Project Title:	**Introducing and Advancing the Potential of Educational Establishments for Teaching the Human Development Approach**
UNDAF Outcome(s):	**Outcome 1:** Strengthened national and local level capacity to develop, implement and monitor strategies for improving living standards.
Expected CP Outcome(s):	**Outcome1:** Sustainable human development policies to improve livelihoods and access to social services by the poor developed.
Expected CP Output(s):	Strengthened capacity of the government in cross-sectoral policy analysis and formulation.
Core Result 4:	PRS/PRSP prepared through substantive participatory process to ensure clear linkages with human development and the MDGs.
Implementing partners:	UNDP
Responsible parties:	University of World Economy and Diplomacy; The Academy for the State and Social Construction under the President of the RUz, Ministry of Higher education, UN Country Team, UNFPA, other leading educational establishments

Brief Description

The core objective of this Project is to introduce, systematically increase awareness and advocate the policy relevance of the Human Development (HD) paradigm as well as the Millennium Development Goals (MDGs) to MA and BA level students, teachers and state officials of the leading academic institutions of Uzbekistan. This will be achieved through the development of research, educational-methodological and curriculum base to teach HD, training lecturers, developing in-service training schemes, etc. The Project pursues the following tasks:

1. Introduction of a "Human Development" Course to the University of World Economy and Diplomacy (UWED) and the Academy for State and Social Construction under the President of the Republic of Uzbekistan alongside with other educational institutions;
2. Establishment of a "Human Development" Centre in order to address the deficit in understanding and applying the concept of sustainable HD, and improving the level of scientific research in this dimension;
3. Reinforcement of the collaboration between wide range of higher educational centers and governmental structures on activities with explicit policy focus;
4. Translation of obtained theoretical knowledge into policy practice as advocated by HD concept and supported by MDGs. This assumes conducting of an e-course on national development strategies (National Poverty Reduction Strategy inclusive) for the scholars and youth at large.

Programme period:	**Country Program 2005-2009**
Key Result Area (Strategic Plan):	1.1 Promoting inclusive growth, gender equality and MDG achievement
Atlas Award ID:	
Project ID:	00061558
Proposal ID:	00049246
Project Duration:	May 2008 – May 2011
Management Arrangement:	Direct Implementation (DIM)

2008 AWP budget:	USD 100,000
Total resources required	USD 300,000
Total allocated resources: USD 300,000	
• Regular	USD 300,000
• Other:	
○ Donor	
○ Government	
Unfunded budget:	
In-kind Contributions	
• Government (UWED) - lecturing and resource center premises (276m2) and telephone lines	

Agreed by UNDP: _____ **Date:** 8 May 2009

Ms. Kyoko Postill, UNDP Deputy Resident Representative

I. SITUATION ANALYSIS

People are what constitute the real wealth of a nation. The human beings should be seen as an ends in themselves rather than the means to achieve progress in socio/economic development of a country. Evidently economic growth, though necessary, does not automatically translate into well being. Investing in people, in their health, in their education, their training and skills is the long term remedy. The idea and holistic vision of HD advocates that the true wealth of a country is in its people. The human beings are in the center of the HD concept and reap the benefits of the development. The best strategy to increase national income is not to accumulate capital but to develop human individuals. Currently social or human measurement of economic growth has gained such an importance that it has become an inherent part of policy directions in many political systems and national models of economic growth.

There is an increasing recognition that every individual has economic, political and cultural rights regardless of nationality, race, religion, ethnic origin, language, gender or any other consideration. This provided an agreeable ground for the maturation of the HD concept. People-centered development has also been reflected in more recent approaches that have preceded HD such as basic needs, human capital, livelihoods, etc. What is new is the articulation of HD in response to dissatisfaction with economic growth as the sole preoccupation of governments and other development partners. The main objective of human development discourse is about enlarging the range of people's choices and freedoms giving them the capability to provide themselves with financial prosperity and the opportunity to enjoy long and creative life.

HD phenomenon is in the center of attention of pubic authorities, international organizations, academic society, media and civil society. This fact is reflected in the documents of the United Nations Organization and World Bank. This is the approach that underlies all of UNDP's work that goes far beyond the research and advocacy of the global, regional and national HD Reports - it is the main contributor to the theory and practice. It significantly changed the way in which the world nowadays looks at development issues.

The publication of the first HD Report by UN Development Programme in 1990[1] was a landmark event that ushered in the HD concept. Multi-sectoral economic and social parameters, progress comparative analysis of individual countries as well as by groups of countries from HD point of view are carried out in these reports. They examine the relations between HD and each of the following: economic growth, human rights and human security. Given the importance of the Millennium Declaration[2] and the Millennium Development Goals[3], these reports also examine their respective correlation.

Human Development approach is taking special attention and significance in Uzbekistan. In 1995 the first National HD Report (NHDR) was produced in Uzbekistan. Since then eight National Reports[4] on priority spheres of state's socio-economic development and HD essential issues have been published. These reports prompted wide discussion about sustainable HD status and trends at the national level. NHDRs are major sources of information and, given their analytical and indicative nature, are comprehensive instruments in elaborating the formulation, implementation as well as evaluation of different national development strategies/programs including those of the poverty reduction dimension. National poverty combating strategy papers cover macroeconomic, structural and social policies and programs that a country is willing to pursue over a number of years to promote broad-based growth and reduce poverty, as well as external financing needs and associated sources of financing.

