 2<br/>I = 2</p> | . The project will monitor economic development trends in order to be able to address any arising concerns.  | Project Manager | Programme Coordinator, SDC |  |  |
| 3 | Regulatory limitations of Public – Private Partnership schemes  | Project development phase 2018 | Regulatory | Government is experimenting with PPP schemes and development of a single regulatory act that would create a framework to cover all PPP schemes may leave PPP schemes developed under the project irrelevant.   | The project will be in close contact with the initiators of regulatory act to ensure that PPP schemes proposed within the project fit into new regulatory framework. | Project Manager | Programme Coordinator, SDC |  |  |

|   |   |                                |                |  |  |                 |                            |  |  |
|---|---|--------------------------------|----------------|--|--|-----------------|----------------------------|--|--|
|   |   |                                |                | P =2<br>I = 2  |  |                 |                            |  |  |
| 4 | Consistency of Government organizational structure and institutional memory.                | Project development phase 2018 | Organizational | Rapid changes and reappointments in the government institutions may cause the loss of the institutional memory and therefore affect the achievement of the project outputs.<br>P =3<br>I = 2 | The project will work to engage wide range of national partners to its activities as well as document the progress and issues in the form of analytical documents and policy briefs.   | Project Manager | Programme Coordinator, SDC |  |  |
| 5 | Availability of sufficient number of sustainable women's business start-ups in the regions. | Project development phase 2018 | Social         | This may cause delays in implementing pilot business projects<br>P =1<br>I = 2   | To address this risk, the project will closely work with a wide number of partners, such as CCI, Business Women Association, Youth Union, commercial banks and use events (seminars, meeting and etc) to reach out to potential project clients. | Project Manager | Programme Coordinator, SDC |  |  |

## **ANNEX 4. CAPACITY ASSESSMENT**

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

The Ministry of Employment and Labor Relations of the Republic of Uzbekistan is the main state institution responsible for labour, employment, and social protection policy making. The ministry is tasked with the development and regulation of labour market and ensuring employment of population, regulation of labour relations and labour protection, provision of social services for population and medical-social rehabilitation of persons with disabilities.

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

The last structure of the Ministry was renewed in accordance with President's Decree № UP – 5052 and President's Decision PP -3001 from May 24, 2017. In accordance with the Decree the ministry's main tasks include:

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

The Ministry undertakes these tasks through Central Office in Tashkent and through 12 regional departments with head offices in regional centers, Centers for Employment, Centers for Professional Development and specialized training centers. The Ministry has more than 1500 staff.

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

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

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

### **TERMS OF REFERENCE**

#### **A) PROJECT BOARD**

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

#### **I. Specific responsibilities**

##### **1. Initiating a project:**

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

##### **2. Running a project:**

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

##### **3. Closing a project:**

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

#### **II. Executive – National Project Coordinator**

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

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

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

The following documents shall be signed by the NPC:

**1. Administrative and financial documents:**

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

**2. Monitoring and evaluation of the project**

- Minutes of the Project Board meetings
- Final review report

**III. Senior Beneficiary**

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

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

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

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

**IV. Senior Supplier**

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

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

The supplier assurance role responsibilities are to:

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

## **B) PROJECT ASSURANCE**

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

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

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

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

Specific responsibilities would include:

### **1. Initiating a project**

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

### **2. Running a project**

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

### **3. Closing a project**

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

## **PROJECT SUPPORT**

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

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

### *Provision of administrative services:*

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

### *Project documentation management:*

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

### *Financial Management, Monitoring and reporting*

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

### *Provision of technical support services*

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



## C) PROJECT MANAGER

### I. JOB INFORMATION

|                                      |   |
|--------------------------------------|---|
| Job title:                           | Project Manager                         |
| SC range:                            | SB4/3 (SC-9)                            |
| Duration of the service:             | 6 months (with possible extension)      |
| Work status (full time / part time): | Full time                               |
| Reports To:                          | Head of Sustainable Development Cluster |

