

#71961

United Nations Development Programme



Country: Uzbekistan
Project Document

Project Title National Irrigated Land Reclamation Fund Capacity Development Project

UNDAF Outcome(s): By 2009, national laws are harmonized with selected United Nations legal instruments, and the implementation and monitoring of the latter are improved

Expected CP Outcome(s): Obligations under international environmental conventions and agreements fulfilled through improved effectiveness of environment management and development of clean energy sources.
(Those linked to the project and extracted from the CPAP)

Expected Output(s): Improved institutional capacities of national/local authorities in environment management and clean energy development that respond to the needs of the poor
(Those that will result from the project and extracted from the CPAP)

Implementing Partner: Management Department of the National Irrigated Land Reclamation Fund (Fund Management Department)
Cabinet of Ministers, Ministry of Finance, Irrigated Land Reclamation Fund, Ministry of Economy, Ministry of Agriculture and Water Resources,

Responsible Parties:

Brief Description

Overall objective of the Project is to formulate an integrated approach to irrigated land management to improve environmental quality and agricultural productivity. The Project will address capacity building needs of the implementing organization, the Fund Management Department, to enable the National Irrigated Land Reclamation Fund to meet this objective. The focus of capacity building will be on streamlining institutional responsibilities, enhancing the technical capacity of the Fund Management Department staff with respect to irrigated land reclamation and management, modernizing project preparation and appraisal systems, improving the legal framework for irrigated land reclamation, demonstrating effective methods of land reclamation, and improving the Fund's interaction with international donors.

Programme Period: <u>2005-2009</u>	2009 AWP budget: \$101,282
Key Result Area (Strategic Plan): <u>Key Result Area (Strategic Plan): SP Key Result Area: Catalyzing environmental finance. Countries develop and use market mechanisms to support environmental management</u>	Total resources required \$677,258
Atlas Award ID: 00058062	Total allocated resources: \$677,258
Start date: September 3, 2009	Regular (UNDP) \$631,052
End Date December 31, 2011	In-kind Contributions
PAC Meeting Date July 7 2009	(Government of Uzbekistan) \$46,206
Management Arrangements <u>NIM</u>	

Agreed by:
Fund Management Department
at the Ministry of Finance of the
Republic of Uzbekistan:

Asilbek Yusupov,
Director, National Project Coordinator

Signature/Date
 09.09.09

UNDP:

Anita Nirody, Resident Representative

10 Sep 2009

I. SITUATION ANALYSIS

In 2007, the population of Uzbekistan was approximately 26, 663,800, with 50.1% females and 49.9% males. The rural population was 17,079,000, representing 64% of the total population.¹

The Gross Domestic Product (GDP) of Uzbekistan in 2007 was an estimated \$18,8 billion, with a per capita GDP of \$704.² Agriculture accounts for 21,7% of GDP and 27,9% of employment.

Uzbekistan is one of the largest cotton producers in the world. Cotton is important source of export revenues, while wheat production is a key component of the nation's food security strategy. The Government currently procures all of the cotton production and 50% of the wheat produced.

The Republic of Uzbekistan covers 447,000 square kilometers (km²) or 44.7 million hectares (ha). The irrigated area is 4.3 million ha, the rainfed area is 900,000 ha, pasture land is 22.4 million ha, forest cover is 1.3 million ha, and the area that is not in use is 16 million ha.³ There is a wide variation average annual rainfall. Average rainfall of the desert areas is 200 mm/year, 400-800 mm/year in the piedmont and highlands, and 2000 mm/year in high mountain areas.⁴

The area under irrigation in Uzbekistan increased from 2.5 million ha to 4.22 million between 1960 and the mid-1980s. Raw cotton production increased from an average of 2.95 to 5.37 million tons annually during the period,⁵ when the irrigation system to support agricultural output was between 80 and 85 percent efficient. However, as the productivity of arable land declined due to environmental impacts and water scarcity, an expansion of irrigated area was limited in the mid 1980s.⁶

50% of the irrigated area is currently affected by salinization while 19% is threatened by soil erosion. Salinization reduces cotton yields by 20-30% on slightly salinized lands, 40-60% on moderately salinized lands, and 80% or more on heavily salinized lands. Agriculture faces declining productivity as high water tables, inappropriate irrigation and under-maintained drainage systems increase salinization and water logging and erode fertility of arable land. This reduction in the resource base is estimated to cost about \$1 billion annually in foregone economic output.

Even considering the most pessimistic assumptions and environmental externalities, 88% of the irrigated area is considered profitable, with only 12% of the irrigated land producing at a loss. Analysis indicates that rehabilitating irrigation and drainage (I&D) systems is less expensive than cash transfers equivalent to the value of the lost income from irrigation and social disruptions that would be associated with a decision not to invest in these systems.⁷

As of 2004 there were 1550 shirkat farms producing 48% of the cotton and 37 % of the wheat. There were 103,900 private farms that cultivated 2.9 million ha which produced 52% of the cotton and 47% of the wheat. 4.5 million privately owned dekhkan farms cultivated

¹ www.statistics.uz.

² www.statistics.uz

³ UNEP Support for Achieving the Johannesburg Plan of Implementation Target of Integrated Water Resources Management and Efficiency Plans by 2005, with Support to Developing Countries. Uzbekistan Report, 2006.

⁴ UNDP. Water: Critical Resources for Uzbekistan's Future. Tashkent, 2007.

⁵ UNDP. Water: Critical Resources for Uzbekistan's Future. Tashkent, 2007.

⁶ UNDP. Water: Critical Resources for Uzbekistan's Future. Tashkent, 2007.

⁷ World Bank. Irrigation in Central Asia. Social, Economic and Environmental Considerations. Main Report, 2003.

682,500 ha--41% of their land was cultivated in cotton and 42% in wheat. They produced 60% of the total agricultural output on 11% of the arable land, including 17% of the grain as well as most fruits, berries, vegetables and livestock.

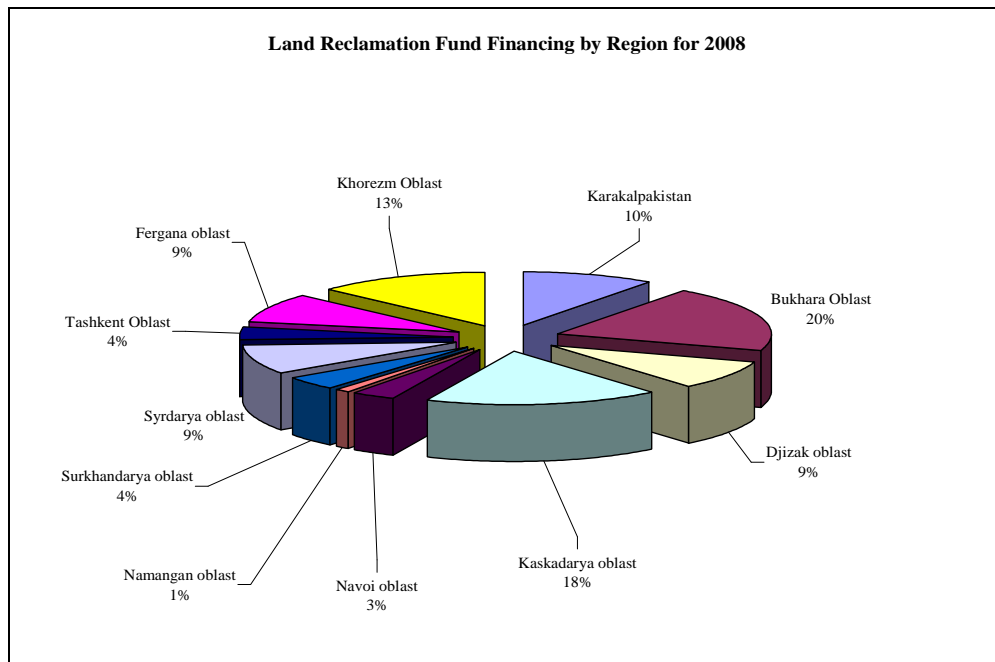
Recognizing the severity of the land degradation scenario, the President of the Republic of Uzbekistan issued a decree on October 30, 2007, No. УП-3932 "On measures for radical improvement of the reclamation land development system." This Decree established the National Irrigated Land Reclamation Fund, and its executing agency, the Fund Management Department, under the Ministry of Finance. Sources of financing for the Fund include dedicated funding from the Unified Land Tax, target budgetary assignments, soft loans from international financial institutions (IFIs) and other means consistent with legislation of the Republic of Uzbekistan. The decree assigns management responsibility for the Fund to the Prime Minister.

The Fund is responsible for financing construction, reconstruction, repair and maintenance of interregional and inter-farm open collectors, vertical drainage, horizontal drainage, pump stations, and monitoring stations. The Ministry of Agriculture and Water Resources (MAWR) is responsible for repair and maintenance of on farm drainage systems. Prior to establishment of the Fund, farmers who were ill-equipped to maintain these systems were responsible for them. The Presidential Decree requires five year programs to be developed that identify financing priorities.

Hydromeliorative Expeditions operate on the oblast level, yet are managed by basin organizations under the Ministry of Agriculture and Water Resources. With limited resources, these Expeditions conduct extensive monitoring of ground water levels, ground water salinity levels, and soil salinity levels. Results of monitoring information are displayed geographically, and project priorities are based findings of monitoring programs. Thus, the Expeditions play a key role in defining how financing priorities are established.