The Welfare Improvement Strategy (Uzbekistan's poverty reduction strategy paper) for 2008-2010, endorsed by the government in August 2007[5], has the ultimate objective of improving living standards based on robust and inclusive economic growth, forming a modern and diversified economy, the comprehensive development of the whole country, a fair distribution of income as well as further development and significant improvement of the

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[1] http://78.136.31.142/en/reports/global/hdr1990/
[2] http://www.un.org/millennium/declaration/ares552e.htm
[3] http://www.un.org/millenniumgoals/
[4] http://www.undp.uz/en/publications/?type=8
[5] www.wis.uz

quality of services in education, health and other socially important sectors. Thus, such a Paper incorporates main principles and values of HD approach and measures expected results through the prism of MDG indicators.

An accelerated implementation of economic reforms in recent years has accelerated economic growth and socio-economic development. The country's GDP growth rate reached 9.5% in 2007. The volume of industrial production increased by 12.1% and agriculture by 6.1%. All these indicators significantly exceed the forecasted parameters. The state budget was fulfilled with a surplus of 1.1% towards GDP. The level of inflation has been maintained within the scope of approved parameters at 6.8%. The country steadily addresses the problems of enhancing the welfare of its nation. More than 630 thousand additional jobs were created in 2007. This is, first of all, the resolution of problems of providing people with jobs, the growth of their earnings and incomes. The real monetary earnings of the people increased to 27%. According to the statistics agencies the average salary in Uzbekistan could cover only 99% of the cost of living or monthly maintenance rate (MMR) in 2001, whereas in 2007 the average salary increased more than 3 times than MMR, which is one of the highest indexes among the CIS countries. The living standards of our citizens, especially of those in rural areas, are consistently improving. In 2007 soft loans worth 330 million dollars and grants worth 46 million dollars were earmarked for the implementation of strategic projects in the sphere of education, healthcare, agriculture, water economy and finance management.

Subsequent growth of Human Development Index is observed in Uzbekistan and its growth pace reached 5.7% in 2007 in comparison with 1995. *It is therefore important to recognize the need to acknowledge amongst academia, teachers target groups, civil servants and young people at large the significance of HD concept and how it translates into practical welfare strategies implementation.*

The below strategy and structure will address the main areas of how to advance the teaching capacity to advocate sustainable human development from both the academic and policy angles. The experience so far suggests that this combination of theoretical exposure and practical experience makes it unique and invaluable for trainees.

II. STRATEGY

The Project contributes to the expected achievement of the objectives set out in the United Nations Development Assistance Framework (UNDAF) for Uzbekistan and will be implemented within the Country Programme Action Plan (CPAP) for Uzbekistan for the period 2005-2009.

The main objective of this Project is to systematically advocate Human Development Concept to students, civil servants, representatives of NGOs, CBOs, private sector, journalists, etc. through introducing teaching process in major educational establishments of Uzbekistan.

This objective will be achieved through the foundation of Human Development Centre, Introduction of "Human Development" Course into educational process of Higher Education Institutions of the Republic of Uzbekistan, launching country-level HD website, publishing the HD Primer for Uzbekistan, creating an HD Association of teachers and HD network.

In this respect UNDP will assist in enhancement of UWED scientific capacity by establishing Research Centre and a platform to organize educational events and debates on Human Development with participation of the representatives of academia, civil society and Public Administration Departments. The Project will provide assistance in promoting UWED and the Academy for the State and Social Construction as leading educational institutions to teach HD.

The main output of the Project will be assistance provided for the growth of socio-economic and intellectual capacity of Uzbekistan through creation of the base for systematic teaching of Human Development Concept to students, teachers, civil servants, youth groups and other stakeholders and sustainability of educational institutes in running the course after the closure of the project.

The major interlinked objectives of the project will be to:

1. Introduce "Human Development" Course to educational process of MA Degree undergraduates of UWED, the Academy for the State and Social Construction under the President of the Republic of Uzbekistan alongside with other educational entities of Uzbekistan.
2. Set up Human Development Centre in order to disseminate HD Concept by the means of training courses for students, teachers, officials and other stakeholders and raising the level of research works in this field.
3. Promote HD approach through the development of educational – methodological base and curricular of "Human Development" Course; publish "Human Development" textbooks in Russian, Uzbek and English languages; create and maintain a web-site on Human Development; elaborate "Human Development" interactive e-course, publicize "Human Development" reading book and other related methodological materials; conduct "Human Development" trainings for different target audiences.
4. Assist in enhancing cooperation between Higher Educational Institutions and Public Structures in the sphere of development and realization of people-centered public policy.
5. Develop and run multi-disciplinary e-course for Uzbek Youth on MDG based poverty reduction strategies with strong HD emphasis.

The following activities will be undertaken to produce the final project output:

Activity 1: *Foundation of research and educational – methodological base for "Human Development" Course.*

The methodologies in teaching HD are very diverse and course curricula utilize considerably different resources, text-books, reading materials and literature predominantly in English language. A lot depends on the course audience, pedagogical style, resources and course substance. It requires accumulation of resources for generic teaching, including examples of lesson plans, ideas for practitioners' workshops, tips for teachers on how to face challenges (diverse auditorium, student voice about learning, etc).

Sub-activities:

- HD text book (Primer) will be sent to the Ministry of Education for validation, published in Russian and Uzbek and reviewed/edited at least twice to enhance quality and applicability in a participatory manner;
- ToT trainings, Round tables and summer schools for HD teachers will be organized annually to sharpen theoretical and practical knowledge of HD tutors. Qualitative outcome of such events will be improvement of HD curriculum for various targeted audiences, development of lecture/text/exam materials;
- "Human Development" interactive e-course will be designed and run via the HD website;
- Assistance in carrying out scientific research for Uni undergraduates, post-graduate students and the teaching staff of Universities under LoU (at least UWED and ASSC).