### II. FUNCTIONS/KEY OUTPUTS EXPECTED

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

#### 1. Overall project management:

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

#### 2. Running the project

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

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

### **3. Closing the Project**

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

## **III. COMPETENCIES AND CRITICAL SUCCESS FACTORS**

### **I. Corporate Competencies:**

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

### **II. Functional Competencies:**

#### *1. Communications and Networking*

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

#### *2. Knowledge Management and Learning*

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

#### *3. Development and Operational Effectiveness*

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

#### *4. Job Knowledge/Technical Expertise*

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

#### *5. Leadership and Self-Management*

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

### **IV. QUALIFICATION REQUIREMENTS**

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

## **D) ADMINISTRATIVE / FINANCE ASSISTANT**

### **I. JOB INFORMATION**

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

### **II. FUNCTIONS/KEY OUTPUTS EXPECTED**

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

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

### **III. QUALIFICATION REQUIREMENTS**

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

**STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND MINISTRY OF EMPLOYMENT AND  
LABOUR RELATIONS OF THE REPUBLIC OF UZBEKISTAN FOR THE PROVISION OF SUPPORT  
SERVICES TO THE «PROMOTING YOUTH EMPLOYMENT IN UZBEKISTAN» PROJECT  
ID 00117522**

Dear Mr. Kudbiev,

1. The United Nations Development Programme (UNDP) and the National Implementing Partner – The Ministry of Employment and Labour Relations (hereinafter referred to as “Ministry”) hereby agree that the UNDP country office may provide support services for nationally managed project, at the request of the Ministry, as described in the project document between the UNDP and the Ministry for the project “Promoting Youth Employment in Uzbekistan” *ATLAS ID 00117522* (hereinafter referred to as “the Project”), which will be implemented by the Ministry of Employment and Labour Relations.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the MINISTRY is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the Project.
3. The UNDP country office may provide, at the request of the MINISTRY, the following support services for the activities of the Project:
  - (a) Identification and/or recruitment of project and programme personnel and consultants;
  - (b) Identification and facilitation of training activities, seminars and workshops;
  - (c) Procurement of goods and services;
  - (d) Processing of payments, disbursements and other financial transactions;
  - (e) Administrative services including travel authorization, visa requests and other arrangements;
4. The procurement of goods and services and the recruitment of the Project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of the Project, the annex to the project document will be revised with the mutual agreement of the UNDP Resident Representative and the MINISTRY.
5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan and the UNDP, signed by Parties on 10th June 1993, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed Project through its Ministry. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.
6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

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

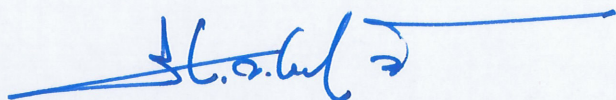
8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

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

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

For the MINISTRY of Uzbekistan:

On behalf of UNDP:



\_\_\_\_\_  
Name  
Position  
Organization

\_\_\_\_\_  
Resident Representative  
UNDP Uzbekistan

Date: \_\_\_\_\_

Date: \_\_\_\_\_

## Attachment

### **DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES**

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

| Support services<br>(insert description)  | Cost to UNDP of<br>providing such support<br>services (where<br>appropriate) <sup>1</sup> | Amount in USD and<br>method of reimbursement<br>of UNDP (where<br>appropriate) |  |
|---|---|--|--|
| <i>Recruitment services</i>   |   |  |  |
| 1. Staff selection and recruitment process<br>( <i>Service Contract - SC</i> )  | 562.86  | 562.86   | per case                                       |
| - Advertising   |   |  |  |
| - Short-listing   |   |  |  |
| - Interviewing  |   |  |  |
| 2. Staff HR & Benefits Administration &<br>Management<br>- the issuance of a contract, and<br>- again at separation)  | 194.56  | 194.56   | one time,<br>per staff                         |
| 3. Recurrent personnel management services: Staff<br>Payroll & Banking ( <i>Service Contract - SC</i> )<br>- Administration & Management<br>- Payroll validation, disbursement<br>- Performance evaluation<br>- Extension, promotion, entitlements<br>- Leave monitoring<br>- Income statement production | 424.97  | 424.97   | annual fee,<br>per staff, per<br>calendar year |
| 4. File maintenance (SC/IC)   | 18.79   | 18.79  | per person                                     |
| 5. Issuance of Employment Certificates  | 15.76   | 15.76  | per person                                     |
| 6. Recruitment from the Roster of Good candidates   | 135.33  | 135.33   | per person                                     |
| 7. Consultant recruitment   | 220.11  | 220.11   | per case                                       |
| - Advertising (20%)   |   |  |  |
| - Short-listing & selection (40%)   |   |  |  |
| - Issue contract IC or RLA<br>- Issue Purchase Order (PO) (40%)   |   |  |  |
| 8. Vendor profile creation in system  | 18.04   | 18.04  | per vendor                                     |
| 9. Interns Management   | 63.35   | 63.35  | per person                                     |