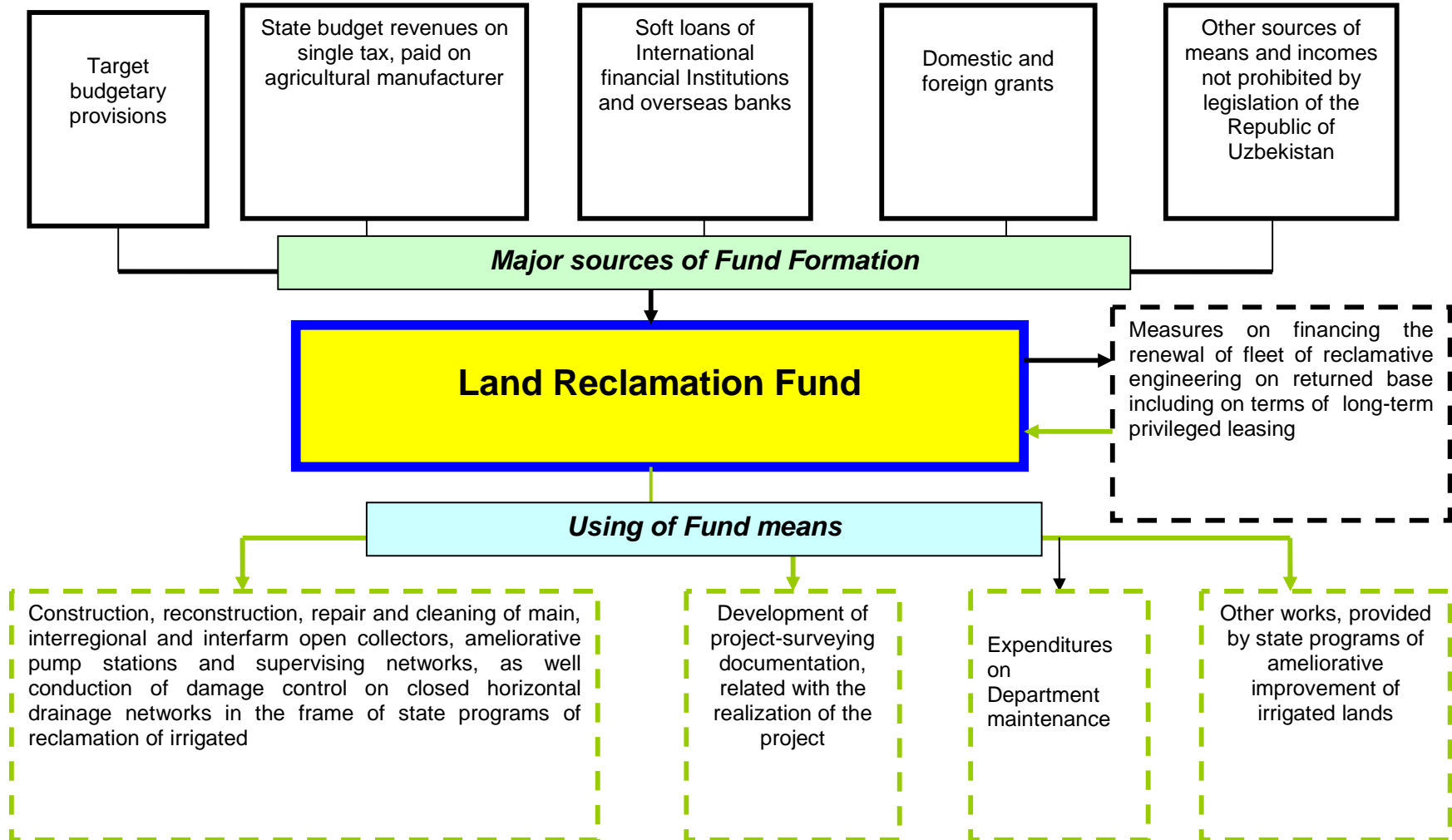
On March 19, 2008 implementing regulations for the Presidential Decree establishing the Land Reclamation Fund were issued which detailed the State Program for reclamation for the period of 2008 through 2012. The program details spending of 23,000 million UZS for construction and reconstruction projects during the 2008 fiscal year, as well as an additional 2,000 million UZS for design and exploration work.

A summary of projects included in the Five Year Program for the period of 2008-2012 is included in Appendix A. Five year programs are reviewed on an annual basis and revised accordingly. Approximately 70 million USD in financing was available for 2008. It is anticipated that the Fund will increase in coming years to 100 million USD. All of the current financing is from the State Budget, although in the future, it is anticipated that soft loans from international financial institutions will also comprise a portion of the Fund's financing. 2008 financing for projects by percentage by region is provided in the chart below.



The newly created Management Department of the Irrigated Land Degradation Fund is comprised of 62 staff including the Director, Deputy Director, 10 program development staff, 4 staff of the tendering department, 20 technical staff, 3 staff for forecasting and financing for reclamation activities, 15 budgetary staff, 3 staff of the accounting department, 2 human resources staff and 1 lawyer. A Fund representative from the technical staff is located in each oblast. The Fund Management Department has a keen interest in staff training in modern methods for establishing project priorities and innovative methods for preventing and remediation of land degradation. Its priority is to identify means for improving agricultural productivity which is so important to Uzbekistan's economy.

Mechanism of formation and expenditure of the funds of the Department on the Fund management and the ameliorative improvement of irrigated lands at the Ministry of Finance of the Republic of Uzbekistan



The Reclamation Fund is responsible for management of a broad cross section of organizations and institutions involved in the planning and implementation of land reclamation programs. The Cabinet of Ministers is responsible for overseeing the Fund Council. The Ministry of Finance and the Fund Department must coordinate with the Ministry of Agriculture and Water Resources, Ministry of Economics, Design Institutes, Oblasts and Rayon administrations, and Basin Organizations.

As a result of the new land reclamation program structure it is unclear whether the Fund Department has adequate authority to implement its responsibilities and whether staffing levels are adequate to manage the large financing program. Although current program plans are primarily based on needs that were identified prior to the Fund's institutionalization, improvements in the ability to plan based on analysis of the best use of funds is likely to be necessary.

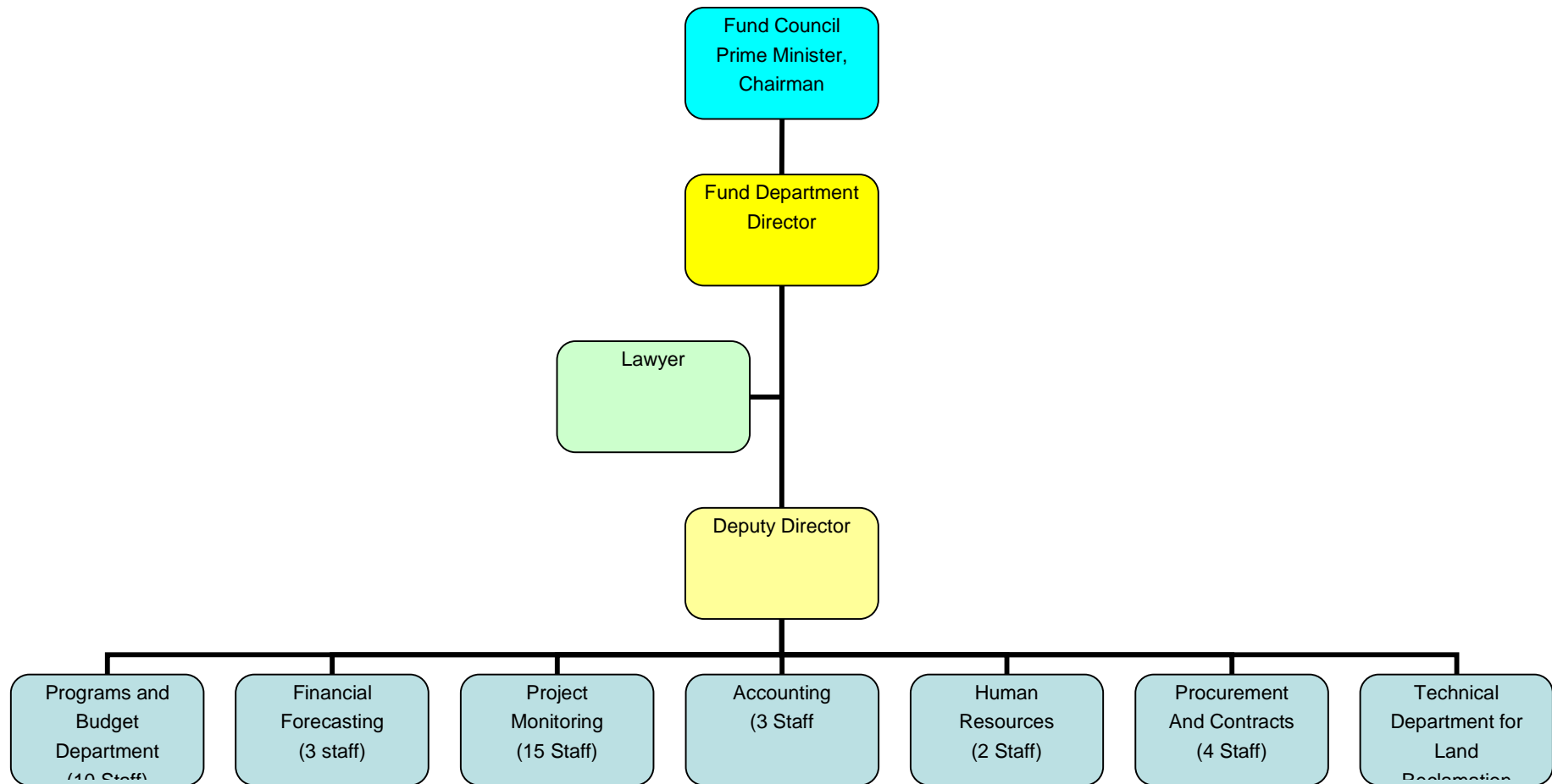
The Asian Development Bank recently initiated the Land Improvement Project loan and technical assistance grant for Uzbekistan. This project will address land degradation issues in nine provinces of Bukhara, Kashkadarya, and Novoi Provinces, covering 162,300 hectares where crop yields have declined 30% since the early 1990's. Land degradation is a result of poor water management, deteriorating irrigation and drainage systems, and a policy environment that constrains production growth and discourages investments in on farm land improvements. The project will focus on 1) developing and disseminating practices for improving land quality; 2) strengthening institutions to address land degradation issues at central, provincial, and community levels, and 3) improvements in land and water management infrastructure to enhance water control and efficiency. The estimated project cost is \$76.18 million during a project implementation period of 2008-2012. The Ministry of Agriculture and Water Resources is the implementing institution for this loan.⁸

An additional \$3.0 million technical assistance grant from the Global Environment Facility is being provided to Uzbekistan under the Central Asian Countries Initiative for Land Management (CACILM). The program in Uzbekistan is being administered by the Asian Development Bank under the Land Improvement Project. The program will focus on policy reform to strengthen the incentive structure for environmental benefits of sustainable land management; land and agricultural improvement through management of marginal water for livelihood and environmental benefits; capacity building of land and water management institutions for conducting environmental analysis and management in the agricultural sector and learning and dissemination for improved environmental outcomes; and project management for monitoring and evaluation of project environmental impacts. UzHydromet, the contact point for the United Nations Convention to Combat Desertification, is the implementing partner for the GEF financed portion of the Land Improvement Project.⁹

⁸ Asian Development Bank. Proposed Loan and Technical Assistance Grant. Republic of Uzbekistan: Land Improvement Project. Project Number 37536. June 2006.