Activity 2: *Awareness increase on Human Development Concept among the students, teachers and officials in the main leading educational centers of Uzbekistan.*

Establishing HD as an academic course/program in a university setting makes it imperative that its design meets the minimum academic eligibility requirements. This means the coverage of mainstream development and social change theories, conceptual frameworks, scientific measurement issues in development research methods and applications as well as development policy analysis

Sub-activities:

- Introduction of "HD" Course into educational process of MA and Bachelor Degree undergraduates of at least UWED and ASSC RUz;
- Organization of sectoral trainings on "HD" Course for various target audiences;
- Conduct of ToTs, Conferences, seminars and Round Tables on "Human Development in Uzbekistan" once a year with participation of international specialists, teachers, post-graduate students for higher educational Institutions staff, civil servants, private sector and other stakeholders in learning HD approach;
- Participation of HD teachers in international seminars aimed at improving the quality of scientific research in the field of HD.
- HD Teachers Association established
- HD network created and maintained

Activity 3: *To provide "Human Development" Centre with facilities and equipment, information and resource base.*

It is crucial to develop a manual on HD for the teachers, use case-studies of effective ownership, apply open-ended participatory response (question-answer sessions), collect existing movies and documentaries on successful initiatives across provincial governments. In a role plays make the students feel that he/she is a decision-maker, debate on specific topics, elaborate on the concepts, create viewpoints in front of the class and teacher, apply training for team-building, use exhibits (tables or graphs).

Sub-activities:

- Information and resource database of Human Development Resource Centre set up and linked with regional resource bases;
- Human Development Resource Centre under the University of World Economy and Diplomacy established and equipped;
- Setting put a laboratory to prepare video lectures;
- Purchase of Software Support, installation of wireless local computer net, connection with Internet;
- Creation and maintenance of a web-site on Human Development

Activity 4: _To develop and conduct a multi-disciplinary e-course for Uzbek Youth on HD-aligned and MDG-based poverty reduction strategies_ .

Reality shows that attention to youth has not been sufficient and more needs to be done to make sure that special attention is given to young people, especially with regards to education, employment and health. The MDG-based and HD-aligned PRSPs are prepared by governments through a participatory process involving civil society and development partners, including the World Bank and the UN. This participatory process provides the opportunity for young people to voice their concerns and be included in the PRSPs but the question is: up to which extent young people are actually involved in this process?

Uzbekistan has declared 2008 as a "Year of Youth". In line with the state program particular efforts are to be directed to tackling the problems of protecting the rights and interests of youth. Youth today forms over 64 % of whole population on whose educational level and professional training depends our future, democratic and economic development. The youth should be capable of taking a worthy place in our society, of becoming a real driving force and of giving support in achieving planned goals on reforming and renewing the country. Youth is the real agents of change; therefore it is critical to take steps in tailoring top level national pro-poor strategic documents and policy frameworks with the needs of young generation.

Sub-activities:

- refine and "nationalize" the context of the global e-course "PRSPs for Young People" in collaboration with UNFPA HQs and MDG youth network at the country level
- Welfare Improvement Strategy should be adopted in terms of its language and interpretation to be more user-friendly for diverse groups of "young" readers
- launch modified pilot course by the means of the Moodle Course Management system under the www.un.uz web space
- Case studies on implementing national development strategies in the regions of Uzbekistan are collected for teaching purposes

III. Results and Resources Framework

Expected Outcome as stated in the Country Program Results and Resource Framework:
Outcome I: Sustainable human development policies to improve livelihoods and access to social services by the poor developed.

Outcome indicators as stated in the Country Program Results and Resources Framework, including baseline and targets:

Indicators: Policies in priority reform areas (agriculture, trade, private sector, public administration) incorporate poverty reduction targets MDG monitoring system established

Baseline: Government acknowledges need for macro-economic/institutional reform to integrate poverty and employment. Limited statistical capacities for MDG reporting and week poverty/MDG monitoring system

Targets: National HDRs promoting MDG progress reports produces biannually and used by central/local authorities as policy tools. Regional development strategies in three selected regions launched

Applicable Key Result Area (2008-2011 Strategic Plan):

1.1 Promoting inclusive growth, gender equality and MDG achievement

Partnership Strategy:

University of World Economy and Diplomacy (UWED), Academy of State and Social Construction under the President of the RUz (ASSC) and other educational establishments– cooperation partners

UNDP – implementing agency. A wide range of partnerships is required and envisaged at all levels

Short Project title – "Human Development", Atlas Award ID: Project ID: 00061558, Proposal ID: 00049246

INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTNERS	INPUTS
Potential of Educational Establishments for Teaching the Human Development Approach Introduced and Advanced Baseline: • Government of Uzbekistan has committed itself to improve living standards by implementing MDG-based & HD-oriented complex Welfare Improvement Strategy in 2008-2010. WIS M&E Unit established; • Research and educational-methodological base to teach HD in Uzbekistan context is non existent; • No incidents of teaching HD approach in educational institutions. Indicators: • Validation of HD text book in 2008 and # of provided revisions for its improvement in a participatory manner before the project closure; • Level of developed curriculum, lecture/text/exam materials as an output of ToTs and related Round Tables; • # of lecturers trained on HD and certified; • Human Development Association of lecturers established in 2009; • # of students utilizing the materials of HD Resource center; • Interactive HD e-course produced in 2009 and conducted at least one a year; • # of replications of HD course at educational institutions; • HD web-site is up and running starting 2009, # of users; • HD network established in 2008 and connected with regional networks, level of participation, # of blogs; • Extent of a qualitative feedback on professional level of HD courses by regional HD experts and representatives of leading HD associations; • WIS 2008-2011 refined to be user/reader-friendly for Uzbek youth; • # of young people passed the course on PRSPs.	2008: • Methodological base for teaching HD created, curriculum elaborated with involvement of academic institutions and supported by the Ministry of Education; • "PRSP for Youth" course adopted for Uzbekistan and conducted 2009: • HD course curricula introduced to at least 3 educational institutions; • HD Resource Center established and functional; • HD website launched; • HD interactive-e-course conducted. 2010: • HD courses are diversified to target state officials at central and local levels, NGOs, CSOs, private sector and journalists; • Sound on-line and of-line HD network established. 2011: • HD network and HD teachers association sustained; • HD concept is continuously promoted through the self-sustained HD courses by educational establishments for various targeted audiences.	**Activity 1:** Foundation of research and educational – methodological base on "Human Development" Course. • HD text book (Primer) will be sent to the Ministry of Education for validation, published in Russian and Uzbek and reviewed/edited at least twice to enhance quality and applicability in a participatory manner; • ToT trainings, Round tables and summer schools for HD teachers will be organized annually to sharpen theoretical and practical knowledge of HD tutors. Qualitative outcome of such events will be improvement of HD curriculum for various targeted audiences, development of lecture/text/exam materials; • "Human Development" interactive e-course will be designed and run via the HD wedsite; • Assistance in carrying out scientific research for Uni undergraduates, post-graduate students and the teaching staff of Universities under LoU (at least UWED and ASSC). **Activity 2:** Awareness increase on HD Concept among the students, teachers and officials in the main leading educational centers of Uzb. • Introduction of "HD" Course into educational process of MA and Bachelor Degree undergraduates of at least UWED and ASSC RUz; • Organization of sectoral trainings on "HD" Course for various target audiences;	UNDP, UWED, HD support group at BRC and HDRO, project team, Ministry of Education HD teaching institutions of the RBEC region (Kazakhstan, Georgia, Russia, Slovakia), HD Association of teachers, HD network UNDP, UWED, HD support group at BRC and HDRO, project team	UNDP total: US$ 300,000 2008 – 100,000 USD 2009 – 100,000 US$ 2010 – 78,000 US$ 2011 – 22,000 US$ **Activity 1** UNDP total: US$ 80,000 2008 – 35,000 US$ 2009 – 20,000 US$ 2010 - 22,000 US$ 2011 – 3,000 US$ ➤ Subcontracts ➤ Personnel ➤ Workshops ➤ Publications UWED (in-kind contribution) **Activity 2** UNDP total: US$ 140,000 2008 – 30,000 US$ 2009 – 60,000 US$ 2010 – 36,000 US$ 2011 – 14,000 US$

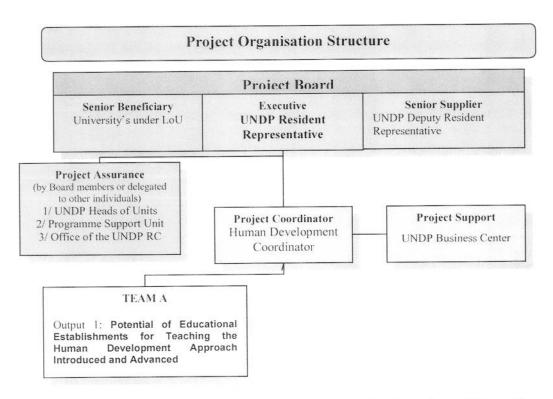| INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTNERS	INPUTS
		• Conduct of ToTs, Conferences, seminars and Round Tables on "Human Development in Uzbekistan" once a year with participation of international specialists, teachers, post-graduate students for higher educational Institutions staff, civil servants, private sector and other stakeholders in learning HD approach; • Participation of HD teachers in international seminars aimed at improving the quality of scientific research in the field of HD. • HD Teachers Association established • HD network created and maintained **Activity 3:** To provide "Human Development" Resource Center with facilities and equipment, information and resource base. • Information and resource database of Human Development Resource Centre set up and linked with regional resource bases; • Human Development Resource Centre under the University of World Economy and Diplomacy established and equipped; • Setting put a laboratory to prepare video lectures; • Purchase of Software Support, installation of wireless local computer net, connection with Internet; • Creation and maintenance of a web-site on Human Development.	HD teaching institutions of the RBEC region (Kazakhstan, Georgia, Russia, Slovakia), HD Association of teachers, HD network UNDP, UWED	➤ Subcontracts ➤ Travel ➤ Personnel ➤ Equipment ➤ Workshops ➤ Publications **UWED (in-kind contribution)** **Activity 3** UNDP total: US$ 80,000 2008 – 35,000 US$ 2009 – 20,000 US$ 2010 – 20,000 US$ 2011 – 5,000 US$ ➤ Subcontracts ➤ Travel ➤ Personnel ➤ Workshops ➤ Equipment ➤ Publications **UWED (in-kind contribution)**
		Activity 4: To develop and conduct a multi-disciplinary e-course for Uzbek Youth on poverty reduction strategies • refine and "nationalize" the context of the global e-course "PRSPs for Young People" in collaboration with UNFPA HQs and MDG youth network at the country level • Welfare Improvement Strategy should be adopted in terms of its language and interpretation to be more user-friendly for diverse groups of "young" readers • launch modified pilot course by the means of the Moodle Course Management system under the www.un.uz web space • Case studies on implementing NDSs in the regions of Uzbekistan are collected for teaching purposes	UNFPA, UN RC MDG youth network, UNDP project "Support to Welfare Improvement Strategy process" project	**Activity 4:** UNDP, UNRC, WIS project, UNFPA and WB (in-kind contribution)

V.   Management Arrangements

The project is an integral part of CPAP. It will be implemented under the full responsibility of the UNDP Country Office in Uzbekistan under Direct Implementation (DIM) modality.