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



|  |                |                |                        |
|--|----------------|----------------|------------------------|
| 10. Assistance in SDS Registration (letter, labor book, list of documents, visiting SDS)   | 44.93          | 44.93          | per person             |
| 11. Assistance with issuance of UN ID card   | 4.70           | 4.70           | per ID                 |
| 12. Retainer (e.g. translator) personnel recruitment/TOR verification  | 5.16           | 5.16           | per person             |
| <b>Finance services</b>  |                |                |                        |
| 1. Payment process   | 36.48          | 36.48          | per payment            |
| 2. GL Journal entry (GLJE)   | 19.21          | 19.21          | per transaction        |
| 3. Deposit   | 7.92           | 7.92           | per transaction        |
| 4. F10 settlement (simple)   | 23.12          | 23.12          | per item               |
| 5. F10 settlement (complex)  | 30.97          | 3.097          | per item               |
| 6. AR issue/Apply Deposit only   | 21.74          | 21.74          |                        |
| <b>Administrative services</b>   |                |                |                        |
| 1. Hotel reservation   | 9.27           | 9.27           | per person             |
| 2. Visa support  | 32.75          | 32.75          | per person             |
| 3. Accreditation   | 36.49          | 36.49          | per item               |
| 4. Organizing coffee breaks in UNDP CO premises (for projects)   | 13.94          | 13.94          | per person             |
| 5. Supporting event management arrangements: sending requests for quotation, communication with event management companies, follow up on documentation processing: invoices, registration of participants etc. | 201.6          | 201.6          | per event              |
| 6. Rent of UN vehicle (including driver + fuel)<br>- outside Tashkent<br>- in Tashkent during working hours  | 1.32<br>18.11  | 1.32<br>18.11  | per km<br>per hour     |
| 7. Airport pick up w/UN car arrival/departure<br>- during working hours<br>- outside working hours   | 54.33<br>81.50 | 54.33<br>81.50 | per item<br>per item   |
| 8. Car washing arrangements  | 29.01          | 29.01          | per item<br>annual fee |
| 9. Taxi services reconciliation  | 33.91          | 33.91          | per item               |
| 10. Processing documents for mobile services   | 21.93          | 21.93          | per case               |
| 11. Processing documents for fuel consumption  | 24.78          | 24.78          | per case               |
| 12. Letters – NVs, outgoing letters  | 22.68          | 22.68          | per item               |
| 13. Request for air and train tickets  | 13.48          | 13.48          | per ticket             |
| 14. Travel authorization (PO/e-req.)   | 30.93          | 30.93          | per case               |
| 15. Disposal of equipment  | 258.41         | 258.41         | per case               |
| <b>Information technology services</b>   |                |                |                        |
| 1. undp.org email account  | 13.39          | 13.39          | per mailbox per month  |
| 2. Technical support to users (installation of software, ICT consulting, support in acquisition of ICT hardware/software, etc.)  | 20             | 20             | per hour               |
| 3. Use copying facilities of the CO  | 0.06           | 0.06           | per page               |
| 4. Rent of conference room, including PC, projector, sound system-fee  | 100            | 100            | per day                |
| <b>Procurement services</b>  |                |                |                        |
| 1. Procurement process involving CAP, RACP, ACP<br><br>The process includes:   | 508.05         | 508.05         | per case               |

|  |        |        |          |
|--|--------|--------|----------|
| - identification and selection (50%)<br>- contracting/issue Purchase Order (PO) (25%)<br>- follow up- (25%)  |        |        |          |
| 2. Procurement process not involving CAP<br>The process includes:<br><br>- identification and selection (50%)<br>- contracting/issue Purchase Order (PO) (25%)<br>- follow up- (25%) | 204.70 | 204.70 | per case |
| 3. Power of Attorney issuance  | 13.44  | 13.44  | per item |

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