⁹ Asian Development Bank. Republic of Uzbekistan Land Improvement Project. (Global Environmental Facility Grant Financing). November 2007.

Organization Chart: National Land Irrigation Fund



Land degradation issues for Uzbekistan fall within the Focal Area Strategies and Strategic Program for GEF-4, including those objectives that address biodiversity, climate change, and land degradation.¹⁰ No-till agricultural practices show promise for not only reducing soil erosion, but for reducing green house gases. Generally, soil carbon on land under conventional tillage shows a steep decline in soil carbon which softens over time, and could reach new equilibrium at a lower level of carbon with a certain amount of emission reduction that could be achieved.¹¹

Coordinating with the ADB Land Improvement Project, the GEF Project under Central Asian Countries Initiative for Land Management, and interaction with UNDP on a range of potential donor financed programs will be an important aspect of the new Fund's mandate to ensure leveraging of resources as well as ensuring the benefits of these important programs is shared with the Fund staff and incorporated into its implementation program.

¹⁰ Global Environment Facility. Focal Area Strategies and Strategic Programming for GEF -4, July 25, 2007.

¹¹ Correspondence with Marina Olshanskaya, UNDP/GEF Regional Technical Specialist on Climate Change, Europe and CIS, Bratislava Regional Center, October 20, 2008.

II. STRATEGY

The Project will contribute to the overall ability of the Fund Department to manage assets of the National Irrigated Land Reclamation Fund.

The Project output will ensure that Fund implementers have an understanding of modern techniques for improving land quality, a greater ability to prioritize projects for financing ensuring that project benefits match expenditures, incorporate environmental and social values in project preparation and appraisal, understand how land reclamation improvements perform in the context of Uzbekistan's agricultural scenario, and improve the legal framework for managing irrigated land quality of Uzbekistan. Project output will contribute to the Country Programme Outcome Obligation under international environmental conventions and agreements fulfilled through improved effectiveness of environment management. Rapid land degradation is reduced to improve agricultural activity and economic growth.

The project output is also in line with Country Programme Outcome 31: Improved institutional capacities of national/local authorities in environment management and clean energy development that respond to the needs of the poor" and Key Result Area: Catalyzing environmental finance. The project output will contribute to strengthened national capacities to mainstream environment concerns into national development plans and implementation systems. The project output will also contribute to the Millennium Development Goal 7 Target 9 – Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources.

To achieve the output, the project will perform the following four activities:

**Activity 1:
Institutional
Strengthening and
Capacity Building**

**Activity 2: Project
Preparation and
Appraisal**

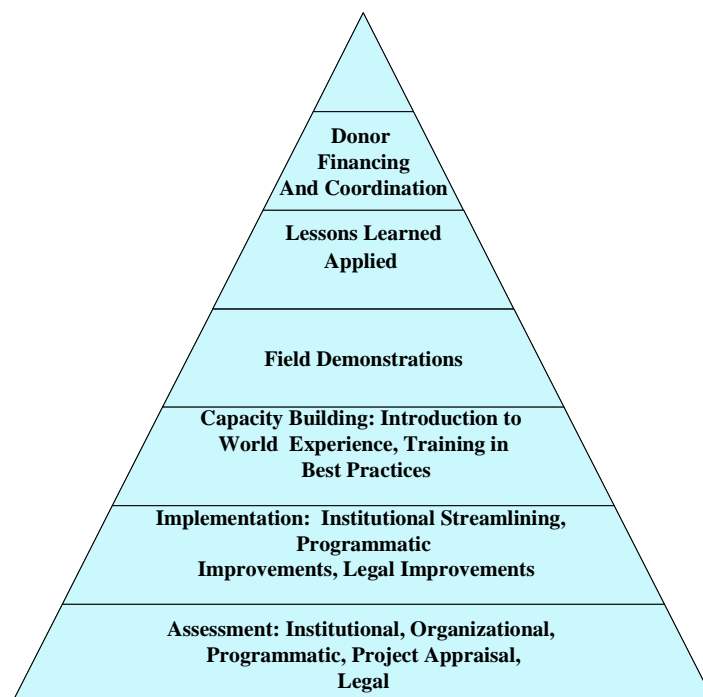
**Activity 3:
Legislative
Strengthening**

**Activity 4:
Demonstration
Pilot**

The Government of the Republic of Uzbekistan has expressed interest in receiving support from the United Nation's Development Program for capacity building of the staff of the Land

Reclamation Fund, particularly for staff of the Fund Department. The objective of UNDP’s technical assistance to the Fund as described below to promote sustainable use of land resources to mitigate land degradation, climate change impacts, and to prevent desertification. Ultimately the objective is to promote sustainable land use aiding social, economic, and environmental well-being within the country while expanding agricultural productivity.

In developing its strategy for technical assistance, UNDP has held regular consultations with the Fund, Ministry of Agriculture and Water Resources, Hydromeliorative Expeditions, Design Institutes and with members of the CACILM program. The strategy adopted in developing to program is to conduct situational assessments related to various processes of Fund program implementation, development of recommendations for improvement, conducting capacity building programs to support recommended improvements, conducting field demonstrations to demonstrate the possibilities, incorporating findings from all of the above into lessons learned, and to improve donor and other financing prospects through improved program implementation.



The program includes four activities are discussed briefly below:

Activity 1: Institutional Strengthening and Capacity Building. The purpose of this activity is to strengthen institutional arrangements and capacity for implementation of the Fund’s mandate. The institutional strengthening aspect of this activity will include an Institutional Assessment to evaluate the current human and financial resources of the Fund Department staff to determine gaps in coverage. An organizational assessment will be conducted to review and analyzes organizational responsibilities for land reclamation. The objective of this review is to determine whether streamlining organizational responsibilities would improve alignment between functional responsibilities and authorities. A programmatic assessment of technical aspects of program implementation will also be conducted. This

assessment will include analysis of current programs and make recommendations based on effective models for land reclamation in international experience.

During assessment attention will be given to specific gender issues: how women and men use land, what are their experiences and needs, and how is degradation affecting livelihood, roles and responsibilities of rural and urban women and men?

An institutional capacity building program will be implemented under this activity to ensure that Fund staff is versed in best practices for addressing land degradation and sustainable agricultural practices based on international experience. A Capacity Building Program Plan will evolve from the institutional, organization, and programmatic assessment that are to be completed under this activity. To expand upon the number of individuals benefiting from the capacity building program, trainers will be trained by the project to train others. To the extent possible, training activities will be developed as part of job related activities so that individuals do not have to be away from their workplace to benefit from the program.

Fund regulations currently mandate that international investments in land reclamation be part of the Fund portfolio. The Fund does not currently have an approach for attracting foreign investment in land reclamation. Furthermore, current donor funded land reclamation activities are managed by other institutions. Under this activity, the Project will work in tandem with the Activity 2, Improved Project Preparation and Appraisal, considering Economic Rates of Return, Social Assessment, and Environmental Assessment. As Fund staff work through the process of improving project preparation and appraisal a mechanism for coordination of donor projects related to irrigated land reclamation can be considered and established, mechanisms for attracting donor financing for irrigated land reclamation can be established and a procedure for attracting donor financing developed. Although this output is considered a stand alone task, contains ongoing activities that will be supported by other elements of the technical assistance program.

Activity 2 Project Preparation and Appraisal. The focus of capacity building to be conducted under this activity will be primarily related to fiscal management, project preparation and project appraisal, consistent with standards established by international financial institutions. Improved Project Preparation practices which consider Cost Benefit Analysis and Economic Rates of Return, Social Assessment, and Environmental Assessment will be incorporated into methods for establishing priorities for Fund financing. This process will assist the Fund in establishing project goals and objectives, establishing priority setting criteria for project financing, and for measuring project specific components against established Fund priority criteria. To the extent possible, these activities will be conducted as part of the regular work effort of Fund staff to avoid disruptions in ongoing work of Fund staff.