To ensure transparency and efficiency in executing the project, UNDP country office will establish the following management mechanisms: Project Board, Project Assurance, Project Manager, and Administrative Support Services.

a. Project Board which includes three roles (Executive, Senior Supplier, and Senior Beneficiary) and has the following responsibilities:

i. Ensure that adequate mechanisms are in place to guarantee the transparency and accountability as well as the efficiency of project operations.
ii. Participate in all stages of project process (design and formulation, LPAC and appraisal, implementation, evaluation, etc.);
iii. Build consensus around the project's strategies and planned results, including the links between its outputs and the intended outcomes;
iv. Provide advice when substantive changes are needed in the project's planned outputs, strategies or implementation arrangements;
v. Oversee progress, participate in field visits to project sites, consult with beneficiaries, and ensure that potential opportunities and risks, including lessons learned from experience, are taken into account by the project management;
vi. Assess performance and approve project work-plan and budget revisions;
vii. Provide guidance to the project manager (see para b. below).

The Project Board will consist of UNDP Resident Coordinator (Executive), UNDP Deputy Resident Representative (Senior Supplier) and Rectors of Educational establishments (Senior Beneficiary). The Project Board should meet regularly, at least every six months, and extraordinarily whenever circumstances require. The proceedings of meetings are recorded. The Project Coordinator should act as secretariat of the Project Board with the responsibility to call meetings, distribute information and follow up on their recommendations.

b. Project Manager: UNDP Human Development Coordinator will perform functions of project manager for this project. The project coordinator will be responsible, among other things, for preparing and revising work-plans; planning and organising project review meetings; providing technical feedback to the Project Board; ensuring that project activities are carried out within the financial limitations of the budget; supervising the technical and administrative support personnel and coordinating project activities with stakeholders.

c. **Project assurance role**: UNDP Programme Support Unit and UNDP Heads of Units will perform project assurance role and provide follow up on management actions, keep track of progress benchmarks, make arrangements for evaluation and audit, and perform other assurance functions as outlined by UNDP rules and regulations.

d. **Administrative support services** will be provided by the different administrative sections of the country office. The project coordinator does not have direct supervision over country office administrative staff in order to avoid the creation of parallel structures. The project coordinator coordinates project support activities with the heads of the administrative, finance and programme support sections.

Project Organisation Structure

Project Board		
Senior Beneficiary University's under LoU	**Executive** **UNDP Resident** **Representative**	**Senior Supplier** UNDP Deputy Resident Representative

Project Assurance
(by Board members or delegated
to other individuals)
1/ UNDP Heads of Units
2/ Programme Support Unit
3/ Office of the UNDP RC

Project Coordinator
Human Development
Coordinator

Project Support
UNDP Business Center

TEAM A

Output 1: **Potential of Educational Establishments for Teaching the Human Development Approach Introduced and Advanced**

UNDP Country Office would provide the following support services for the project activities at the request of the HD Coordinator:

(a) Recruitment and administration of project personnel;
(b) Procurement of goods, works and services;
(c) Administration and facilitation of training activities;
(d) Financial monitoring and reporting;
(e) Processing of direct payments;
(f) Project oversight, monitoring and support to evaluation

The costs attributable to executing a DIM project are part of the project budget on appropriate budget lines.

The University of World Economy and Diplomacy will act as Main Partner in Project implementation and will assist with the following activities:

- Administration of work meetings, trainings and other activities in the framework of the project;
- Introduction of "Human Development" course as well as elaboration of methodological materials;
- Provision of office premises and telephone lines for "Human Development" Centre.

UN Resident Coordination Office and UNDP "Support to Uzbekistan's Welfare Improvement Strategy Process" project will assist in pursuing following activities:

- Introduction of "PRSPs for Youth" course in Uzbekistan

All equipment and furniture procured within the budget frame will remain the property of UNDP until the closure of the project. Further transfer of non-expandable equipment will be considered during and approved at the TPR meeting with all main stakeholders.

The following staff will be recruited:

Core:

a) National Consultant (trainings component);
b) National Consultant (scientific and educational-methodological literature component);
c) HD Resource Center Assistant;

d) Short-term Consultants and visiting lecturers.

National consultants, in collaboration with the HD Coordinator will provide coordination between UNDP, UWED and other Partners, monitoring and estimation of project activity in accordance with UNDP rules and procedures. They will support organization of meetings, round tables and discussions on Project tasks and objectives in accordance with UNDP main directions and demands on issues, related to Project realization.

Finance management must be implemented in line with UNDP Standard Procedures, as it is indicated in UNDP Program Management.

VI. 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 and the Outcome 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

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1: Potential of Educational Establishments for Teaching the Human Development Approach Introduced and Advanced

Activity Result 1 (Atlas Activity ID)	*Methodology and educational base established*	Start Date: 9.05.2008 End Date: 31.05.2011
Purpose	Research and educational-methodological base to teach HD in Uzbekistan context is non existent with no incidents of teaching HD approach in educational institutions. Available methodologies in teaching HD are very diverse and course curricula utilize considerably different resources, text-books, reading materials and literature predominantly in English language. A lot depends on the course audience, pedagogical style, resources and course substance. It requires accumulation of resources for generic teaching, including examples of lesson plans, ideas for practitioners' workshops, tips for teachers on how to face challenges (diverse auditorium, student voice about learning, etc).	
Description	- HD text book (Primer) will be sent to the Ministry of Education for validation, published in Russian and Uzbek and reviewed/edited at least twice to enhance quality and applicability in a participatory manner; - ToT trainings, Round tables and summer schools for HD teachers will be organized annually to sharpen theoretical and practical knowledge of HD tutors. Qualitative outcome of such events will be improvement of HD curriculum for various targeted audiences, development of lecture/text/exam materials; - "Human Development" interactive e-course will be designed and run via the HD wedsite; - Assistance in carrying out scientific research for Uni undergraduates, post-graduate students and the teaching staff of Universities under LoU (at least UWED and ASSC).	