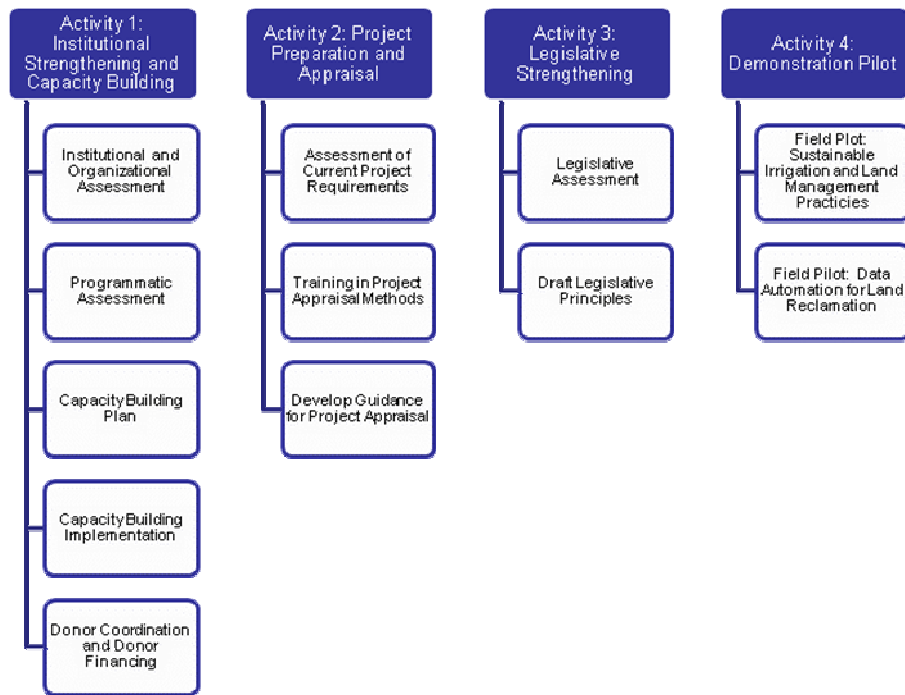
Activity 3: Legislative Strengthening. The objective of this activity is to develop legal framework in the field of combating land degradation. It will also provide legal assistance to the Fund to better address land degradation and reclamation issues in Uzbekistan. Activities under this component will include a review of the relevant National legislation, assessment of its compliance with international standards and support in drafting new and/or amending the existing legislation on land reclamation to fill the identified gaps.

Activity 4: Demonstration Pilot. The objective of this activity is to provide small scale demonstrations of effective irrigated land management practices to promote a better understanding among Fund staff and local communities about ways to prevent and mitigate soil salinity, groundwater salinity, and groundwater logging. One farm pilot is proposed that includes a data automation component. Demonstration measures will be based on a system approach for sustainable methods for irrigation and drainage and on farm soil and water

conservation measures. The data automation and advance mapping pilot proposed to be conducted with Hydromeliorative Expedition of Syrdarya Oblast would be conducted in conjunction with ongoing soil and groundwater salinity measures and measures of groundwater levels. Data from the plot pilot and the measures would be digitized and entered into an electronic format. Updated electronic mapping capability would be introduced to display where reclamation activities are being implemented against salinity and groundwater levels. Lessons learned from field plots could be considered during development of the second five year strategy.

It is important that equal participation of women and men are ensured during implementation of the demonstration projects. Within this component some elements of gender awareness raising, promotion of women in managerial positions, gender analysis capacity building will be tested in order to demonstrate benefits from equal participation of women and men in farming.

National Irrigated Land Reclamation Capacity Building Project: Activity Summary



III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcomes as stated in the Country Programme Results and Resource Framework: Obligation under international environmental conventions and agreements fulfilled through improved effectiveness of environment management and development of clean energy sources.
Outcome indicators as stated in the Country Programme Results and Results Framework, including baseline and targets: Indicators: Improved capacity in environmental management through reorganization of environmental governance structures. Baseline 2008: National policy/strategic plans in place, but poorly implemented; Target: Uzbekistan meets obligations under United Nations Framework Convention on Climate, United Nations Convention on Biodiversity and United Nations Convention to Combat Diversification and timely reports on implementation.
Applicable Key Results Area (from 2005-2009 Strategic Plan): Catalyzing environmental finance
Partnership Strategy: National Land Reclamation Fund will be Implementing Agency, other partners will be Ministry of Agriculture and Water Resources, Ministry of Economy, Water users Associations, Private Farm Association, local authorities, other international donors' projects.
Project title and ID (Atlas Award ID): Capacity Development for National Land Reclamation Fund (Award #: 00058062; Project #:)

INTENDED OUTPUT(S)	OUTPUT BASELINE	OUTPUT INDICATORS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)	Year 1	Year 2	Year 3	Total
Output : Institutional Strengthening and Capacity Building Result in More Effective Fund Operations	1.The National Irrigated Land Reclamation Fund Department staffing does not appear to align well with the functions established by the President's Decree and current governing regulations. Fund responsibilities do not appear associated, in some instances with appropriate	1.1 Number of institutional streamlining recommendations developed and submitted to the government 1.2 Number of specialist of the Fund	2009: 0; 2010 20% of institutional streamlining recommendations are developed; 2011 75% of institutional streamlining recommendations are developed 2009: 20 trained; 2010: 40	Activity Result 1 The Institutional Structure of the Irrigated Land Reclamation Fund is Streamlined for More Effective and Efficient Operations Action 1.1 Institutional Assessment/Organization Assessment with Streamlining Recommendations Action 1.2	UNDP Project Office/National Land Reclamation Fund Department	101,282 71200 International Consultant 26,000 71400 Contractual Services – Individuals 26,172 71600 Travel 8,920 72100 Contractual Services – Companies 3,150 72200 Equipment and Furniture 34,200 72400 Communication and Audio Equipment 1,090	92,613	61,312	255,207	

INTENDED OUTPUT(S)	OUTPUT BASELINE	OUTPUT INDICATORS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)			
						Year 1	Year 2	Year 3	Total
	authority. Programs do not incorporate effective measures from world experience or allow for innovation.	management department Trained	trained: 2011: 60 trained	<p>Programmatic assessment is conducted to determine technical capacity to fulfill the National Irrigated Land Reclamation Fund mandates to improve land quality through reclamation activities. This evaluation will determine whether there are additional effective measures practiced in world experience which could be applied in Uzbekistan under the Fund's mandate.</p> <p>Action 1.3. Updated Recommendations Made Based on Lessons Learned from Project for incorporation into second five year strategy</p> <p>Action 1.4 Capacity Building Plan</p> <p>Action 1.5. Capacity Building Program Implementation</p> <p>Action 1.6 Mechanism for donor coordination</p>		<p>72500 Supplies 750</p> <p>74500 Miscellaneous 1,000</p>			

INTENDED OUTPUT(S)	OUTPUT BASELINE	OUTPUT INDICATORS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)			
						Year 1	Year 2	Year 3	Total
				<p>on irrigated land reclamation is developed</p> <p>Action 1.7 Mechanism for attracting donor financing is developed to support future financing of the irrigated land reclamation fund</p>					
	<p>2. Cost Benefit (CB) Analysis and consideration of Internal Rates of Return (IRR) are not currently considered in establishing priorities for project financing. Under this component Fund staff would be trained in project preparation methods which include cost benefit analysis, social impact assessment and environmental assessment using standards established by international financing institutions.</p>	<p>Number of Cost Benefit Analysis, Social Analysis and Environmental Analysis prepared</p>	<p>2010 3 analysis prepared; 2011: 10 analysis prepared</p>	<p>Activity Result 2 The Fund's capacity to set project priorities based on sound principles of project preparation are enhanced.</p> <p>Action 2.1 Assessment of Current Project Preparation Processes and Legal Requirements for Projects</p> <p>Action 2.2. Training in Project Preparation and Appraisal--Cost Benefit Analysis, Social Assessment (with gender impact assessment), Environmental Assessment</p>		0	104,338	31,845	136,184

INTENDED OUTPUT(S)	OUTPUT BASELINE	OUTPUT INDICATORS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)			
						Year 1	Year 2	Year 3	Total
				<u>Action 2.3.</u> Development of Fund Project Preparation Guidance According to IFI Standards					
	3. There is currently no legislation governing a holistic approach to mitigation of degradation problems that promotes agricultural productivity, environmental sustainability, and social well-being.	Number of draft or final legal analyses, principals or draft legislative documents developed	2009: legal analysis and recommendations in the filed of land reclamation prepared; 2010: Draft legal principles for land reclamation prepared; 2011 Draft land reclamation legislation prepared (upon needed)	Activity Result 3 Legislation Governing Land Degradation from Improper Irrigation Practices is Updated and Modernized <u>Action 3.1</u> Legal assessment of current laws and regulations governing sustainable irrigated land management of Uzbekistan, legal arrangements found in world experience and recommendations a for changes to the current legal framework of Uzbekistan. <u>Action 3.2.</u> Draft Legislative Principles	UNDP Project Office/National Land Reclamation Fund Department	0	59,836	17,619	77,456

INTENDED OUTPUT(S)	OUTPUT BASELINE	OUTPUT INDICATORS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)			
						Year 1	Year 2	Year 3	Total
	4. The relationship between methods currently applied to reduce soil salinity and groundwater logging and actual reductions in salinity levels and ground water levels do not appear to be documented. The purpose of the pilot demonstration projects will be to establish a methodology for linking soil and water conservation actions to reductions in soil and ground water salinity levels and groundwater table depths. In one pilot case study, data will be automated to more quickly evaluate and map changes in salinity and groundwater levels associated with investments.	Number of hectares using improved irrigation practices resulting in reduced groundwater and soil salinity levels	2010 20 ha with a 50% reduction in groundwater and soil salinity; 2011 20 ha with a 50% reduction in groundwater and soil salinity	<p>Activity Result 4 Pilot projects that demonstrate the relationship between effective land reclamation activities and improvements in land quality are conducted.</p> <p><u>Action 4.1</u> Special Equipment for establishing and further implementation of GIS technologies for field preparatory works and monitoring by using remote sensing methods.</p> <p><u>Action 4.1</u> Establish Field Plot Pilot with Data Automation</p> <p><u>Action 4.2</u> Establish Field Plot Pilot without Data Automation</p>	UNDP Project Office/National Land Reclamation Fund Department	0	118,600	43,605	162,206

IV. MANAGEMENT ARRANGEMENTS

The strategic management of the National Irrigated Land Reclamation Fund Capacity Building Project will be implemented by a Project Board comprised of representatives of UNDP, Ministry of Finance, the National Irrigated Land Reclamation Fund, and the Fund Management Department. The Project Board will be responsible for reviewing annual workplans, ongoing progress, and activity results and making recommendations to the Fund and to UNDP. The Project Board will play a key role in UNDP project evaluation process ensuring quality assurance for the project monitoring and project outputs, and using the monitoring results for further improvement of project implementation, reporting and elaboration of lessons learned (see the TOR in Annex 3).

This project will be nationally implemented (NIM modality). The Fund Management Department will be the Implementing Partner and responsible for implementation of the four project components. Project activities will be contracted out on a competitive basis through tenders. The project will be implemented in close co-ordination and collaboration with all relevant government institutions, local communities and NGOs, as well as with other relevant projects in the region.

Project Assurance will be performed by UNDP Energy and Environment Unit (EEU) and Project Support Unit (PSU).

The Fund Management Department will designate an Executive (National Project Coordinator (NPC)) who will chair the Project Board. Direct responsibility of the NPC will be provision of strategic advice, as well as coordination of the project activity taking into account interests of the Government. He/she will approve Annual Work Plan of the Project, according to which the whole project activity will be carried out.

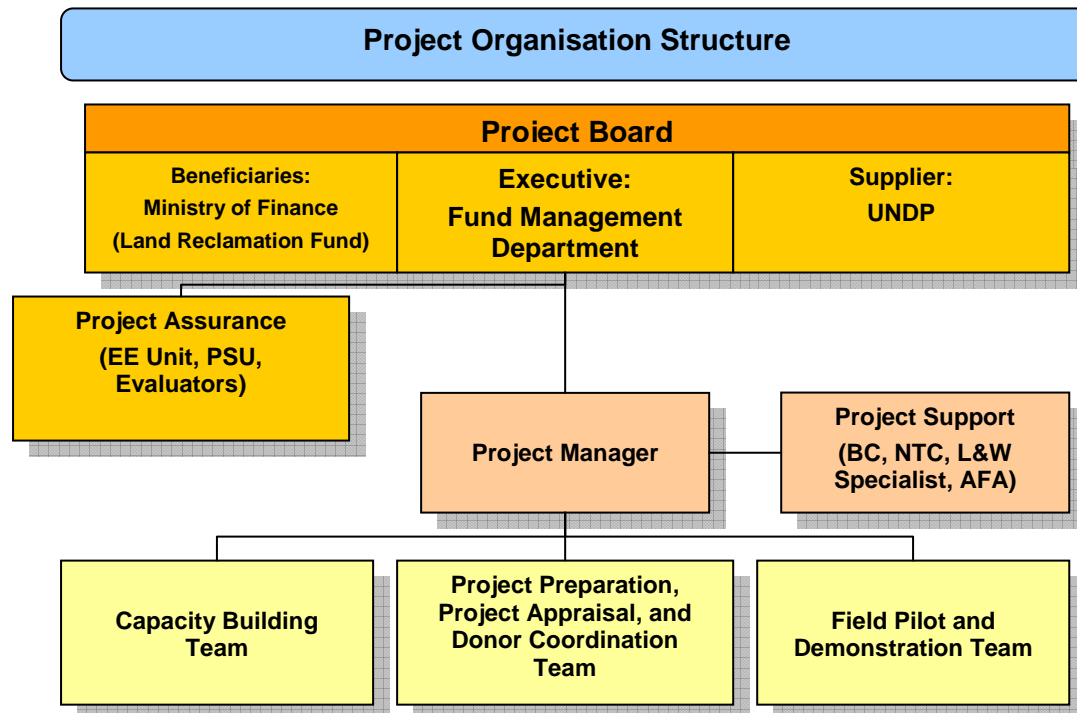
Core project personnel will comprise of a Project Manager, Administrative and Finance Assistance (AFA), National Technical Coordinator (NTC), Land and Water Specialist and a driver. Fund Management Department will locate the Project in the premises of the Fund with in-kind support from the Government of Uzbekistan. The project may hire national and international experts/consultants in irrigation and drainage, public financial management expert, environmental assessment, law, and development economics at various stages of the project implementation.

The project structure will consist of Capacity Building, Project Preparation and Appraisal, and Field Pilot Demonstration Teams.

The Project Manager (PM) 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 PM'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.

Land and Water Resources Management Specialist will support the Head of Unit in developing and managing projects in the field of sustainable land and water use and management.

The NTC will lead all activities towards institutional, organisational and programmatic assessments of the current land reclamation framework. Based on the results of the assessments, the NTC together with international and national consultants will develop a capacity building program that promotes best practices in international experience related to land degradation due to irrigation and land reclamation practices. Once the capacity building program is developed, the NTC will lead the process of capacity building activities. He/she will also provide leadership in selection and design of a field pilot that demonstrates effective use of land reclamation practices in the context of Uzbekistan's agriculture. (see TORs for the key project staff in Annex 3).



The UNDP and the National Land Reclamation Fund have agreed that the UNDP Country Office will provide the following support services for the project activities at the request of the National Irrigated Land Reclamation Fund Department:

- (a) Identification and/or recruitment and solution of administrative issues related to the project personnel;
- (b) Procurement of commodities, labour and services;
- (c) Identification and facilitation of training activities, seminars and workshops;
- (d) Financial monitoring and reporting;
- (e) Processing of direct payments;
- (f) Supervision of project implementation, monitoring and assistance in project assessment.

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 National Irrigated Land Reclamation Fund is strengthened to enable it to carry out such activities directly.

When providing the above support services, the UNDP Country Office will recover the costs for providing Implementation Support Services on the basis of actual costs and transaction fee based on the Universal Price List (see Annex1 attached). According to the corporate

guidelines, these costs are an integral part of project delivery and, hence, will be charged to the same budget line (account in AWP) as the project input itself.

The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. If the requirements for support services by the country office change during the life of a project, the list UNDP country office support services is revised with the mutual agreement of the UNDP resident representative and the National Irrigated Land Reclamation Fund.

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.

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

Audit of the project will be conducted as per UNDP procedures and requirements

V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

Output : Institutional Strengthening and Capacity Building Result in More Effective Fund Operations		
Activity Result 1 The Institutional Structure of the Irrigated Land Reclamation Fund is Streamlined for More Effective and Efficient Operations (Atlas Activity ID) 00058062	<i>Activity 1 Institutional Strengthening and Capacity Building</i>	Start Date: 01/06/09 End Date:31/12/2011
Purpose	<i>Ensures that the institutional capacity of the National Irrigated Land Reclamation Fund is strengthened to enable to meet its mandates and that institutional arrangement ensure that the Fund has adequate authority to carry out its responsibilities</i>	
Description	<i>Action 1.1 Institutional Assessment/Organization Assessment with Streamlining Recommendations</i>	
	<i>Action 1.2 Programmatic assessment is conducted to determine technical capacity to fulfill the National Irrigated Land Reclamation Fund mandates to improve land quality through reclamation activities. This evaluation will determine whether there are additional effective measures practiced in world experience which could be applied in Uzbekistan under the Fund's mandate.</i>	
	<i>Action 1..3.Updated Recommendations Made Based on Lessons Learned from Project for incorporation into second five year strategy</i>	
	<i>Action 1.4 Capacity Building Plan</i>	
	<i>Action 1.5. Capacity Building Program Implementation</i>	
	<i>Action 1.6 Mechanism for donor coordination on irrigated land reclamation is developed.</i>	
	<i>Action 1.7 Mechanism for attracting donor financing is developed to support future financing of the irrigated land reclamation fund.</i>	
Quality Criteria	Quality Method	Date of Assessment
<i>how/with what indicators the quality of the activity result will be measured?</i>	<i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<i>When will the assessment of quality be performed?</i>
Institutional Strengthening Needs Identified	Institutional Strengthening Needs Assessment Report	Dec. 2009
Organizational Streamlining Needs Identified	Organizational Assessment and Streamlining Recommendations	Dec., 2009
Number of Fund Management Department Personnel Trained	Survey conducted to evaluate the quality of training	Quarterly and Annual during the second and third year of the project

Activity Result 2 The Fund's capacity to set project priorities based on sound principles of project preparation are enhanced.	<i>Activity 2 Project Preparation and Appraisal</i>	Start Date: Third Quarter 2010
(Atlas Activity ID) 00058062		End Date: Dec., 31, 2011
Purpose	<i>The purpose of this activity is to strengthen the Fund's capacity to establish funding priorities based on result outcomes. This will be achieved through improving project preparation and appraisal capacity that incorporates cost benefit analysis and social (including gender equity) values and environmental values into financing decisions.</i>	
Description	<i>Action 2.1 Assessment of Current Project Preparation Processes and Legal Requirements for Projects Action 2.2. Training in Project Preparation and Appraisal--Cost Benefit Analysis, Social Assessment, Environmental Assessment Action 2.3. Development of Fund Project Preparation Guidance According to IFI Standards</i>	
Quality Criteria	Quality Method	Date of Assessment
Number of specialists of the Fund Management Department, Project Design Institutes and other relevant institutions trained	Questionnaire	quarterly reports
World standard project preparation and appraisal methods are institutionalized within the Fund	number of guidance documents publish, annual reports	annual reports
Number of Cost Benefit Analysis, Social Analysis and Environmental Analysis prepared	Analysis accepted by the Implementing Agency	quarterly and annually

Activity Result 3 Legislation Governing Land Degradation from Improper Irrigation Practices is Updated and Modernized	<i>Activity 3 Legislative Strengthening</i>	Start Date: Second Quarter 2010
(Atlas Activity ID) 00058062		End Date: Dec., 31, 2011
Purpose	<i>This activity will support the development of legislation to improve the ability of the government, farmers and water users associations to better manage land resources to prevent land degradation</i>	
Description	<i>Action 3.1 Legal assessment of current laws and regulations governing sustainable irrigated land management of Uzbekistan, legal arrangements found in world experience and recommendations a for changes to the current legal framework of Uzbekistan Action 3.2. Draft Legislative Principles</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of draft or final legal analyses, principals or draft legislative documents developed	Analysis accepted by the government through Implementing Agency	Quarterly and Annually

Activity Result 4 Pilot projects that demonstrate the relationship between effective land reclamation activities and improvements in land quality are conducted.	<i>Activity 4 Demonstration Pilot</i>	Start Date: June 1, 2010
(Atlas Activity ID) 00058062		End Date: Nov., 31, 2011
Purpose	<i>The purpose of this activity is to demonstrate the value of best irrigation and drainage practices to reduce soil erosion and soil and groundwater salinity levels. Results of pilot testing may be extrapolated to projects currently funded to estimate environmental benefits and agricultural benefits of these projects.</i>	
Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Field pilot demonstrates relationship between best practice and reduced soil erosion and/or reduced soil and ground water salinity levels	2010. 20 ha with a 50% reduction in groundwater and soil salinity; 2011. 20 ha with a 50% reduction in groundwater and soil salinity	Annually
Automation pilot analyzes results more quickly than the current practices and results are used for decision making in the annual project funding cycles.	Reduced time required for data processing and countermeasures formulation compare to existing practices	Annually
Number of hectares using improved irrigation practices resulting in reduced groundwater and soil salinity levels	Compare to control field increasing of yield and reducing of water consumption.	Annually

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Uzbekistan and UNDP, signed on June 10, 1993.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency 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 executing agency's security, and the full implementation of the security plan.