Quality Criteria *how with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification, what method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
High quality Human Development text-book for Uzbekistan alongside with lecturing/testing/exam materials	Project Board, HD teaching community at Bratislava Regional Center (BRC), HD RO and the Ministry of Education assess the final edition	August 2008 – 2nd edition August 2009 – 3rd edition August 2010 – 4th edition
Translation of "Human Development" text-book alongside with lecturing/testing/exam materials produced into Uzbek and English	Peer review reading by Project Board, HD teaching community at BRC, HD RO, Oxford HD and Capability Association, Association of HD Teachers of Uzbekistan	August 2008 – English August 2009 – Uzbek

Activity Result 2 (Atlas Activity ID)	*Teaching Human Development approach*	Start Date: 9.05.2008 End Date: 31.05.2011
Purpose	Establishing HD as an academic course/program in a university setting makes it imperative that its design meets the minimum academic eligibility requirements. This means the coverage of mainstream development and social change theories, conceptual frameworks, scientific measurement issues in development research methods and applications as well as development policy analysis.	
Description	• Introduction of "HD" Course into educational process of MA and Bachelor Degree undergraduates of at least UWED and ASSC RUz; • Organization of sectoral trainings on "HD" Course for various target audiences; • Conduct of ToTs, Conferences, seminars and Round Tables on "Human Development in Uzbekistan" once a year with participation of international specialists, teachers, post-graduate students for higher educational Institutions staff, civil servants, private sector and other stakeholders in learning HD approach; • Participation of teachers in international seminars aimed at improving the quality of scientific research in the field of HD. • HD Teachers Association established • HD network created and maintained	

Quality Criteria *how with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification, what method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
Completion of HD pilot course for MA level students at UWED	Around 40 MA-level scholars successfully completed HD course and most active of them got certified; Minimum 2 research papers developed by HD course graduates and published in local thematic journals	June 2008
Introduction of "Human Development" course into educational process of Master Degree and Bachelor Degree undergraduates of UWED.	At least 40 MA-level and 20 BA-level students enrolled to the course; Introduction of HD course in at least one more HE institute	September 2008
Organization of the conference on teaching HD in Uzbekistan with participation of international HD specialists, teachers, post-graduate students and MA undergraduates of UWED and other higher educational institutions of RUz	Participants from neighboring countries like Russia and Kazakhstan (where the HD course is plasticized for a number of years) attend the events; All products (HD Primer, lecture materials, research projects as developed by HD course graduates) are widely disseminated; A number of new synergies with HD promoters	October 2008

		generated;	
Training of Trainers Summer school followed by official certification of tutors		At least 10 most active, energetic and skillful trainers are officially certified; Methodological base and lecturers materials for teaching HD developed	July 2008 July 2009 July 2010
Association of HD teachers established		Exchange of experience between regional and global HD association, attendance of regional-level workshops on HD	June 2009 June 2010 May 2011

Activity Result 3 (Atlas Activity ID)	*HD Resource Center*	Start Date: 9.05.2008 End Date: 31.05.2011
Purpose	It is crucial to develop a manual on HD for the teachers, use case-studies of effective ownership, apply open-ended participatory response (question-answer sessions), collect existing movies and documentaries on successful initiatives across provincial governments. In a role plays make the students feel that he/she is a decision-maker, debate on specific topics, elaborate on the concepts, create viewpoints in front of the class and teacher, apply training for team-building, use exhibits (tables or graphs).	
Description	• Information and resource database of Human Development Resource Centre set up and linked with regional resource bases; • Human Development Resource Centre under the University of World Economy and Diplomacy established and equipped; • Setting put a laboratory to prepare video lectures; • Purchase of Software Support, installation of wireless local computer net, connection with Internet; • Creation and maintenance of a web-site on Human Development.	

Quality Criteria *how with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification, what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Establishing information and resource database of Human Development Centre	HD Resource Center is fully equipped with ICT tools and publication materials. Quality control ensured by the Rector of UWED, HD Teachers Association and Project Board. Readers materials recommended and provided by UNDP CO, HD teaching community at BRC, HD RO, Oxford HD and Capability Association	December 2008 December 2009 December 2010
HD website designed and operational. HD e-courses conducted each year starting 2009	HD website linked to global-level HD networking and quality control of e-courses ensured by BRC	August 2009, 2010, May 2011

Activity Result 4 (Atlas Activity ID)	*Youth course on poverty reduction strategies*	Start Date: 9.05.2008 End Date: 31.12.2009
Purpose	Reality shows that attention to youth has not been sufficient and more needs to be done to make sure that special attention is given to young people, especially with regards to education, employment and health. The MDG-based and HD-aligned PRSPs are prepared by governments through a participatory process involving civil society and development partners, including the World Bank and the UN. This participatory process provides the opportunity for young people to voice their concerns and be included in the PRSPs but the question is: up to which extent young people are actually involved in this process? Uzbekistan has declared 2008 as a "Year of Youth". In line with the state program particular efforts are to be directed to tackling the problems of protecting the rights and interests of youth. Youth today forms over 64 % of whole population on whose educational level and professional training depends our future, democratic and economic development. The youth should be capable of taking a worthy place in our society, of becoming a real driving force and of giving support in achieving planned goals on reforming and renewing the country. Youth is the real agents of change; therefore it is critical to take steps in tailoring top level national pro-poor strategic documents and policy frameworks with the needs of young generation.	
Description	• refine and "nationalize" the context of the global e-course "PRSPs for Young People" in collaboration with UNFPA HQs and MDG youth network at the country level • Welfare Improvement Strategy should be adopted in terms of its language and interpretation to be more user-friendly for diverse groups of "young" readers • launch modified pilot course by the means of the Moodle Course Management system under the www.un.uz web space • Case studies on implementing NDSs in the regions of Uzbekistan are collected for teaching purposes	