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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

Annex 1. UNDP Universal Price List.

Annex 2. Risk Analysis

Annex 3. Terms of Reference

Annex 4. Capacity Assessment

Annex 1 UNDP Universal Price List

Valid as of 01 March 2009

UNDP 2009 Universal Price List For Country Office Services to UN Agencies and Programmes



(For Country Office Cost Bands, refer to page 3 of this document)

Service ¹ (see service notes overleaf)	High Cost	Mid-High Cost	Mid-Low Cost	Low Cost
Payment Process ²	23.75	16.88	12.93	9.30
Issue check only (Atlas Agencies)	6.81	4.83	3.70	2.65
Vendor profile only (Atlas Agencies only)	10.86	7.65	5.88	4.19
Staff selection and recruitment process	373.80	252.85	196.03	134.75
Advertising (20%)	74.76	50.57	39.21	26.95
Short-listing (40%)	149.52	101.14	78.41	53.90
Interviewing (40%) ³	149.52	101.14	78.41	53.90
Staff HR & Benefits Administration & Management ⁴ (one time fee, per staff. Service incl. contract issuance, UNJPF/MIP enrollment, payroll setup - Starting 2006 this price applies to the separation process as well)	134.42	96.22	73.59	53.29
Recurrent personnel management services: Staff Payroll & Banking Administration & Management ⁵ (per staff, per calendar year)	339.19	227.08	176.50	120.12
Payroll validation, disbursement (35%)	118.72	79.48	61.78	42.04
Performance evaluation (30%)	101.76	68.12	52.95	36.04
Extension, promotion, entitlements (30%)	101.76	68.12	52.95	36.04
Leave monitoring (5%)	16.96	11.35	8.83	6.01
Consultant recruitment	149.33	106.70	81.65	59.02
Advertising (20%)	29.87	21.34	16.33	11.80
Short-listing & selection (40%)	59.73	42.68	32.66	23.61
Contract issuance (40%)	59.73	42.68	32.66	23.61
Issue/Renew IDs (UN LP, UN ID, etc.)	28.72	20.47	15.67	11.31
Local driver's licenses (full process)	37.01	26.47	20.25	14.65
Accreditation w. government	37.01	26.47	20.25	14.65
Vehicle registration (full process)	37.01	26.47	20.25	14.65
Visa request (excl. government fee)	25.78	18.13	13.93	9.93
Ticket request (booking, purchase)	31.30	22.13	16.98	12.16
Travel authorization	25.78	18.13	13.93	9.93
Hotel reservation	13.81	9.99	7.62	5.57
F10 settlement	17.12	12.08	9.27	6.63
Procurement process involving CAP (and/or ITB, RFP requirements)⁶	294.62	202.81	156.57	109.42
Identification & selection (50%) ³	147.31	101.41	78.28	54.71
Contracting/issue purchase order (25%)	73.65	50.70	39.14	27.35
Follow-up (25%)	73.65	50.70	39.14	27.35
Procurement not involving CAP (low value procurement, local)	88.94	62.80	48.18	34.47
Identification & selection ⁴ (50%)	44.47	31.40	24.09	17.23
Issue purchase order (25%)	22.23	15.70	12.05	8.62
Follow-up (25%)	22.23	15.70	12.05	8.62
Disposal of equipment ³	124.11	86.48	66.57	47.05
Custom clearance	45.85	31.93	24.58	17.36
Shipment arrangement	76.60	54.59	41.80	30.15
Fellowship package (per participant)	83.97	58.89	45.26	32.18
AR Management Process (create/apply receivable pending item- Atlas Agencies Only)	9.57	6.82	5.22	3.77

2009 Universal Price List
Country Office Cost Bands



Country Office	Cost Band	Country Office	Cost Band	Country Office	Cost Band
Albania	Mid-Low	Ghana	Low	Niger	Low
Algeria	Mid-Low	Guatemala	High	Nigeria	High
Angola	High	Guinea	Low	Pakistan	Mid-High
Argentina	Mid-High	Guinea-Bissau	Mid-Low	Panama	Mid-High
Armenia	Mid-High	Guyana	Low	Papua New Guinea	Mid-Low
Azerbaijan	Mid-High	Honduras	High	Paraguay	Mid-High
Bahrain	High	India	Mid-High	Peru	High
Bangladesh	Mid-Low	Indonesia	Mid-Low	Philippines	Mid-Low
Barbados	High	Iran (Islamic Rep)	Mid-Low	Poland	High
Belarus	Low	Iraq	Mid-Low	Republic of Montenegro	Mid-High
Belize	Mid-Low	Israel/PAPP	Mid-High	Romania	Mid-High
Benin	Mid-Low	Jamaica	Mid-High	Russian Federation	High
Bhutan	Low	Jordan	Mid-High	Rwanda	Mid-Low
Bolivia	High	Kazakstan	Mid-High	Samoa	Low
Bosnia and Herzegovina	Mid-Low	Kenya	High	Sao Tome and Principe	Low
Botswana	Mid-High	Korea, Republic of	Mid-High	Saudi Arabia	High
Brazil	High	Kosovo	Low	Senegal	Mid-Low
Bulgaria	Mid-High	Kuwait	High	Serbia	Mid-High
Burkina Faso	Mid-Low	Kyrgyzstan	Low	Slovakia	High
Burundi	Low	Lao PDR	Low	South Africa	Mid-High
Cambodia	Low	Latvia	Mid-Low	Sri Lanka	Mid-Low
Cameroon	Mid-High	Lebanon	High	Swaziland	Mid-Low
Cape Verde	Mid-High	Lesotho	Mid-Low	Syrian Arab Republic	Low
Central African Republic	Mid-High	Libyan Arab Jamahiriya	Low	Tajikistan	Low
Chile	High	Lithuania	Mid-Low	Tanzania - U Rep of	Mid-Low
China	Mid-High	Macedonia	Mid-High	Thailand	High
Colombia	High	Madagascar	Low	Togo	Mid-Low
Comoros	Mid-Low	Malawi	Mid-High	Trinidad and Tobago	Mid-High
Congo	High	Malaysia	Mid-Low	Tunisia	Mid-Low
Costa Rica	Mid-High	Maldives	Low	Turkey	High
Croatia	Mid-High	Mali	Low	Turkmenistan	Low
Cuba	Low	Mauritania	Mid-Low	Uganda	Mid-High
Djibouti	Mid-Low	Mauritius	Mid-High	Ukraine	Low
Dominican Republic	High	Mexico	High	United Arab Emirates	High
Ecuador	High	Moldova - Rep of	Low	Uruguay	High
Egypt	High	Mongolia	Low	Uzbekistan	Low
El Salvador	Mid-High	Morocco	High	Venezuela	High
Equatorial Guinea	Mid-High	Mozambique	Mid-Low	Viet Nam	Low
Eritrea	Low	Myanmar	Low	Yemen	Mid-Low
Ethiopia	Low	Namibia	Low	Zambia	High
Gabon	High	Nepal	Low	Zimbabwe	Mid-Low
Gambia	Low	Nicaragua	Mid-Low		

Annex 2 Risk Analysis

OFFLINE RISK LOG									
Project Title: National Irrigated Land Reclamation Fund Capacity Building Project	Award ID: 00058062	Date:							
#	Description	Date Identified	Type	Impact &	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
				Probability					
1. Lack of cooperation among agencies involved in the National Irrigated Land Reclamation Program	Lack of willingness to cooperate among agencies with responsibility for land reclamation activities	Oct-08	Organizational	I=5 P=1	The Project Steering Committee could orchestrate an MOU between the agencies to participate fully in the project	Project Manager	Project Design Expert		Ongoing
2. Lack of Institutional Capacity reduces ability of project to meet targets and indicators	Institutional capacity limits ability of Fund staff to work with Project or to participate in Project financed activities	Oct-08	Organizational	I=5 P=1	The Project will design capacity building activities that build upon or are consistent with current Fund work programs and which do not require time away from workplace to participate	Project Manager	Project Design Expert		Ongoing

Annex 3: TERMS OF REFERENCE

Project Management Roles

I. Project Board¹

Overall responsibilities² 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/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards¹² that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager/Officer. 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 quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the PM and any delegation of its Project Assurance responsibilities.

Composition and organization: This group 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. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC¹³ meeting. For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNDP, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

¹ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective 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. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

² Depending on its composition, the Outcome Board can fulfill the function of the Project Appraisal Committee (LPAC)

Specific responsibilities:

Defining a project

- Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).

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 the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- 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.

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;

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.

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 organisation 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
- Organise and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described [below](#). If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

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. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

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

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- 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

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also the section [below](#))

Senior Supplier (UNDP)

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. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

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

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

The supplier assurance role responsibilities are to:

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

If warranted, some of this assurance responsibility may be delegated (see also the section [below](#))

Project Assurance

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

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

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

- Maintenance of thorough liaison throughout the project between the members of the Project Board.

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

Specific responsibilities would include:

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

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”

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

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the

individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

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

Provision of administrative services:

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

Project documentation management:

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

Financial Management, Monitoring and reporting

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

Provision of technical support services

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

TERMS OF REFERENCE

Position Title:	Project Manager (PM)
Project Title:	Capacity Building of the National Irrigated Land Reclamation Fund
Location:	Tashkent, Uzbekistan
Type of contract:	Service Contract (SC-9)
Duration:	6-months with possible extension

Land degradation directly affects the livelihoods of the rural population by reducing land productivity, and by causing significant agricultural production losses. The Government of Uzbekistan has identified the land degradation as a high priority area for development of the country and established the Fund for Ameliorative Improvement of the Irrigated Land (further the Fund). The Fund is the state body accumulating target financial resources, allocated for improvement of ameliorative condition of irrigated lands. The UNDP CO in Uzbekistan jointly with the Ministry of Finance of the Republic of Uzbekistan is launching a new project on “Capacity Building of the National Irrigated Land Reclamation Fund”. The overall objective of the new project is to strengthen the capacity of the Fund Management Department of the National Irrigated Land Reclamation Fund in policy planning and financing for more effective management of irrigated lands in Uzbekistan. The project comes to address the priorities outlined by the Government of Uzbekistan, and will be implemented along with other UNDP projects aiming at achieving ecosystem stability on degraded land, strengthening sustainability of national protected areas system and conservation of riparian (*tugay*) forests – all focusing on sustainable land use.

Overall responsibilities: Under direct supervision of the Head of Environment and Energy Unit, the PM is responsible for day-to-day management and decision-making for the project, to achieve the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Specific responsibilities:

- Engages in strategic planning process for the project and ensures its implementation in accordance with the signed project document;
- Ensures involvement of all main stakeholders into planning and delivery of project activities;
- Monitors the implementation of project components, analyses problems that hamper their implementation and takes appropriate measures to ensure timely delivery of required inputs and achievement of results;
- Develop effective project work-plans and budgets, to ensure best use of personnel and financial resources;
- Ensures where possible equal participation both women and men in all activities of the project;
- Prepares and submits in a timely manner, required programmatic and financial reports and ensures that the reports meet corporate quality standards;

- Liaise with the Project Board, Supplier and Beneficiary to ensure the overall direction and integrity of the project;
- Maintains close cooperation and communication with relevant Government Agencies, UN Agencies and other development partners to ensure effective coordination;
- Liaises with other relevant projects to implement possible synergies;
- Identifies and obtains any support and advice required for the management, planning and control of the project;
- Plan the activities of the project and monitor progress against the initial quality criteria;
- Leads gender balanced recruitment process for local and international consultants and ensures timely delivery of services and payments to project staff;
- Mobilizes goods and services to activities, including drafting TORs and work specifications;
- Monitors financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manages the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Other duties that may be necessary for successful implementation of the project.

Required Skills and Experience:

- Advanced university degree in economics, land resources and agriculture, or related field.
- In-depth understanding of organizational and institutional frameworks for land reclamation system in Uzbekistan;
- Good understanding of national agricultural system, including water management system;
- A minimum of five years of experience in natural resources management, especially in irrigation and land resources management. Specific working experience in soil and water conservation related projects in Uzbekistan will be a strong asset;
- Good communication and presentation skills;
- Good analytical and writing skills;
- Excellent computer literacy;
- Fluency in Uzbek, Russian and English.

TERMS OF REFERENCE

Position title:	Land and Water Resources Management Specialist
Project title:	Capacity Building of the National Irrigated Land Reclamation Fund
Location:	Tashkent
Type of Contract	Service Contract (SC-9)
Duration:	6-months with possible extension (subject to satisfactory performance and availability of funds)

Under direct supervision of the UNDP Head of Environment and Energy Unit, Land and Water Resources Management Specialist will support the Head of Unit in developing and managing projects in the field of sustainable land and water use and management.

Tasks and Responsibilities:

- Conducting research and formulating project proposals in the area of sustainable land and water use, based on identified needs in accordance with Government priorities and UNDP mandate on nature protection and environmental management;
- Serving as a source of specialized knowledge on sustainable land and water use and provide advisory and technical assistance to the Government and UNDP and projects;
- Keeping abreast of developments both nationally and internationally in the field of sustainable land and water use, establishing close contact and liaising with UNDP Regional Technical Advisors and with other relevant partners and stakeholders;
- Liaising and coordination with UN agencies to formulate priorities on land and water governance and assist in implementation of projects;
- Assisting in preparation of analytical publications and reports on land and water use;
- Full-cycle management of ongoing projects, development of new projects and initiatives, reporting and identification of lessons-learned from past activities in the field of land and water use;
- Supporting resource mobilization efforts for projects in the area of land and water use;
- Other duties assigned by supervisor, necessary for successful implementation of activities and projects in the portfolio, pertaining to sustainable land and water use and management;

Qualifications required:

- Advanced university degree in Natural Resource Management, Environmental Science, Agriculture, Hydrology or other related field;
- At least 5 years of experience in the field of irrigation, water resources management, environment and natural resources management;
- Familiarity with international environmental conventions such as climate change, biodiversity, desertification, etc.;
- Analytical judgment and experience in the scientific research and practical work and analytical papers writing in the area of specialization;
- Good knowledge of environmental governance system;

- Experience in project development, management and reporting;
- Experience with an international organization will be an asset;
- Results-orientation and ability to work in the team;
- Ability to multi-tasks and prioritize;
- Ability to work under pressure;
- Excellent networking and partnering competencies, resource mobilization skills, cross-cultural communication abilities and negotiating skills;
- Ability to use information technology as a tool and resource;
- Fluent English, Russian and Uzbek.

TERMS OF REFERENCE

Title of the Position:	National Technical Coordinator- Agricultural/Irrigation and Drainage Expert
Project Title:	Capacity Development of the National Irrigated Land Reclamation Fund
Duty Station:	Tashkent with extensive travel to the project area
Type of contract:	SC-8
Duration:	Full time, 6- months with possible extension

1. Background:

Land degradation directly affects the livelihoods of the rural population by reducing land productivity, and by causing significant agricultural production losses. The Government of Uzbekistan has identified the land degradation as a high priority for development of the country and established the Fund for Ameliorative Improvement of the Irrigated Land (further the Fund). The Fund is the state body accumulating target financial resources, allocated for improvement of ameliorative condition of irrigated lands. The UNDP CO in Uzbekistan jointly with the Ministry of Finance of the Republic of Uzbekistan is launching a new project on "Capacity Building of the National Irrigated Land Reclamation Fund. The overall objective of the new project is to strengthen the capacity of the Fund Management Department of the National Irrigated Land Reclamation Fund in policy planning and financing for more effective management of irrigated lands in Uzbekistan. The project comes to address the priorities outlined by the Government of Uzbekistan, and will be implemented along with other UNDP projects aiming at achieving ecosystem stability on degraded land, strengthening sustainability of national protected areas system and conservation of riparian (*tugay*) forests – all focusing on sustainable land use.

2. Objectives and scope of work.

UNDP seeks a highly qualified and capable National Technical Coordinator - Agricultural/Irrigation and Drainage Expert (further NTC) who could provide technical assistance to the project in achieving its objective and outcomes by undertaking necessary activities as well as by providing key contributions indicated below.

The NTC will lead all activities towards institutional, organisational and programmatic assessments of the current land reclamation framework. Based on the results of the assessments, the NTC together with international and national consultants will develop a capacity building program that promotes best practices in international experience related to land degradation due to irrigation and land reclamation practices. Once the capacity building program is developed, the NTC will lead the process of capacity building activities. He/she will also provide leadership in selection and design of a field pilot that demonstrates effective use of land reclamation practices in the context of Uzbekistan's agriculture. The NTC will also be responsible for development of a data automation pilot to be developed in conjunction with the

field pilot activity that supports improved data quality and data access and improved decision-making based on results of field analysis.

3. Tasks and responsibilities:

The key areas of work and responsibilities under this TOR include: a) extended consultations with Fund Management Department, other national stakeholders – members of Fund Council, and with (potential) project partners and donors; and b) the planning, management and consolidating of all activities under this TOR, including the work and inputs from international and local consultants, as well as supporting awareness and training activities.

NTC provides general coordination of the project international and local experts, including the oversight of their technical plans, organization of fieldwork, organization of work of expert's team, integration of their results into general project development, support experts in preparing reports of project, organization of the project events, such as local seminars and workshops, and act as project representative in local level in absence of Project Manager. NTC will act as the projects official technical representative to stakeholders, donors and general public at large. He/she will also provide support to the Project Manager in preparation of the project reports.

4. Specific Technical Tasks

To achieve expected outcomes the NTC will be responsible in timely accomplishing of following activities:

Activity 1. Institutional Strengthening and Capacity Building

- Providing assistance to PM in preparing TORs for international and local consultants;
- Coordinating the missions of international consultants, revise and submit their mission plans for approval to the PM;
- Organizing and conducting with support of the international and local consultants institutional, organization and programmatic assessment of the national irrigated land reclamation complex;
- Developing with support of international consultants Capacity Building Plan for Fund Management Department and carrying out of its activities. To the extent feasible, designing of capacity building activities make use of on the job activities as opposed to classroom training exercises;
- Providing leadership in development of donor coordination mechanism on irrigated land reclamation;
- Providing leadership in development and coordination of recommendations on institutional and organizational streamlining for the Land Reclamation Fund;
- Providing technical support and advice required to the project staff and national partners;

Activity 2. Project Preparation and Appraisal.

- Organizing and conducting with support of international consultant assessment of Current Project Preparation Processes and Legal Requirements for Projects;
- Providing leadership for preparatory process, design and implementation of training activities in Project Preparation and Appraisal, Cost Benefit Analysis, Social Assessment, and Environmental Assessment.

- Drafting Fund Project Preparation Guidance According to International Financial Institutions Standards

Activity 3. Legislative Strengthening.

- Organizing and conducting with support of international Legal Expert in Irrigation and Land Management assessment of current laws and regulations governing sustainable irrigated land management of Uzbekistan, legal arrangements found in world experience
- Providing leadership in development and coordination of recommendations for changes to the current legal framework of Uzbekistan;

Activity 4. Demonstration Pilot

- Supporting purchasing of special equipment for establishing and further implementation of GIS technologies for field preparatory works and monitoring by using remote sensing methods.
- Selecting pilot demonstration plots, designing their activities and ensuring achievement of planned results

All above indicated activities will be implemented in close coordination with national implementing agency appointed by the Government of Uzbekistan.