Quality Criteria *how with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification, what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
PRSP for Youth E-course adopted to Uzbekistan realities and launched under www.un.uz webspace	At least 50 participants enrolled to the e-course	March 2009
With assistance of MDG network volunteers and WIS authors group the WIS text refined to be reader-friendly by young generation (15-25 years old)	Quality assessed by UNFPA HQs, WB CO and WIS team under the Ministry of Economy, UZb	February 2009

VII. 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.

ANNEXES

Risk Analysis. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

Agreements. Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs[6] (where the NGO is designated as the "executing entity") should be attached.

Terms of Reference: TOR for key project personnel should be developed and attached

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[6] For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

ANNEX I. Risks Log

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
1	Teaching process should be demand-driven. It will be hard to implant the HD course into the Universities since it inevitably creates competition with other "development" courses;	Programmatic	Probability = 3 Impact = 4	HD educational policy and strategy should create an environment which would attract students to pursue theoretical studies and bring them into practice after graduation. The education chain should eventually lead to good jobs	Senior Supplier	HD Coordinator	March 2008	May 2008	In progress
1	Dilemma exists at the level of national frameworks: who are going to be the users and beneficiaries for the HD educational programs?	Programmatic	Probability = 2 Impact = 3	In various combinations of teaching HD courses the gap between the theory and applicability to work must be eliminated, thus curriculum for academic as well as for practical courses has to be consistent and translatable into practical use;	Senior Supplier	HD Coordinator	March 2008	May 2008	In progress
1	It is unrealistic to elaborate 'one fits all' type of HD course. Academic teaching of HD paradigm must be conceived somewhat differently than the courses intended for the practitioners.	Programmatic	Probability = 2 Impact = 3	Most probably the courses should have one joint core (basic issues of HD concept, its history, measurements, policies mainstreaming), which will be complemented with in-depth elaborated components reflecting the specific needs of the audience (social aspects, economic aspects, institutional, statistics etc.).	Senior Supplier	HD Coordinator	March 2008	May 2008	In progress
1	Upon project completion HD teaching establishments lack sustainability and course looses its demand among	Programmatic	Probability = 2 Impact = 4	Teachers/ tutors contingent must be sustained by the means of HD teachers association and students network. Best practices of HD graduates applying the knowledge at work places are	Senior Supplier	HD coordinator	March 2008	May 2008	In progress

#	Risk	Category	Description	Action	Owner		Date raised		Status
				to be widely advocated					students
3	Project staff turnover (generated experience and institutional memory lost)	Organizationa l	There is a threat that the composition of the current project board may be effected by a staff turn over Probability = 3 Impact = 4	Team members should be carefully selected and possess sufficient knowledge and skills to backstop each other	Senior Supplier	Project Coordinator	March 2008	May 2008	No project staff hired
4	Coordinating too many educational actors proves difficult	Operational Organizationa l	P = 1	A Letter of Understanding (LoU) and bi-lateral annual workplan will be concluded and maintained with each HD educational institution	Senior Supplier	HD Coordinator	May 2008	May 2008	Coordination action plan was discussed with the management of UWED. Annual Action Plan developed

ANNEX III. Terms of Reference

TERMS OF REFERENCE

Post Title: National Consultant (scientific and methodological, pedagogical base)
Duty Station: Tashkent, Uzbekistan
Duration of Employment: 1 year with possible extension (3 month of initial probation period)
Name of Supervisor: Human Development Coordinator

Background

Human Development (HD) phenomenon is in the center of attention of pubic authorities, international organizations, academic society, media and civil society. This is the approach that underlies all of UNDP's work that goes far beyond the research and advocacy of the global, regional and national HD Reports - it is the main contributor to the theory and practice. It significantly changed the way in which the world nowadays looks at development issues. Human Development approach is taking special attention and significance in Uzbekistan. In 1995 the first National HD Report (NHDR) was produced in Uzbekistan. Since then eight National Reports[7] on priority spheres of state's socio-economic development and HD essential issues have been published. These reports prompted wide discussion about sustainable HD status and trends at the national level.

It is therefore important to recognize the need to acknowledge amongst academia, teachers target groups, civil servants and young people at large the significance of HD concept, how it translates into policy making and practical welfare strategies implementation. Most importantly, there is an emerging need in developing an on-campus academic program concerning human development: its theoretical framework, methodology, measurement and the analysis of policies thought the human development paradigm. This will enable scholars and professionals from diverse fields of expertise gain a solid understanding about human development and its implications so that they become able to design policies guided by the criteria and values of the paradigm.

The methodologies in teaching HD are very diverse and course curricula utilize considerably different resources, text-books, reading materials and literature predominantly in English language. A lot depends on the course audience, pedagogical style, resources and course substance. It requires accumulation of resources for generic teaching, including examples of lesson plans, ideas for practitioners' workshops, tips for teachers on how to face challenges (diverse auditorium, student voice about learning, etc).

Duties & Responsibilities

Under the direct supervision of Human Development Coordinator incumbent is involved in introducing HD discipline into the Masters and Bachelors program of the University of World Economy and Diplomacy (UWED), developing/continuously elaborating course curricula, preparation of the Human Development text book (HD Primer for Uzbekistan) and oversight of the HD Resource Center.

Description of Work:

- Liaise between the HD Coordinator at UNDP and UWED administration to pilot MA and BA level Human Development Course and expand its inclusion into University curricula;

- Develop HD course curriculum and test manual which encompass course structure, learning outcomes, topics to be covered, identification of diverse student group needs and expectations, pedagogical materials and bibliography to be used;

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http://www.undp.uz/en/publications/?type=8

- Participate in the preparation and be part of authors group for developing the HD Primer for Uzbekistan and supporting learning tools;

- Facilitate approval of the HD academic course and HD Primer of Uzbekistan by the Ministry of Higher and Special Education of the Republic of Uzbekistan

- Be closely involved in at least one re-editing of HD Primer for Uzbekistan, academic curriculum, lecture materials and test manual based on pilot HD course findings as well as the results of the Training of Trainers summer course in 2008;

- Conduct minimum one workshop, round table or conference aimed at raising awareness between various stakeholders and furtherance of the HD course to other target groups (State universities top management and leading lecturers, HD course pioneers in CIS region, line Ministries and other interested partners including development donor organizations);

- Promote HD concept by over-sighting the first National HD Resource Center and HD website with affiliated HD e-learning center

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Qualification Requirements:

- Advanced post graduate academic degree, preferably in development studies, economics, social sciences, public or business administration;

- At least 5 years of professional experience as a lecturer in economic or social development or other areas relevant to development work;

- Excellent knowledge of socio-economic development situation of Uzbekistan, strong analytical skills and out-of-the-box thinking abilities;

- Demonstrated ability to write clearly and concisely, initiative, diligence at work, sound judgment and ability to perform well under pressure;

- Proficiency in English and fluency in Uzbek and Russian languages.

Specific experience/knowledge on HD will be considered a critical incident for selection, if validated by a recognized certificate/diploma

Post Title: National Consultant (research and training)
Duty Station: Tashkent, Uzbekistan
Duration of Employment: 1 year with possible extension (3 month of initial probation period)
Name of Supervisor: Human Development Coordinator

Background

Human Development (HD) phenomenon is in the center of attention of pubic authorities, international organizations, academic society, media and civil society. This is the approach that underlies all of UNDP's work that goes far beyond the research and advocacy of the global, regional and national HD Reports - it is the main contributor to the theory and practice. It significantly changed the way in which the world nowadays looks at development issues. Human Development approach is taking special attention and significance in Uzbekistan. In 1995 the first National HD Report (NHDR) was produced in Uzbekistan. Since then eight National Reports[8] on priority spheres of state's socio-economic development and HD essential issues have been published. These reports prompted wide discussion about sustainable HD status and trends at the national level.

It is therefore important to acknowledge amongst academia, teachers target groups, civil servants and young people at large the significance of HD concept, how it translates into policy making and practical welfare strategies implementation. Most importantly, there is an emerging need in developing an on-campus academic program concerning human development: its theoretical framework, methodology, measurement and the analysis of policies thought the human development paradigm. This will enable scholars and professionals from diverse fields of expertise gain a solid understanding about human development and its implications so that they become able to design policies guided by the criteria and values of the paradigm.

There is a need for higher education system to train and retrain specialists in such areas as economy, management, social and political sciences in order to prepare qualified experts in teaching human development.

Duties & Responsibilities

Under the direct supervision of Human Development Coordinator incumbent is involved in raising awareness of HD discipline (Masters and Bachelors program) of the University of World Economy and Diplomacy (UWED), conducting ToT training summer course 2008 and assisting in development of the HD Resource Center.

Description of Work:

- Assist the Human Development Coordinator in research activities and developing training materials for enhancing the skills of lecturers to teach HD concept;

- Participate in preparation of the HD Primer for Uzbekistan in terms of compiling and editing/advancing its content.

- Serve as focal point in organizing summer school ToT (training of trainers) in 2008

- Assist in conducting minimum one workshop, round table or conference aimed at raising awareness between various stakeholders and furtherance of the HD course to other target groups (State universities top management and leading lecturers, HD course pioneers in CIS region, line Ministries and other interested partners including development donor organizations);

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[8] http://www.undp.uz/en/publications/?type=8

- Promote HD concept by assisting in setting up the first National HD Resource Center and HD website with affiliated HD e-learning center
- Assist in advocacy and mass media outreach activities, write success stories and ensure PR coverage on HD teaching activities;
- Perform other duties as required

Qualification Requirements:

- Post graduate academic degree, preferably in development studies, economics, social sciences, public or business administration;
- At least 3 years of progressive practical experience and skills in conducting research studies and organizing training programs in areas relevant to development work;
- Ability to write publicistic articles on the professional level;
- Demonstrated ability to write clearly and concisely, initiative, diligence at work, sound judgment and ability to perform well under pressure;
- Profound computer proficiency, ability to use information and communication technology as a toll and resource
- Proficiency in English and fluency in Uzbek and Russian languages.

Working experience with UNDP or other international organizations is an asset

Specific experience/knowledge on HD will be considered a critical incident for selection, if validated by a recognized certificate/diploma

United Nations Development Programme

Introducing and Advancing the Potential of Educational Establishments for Teaching Human Development Approach

DETAILED BUDGET

Core project Staff

Budget line	Description	Contract type	Responsibility / Area (brief description)	2008	2009	2010	2011	Total amount
71400	Local core staff			**9,800**	**16,300**	**17,000**	**6,000**	**48,300**
	National Consultant (scientific and methodological base component)	SC	See TOR (full time recruitment 2008 – 2011)	5,000	9,000	9,000	3,000	
	National Consultant (training component)	SC	See TOR (full time recruitment 2008 – 2011)	3,600	5,500	6,000	2,000	
	HD Resource Center Assistant	SC	See TOR (full time recruitment 2008 – 2011)	1,200	1,800	2,000	1,000	