5. Management Arrangements and Lines of Reporting

The consultant will work under direct supervision of the Project Manager and general oversight of the UNDP CO Energy and Environment Unit, and in close cooperation with national implementing agency. S/he will be responsible for overseeing the work of all international and local consultants, and maintaining proactive liaison and coordination with all relevant (on-going and future) projects, partners and activities in Uzbekistan.

6. Required Skills and Experience:

- Advanced degree in agricultural economics, natural resource management with emphasis on irrigated land and water or related field
- A minimum of 10 years of experience in irrigation and land reclamation, water resources management or agricultural engineering;
- Experience in development and implementation of training programs;
- Strong interpersonal and communication skills, strong cultural sensitivity and ability to work in multi-cultural environments;
- Good communication and presentation skills;
- Good analytical and writing skills;
- Excellent computer literacy
- Proficiency in both written and oral Uzbek and Russian. Knowledge of English language will be a strong asset.

TERMS OF REFERENCES

Administrative/Finance Assistant

Project Title:	National Irrigated Land Reclamation Fund Capacity Development Project
Location:	Tashkent, Uzbekistan
Type of contract:	Service Contract (SC)
Expected duration of Assignment:	6-months subject to satisfactory performance.

Description of duties and responsibilities

Under the direct supervision of Project Manager, the Admin/Finance Assistant perform the following duties and responsibilities:

- Be responsible for office logistics as well as recruitment/extension/separation of the project staff;
- Keep Project's personnel attendance records on daily basis and provide monthly attendance reports;
- Based on consultations with Deputy Project Manager and UNDP Business Center to perform procurement related operations in accordance with UNDP rules and procedures;
- Maintain, update and transmit inventory records of non-expendable equipment in accordance with UNDP rules;
- 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 calculates and authorizes 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

Required qualifications

- University degree in Business Administration, Finance and/or Economics;
- At least 2 years of experience in a related area, experience with UNDP-funded projects is an asset;
- Good interpersonal and communication skills;
- Initiative, analytical judgment, ability to work under pressure, ethics and honesty;
- Ability to use IT;
- Ability to work under stress;
- English and Russian (both written and spoken) and Uzbek knowledge is an asset.

Annex 4 Capacity Assessment of the Implementing Partner

Project Title National Irrigated Land Reclamation Fund Capacity Building Project

Name of the Institution National Irrigated Land Reclamation Fund Department

Date of assessment Oct-08

INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS	COMMENTS
PART I – REFERENCES AND PRELIMINARY CHECKS			
1.1 History and Compliance with International Resolutions/Standards			
1.1.1 History	Created by Presidential Decree of October 30, 2007, No. УП-3932 "On measures to radical improvement of the reclamation land development system."	March 19, 2008 implementing regulations for the Presidential Decree establishing the Land Reclamation Fund were issued which detailed the State Program for reclamation for the period of 2008 through 2012.	
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INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS	COMMENTS
	Has the institution gone through a recent re-organization/re-structuring? – The organization was recently established by the Government.		
1.1.2 United Nations Security Council 1267	Is the institution listed in any reference list? - Not	United Nations Security Council 1267 Committee's list of terrorists and terrorist financiers	
1.1.3 Certification	Is the institution already certified through international standards? - No		
PART II. ASSESSING NATIONAL INSTITUTION CAPACITY FOR PROJECT MANAGEMENT			
2.1 Managerial Capacity			
Ability to plan, monitor and coordinate activities			
Planning, Monitoring & Evaluation	Does the institution produce clear, internally consistent proposals and intervention frameworks, including detailed workplans? - Yes	Well-designed project and program documents – Yes.	Current Fund Department staff are highly qualified professionals.
	Does the institution hold regular program or project review meetings? – Yes.	Action Plans/Work plans – Five Year Strategy Available	Currently financed through funds from the State Budget dedicated from the Unified Land Tax. All Government accountability measures apply.
	Are there measurable outputs/deliverables in the defined project plans? - Yes	Log frame or equivalent - Yes	Projects have been in queue for many years and have been incorporated into five year funding strategy.

INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS	COMMENTS
	Was the institution previously exposed to UNDP RBM approach/methodology or equivalent in other donor agencies? – No	Project reports - See UNDP Local Consultant Report for this Assessment	
		Evaluation reports - See Local Consultant Institutional Assessment for Project Preparation Phase	
		Indicators available in project plans - In Project Plans. However, indicators for Fund projects have not been fully developed	
		Lessons-Learned reports - Not available	
2.1.2 Reporting and performance track record	Does the institution monitor progress against well defined indicator and targets, and evaluate its program/project achievements? - Yes and must report to the Cabinet of Ministers	Reports to donors and other stakeholders – No donor funding at present.	

INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS	COMMENTS
		Reporting system – Yes, the national reporting system is organized on the annual and mid-year basis	
	Does the institution report to its stakeholders on a regular basis? – Yes, and is required by regulation.		
2.2 Technical Capacity			
2.2.1 Specialization	Does the institution have the technical skills required? - Yes.		
	Does the institution have the knowledge needed? – Yes, but the number of staff resources are limited.	Reports from participation in international, regional, national or local meetings and conferences – Yes, available	Association uses the Conference, Central Council of the Association and its regional branches to coordinate and manage its activities.
	Does the institution keep informed about the latest techniques/ competencies/policies/trends in its area of expertise? - Yes	Tools and methodologies – Yes, but meet the national standards only	
	Does the institution have the skills and competencies that complement those of UNDP? - Yes	Evaluations and assessments - Yes, but meet the national standards only	
2.2.2 Ability to monitor the technical aspects of the project.	Does the institution have access to relevant information/resources and experience? - Yes	Evaluations and Assessments - Yes	

INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS	COMMENTS
	Does the institution have useful contacts and networks? - Yes	Methodologies/training materials - Partially	
	Does the institution know how to get baseline data, develop indicators? - Not	Use of toolkits, indicators and benchmarks/capacity-development tools - Not	
	Does it apply effective approaches to reach its targets (i.e participatory methods)? - Not	Databases - Yes	
2.2.3 Human Resources	Does the institution staff possess adequate expertise and experience? - Partially	Profile of staff, including expertise and professional experience – Not provided	Association fully uses financial, labor and technical capacities available at the regional (provincial) and local (farm) levels.
	Does the institution use local capacities (financial/human/other resources)? - Yes	Staff turnover – Data is not available	
	What is the institution capacity to coordinate between its main office and decentralized entities/branches (if relevant)? – N/A	Chart of assignments of roles and functions – Not provided	Association uses the Conference, Central Council of the Association and its regional branches to coordinate and manage its activities.
	Have staff been trained on project management methodology? - Not	Reports on technical experience from national or international agencies for operations and capacity-building – Not provided	
		Individual certification on project management such as PRINCE2 – N/A	Staff was trained but upgrading and further training are highly demanded

INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS	COMMENTS
PART III. ASSESSING NATIONAL INSTITUTION CAPACITY FOR ADMINISTRATIVE AND FINANCIAL MANAGEMENT			
3.1 Administrative capacity			
<i>Ability to provide adequate logistical support and infrastructure</i>			
3.1.1 Ability to manage and maintain infrastructure and equipment	Does the institution possess logistical infrastructure and equipment? - Yes	Adequate logistical infrastructure: office facilities and space, basic equipment, utilities - Available	Fully equipped Fund Department Office
	Can the institution manage and maintain equipment? - Yes	Computer capability and library materials - Partially	
		Proper equipment for area of specialization - Available	Equipment inventory is conducted on the regular basis and using own funds
		inventory to track property and cost – Yes, but based on the national requirements only	
3.1.2 Ability to procure goods services and works on a transparent and competitive basis.	Does the institution have the ability to procure goods, services and works on a transparent and competitive basis? - Yes	Standard contracts – available but they based on the national standards only	
	Does the institution have standard contracts or access to legal counsel to ensure that contracts meet performance standards, protect UNDP and the institution’s interests and are enforceable? – Yes	Examples of how procurement is done – Can be provided.	Conducted according to Government procurement regulations

INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS	COMMENTS
	Does the institution have the authority to enter into contracts? - Not	Written procedures for identifying the appropriate vendor, obtaining the best price, and issuing commitments – not available	
3.1.3 Ability to recruit and manage the best-qualified personnel on a transparent and competitive basis.	Is the institution able to staff the project and enter into contract with personnel? - No	Standard contracts - available	
	Does the institution use written job descriptions for consultants or experts? - Yes	Job descriptions - available	
3.2 Financial Capacity			
3.2.1 Financial management and funding resources	Is there a regular budget cycle? - Yes	Operating budgets and financial reports – Yes	Annual budget cycle
	Does the institution produce program and project budgets? - No	List of core and non-core donors and years of funding – State Financing Only	
	What is the maximum amount of money the institution has managed? – \$70 million annually	Written procedures ensuring clear records for payable, receivables, stock and inventory – Yes	
	Does the institution ensure physical security of advances, cash and records? - Yes	Reporting system that tracks all commitments and expenditures against budgets by line – Not available	

INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS	COMMENTS
	Does the institution disburse funds in a timely and effective manner? - Not available		
	Does the institution have procedures on authority, responsibility, monitoring and accountability of handling funds? - Yes		
	Does the institution have a record of financial stability and reliability? - Yes		
3.2.2. Accounting System	Does the institution keep good, accurate and informative accounts? Yes, but based on the relevant national requirement	A bank account or bank statements – Yes. Bank accounts must be established separately for every project managed	
	Does the institution have the ability to ensure proper financial recording and reporting? – For national financing only –national accounting system	Audited financial statements - Not provided	
		Good, accurate and informative accounting system – Not available	

INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS	COMMENTS
		Written procedures for processing payments to control the risks through segregation of duties, and transaction recording and reporting – Not available	
3.2.3. Knowledge of UNDP financial system	Does the institution have staff familiar with Atlas through External Access? - No	External access provided - No	