UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
UZBEKISTAN

Project Title:	Strengthening civic space and voice of women and youth to enhance the role of Anti-Corruption Agency in Uzbekistan
Project / Output Number:	00120483 / 00116672
Implementing Partner:	Anti-Corruption Agency of Uzbekistan
Start Date: 23/11/2021	End Date: 30/11/2022 PAC Meeting date: 23/11/2021

Brief Description

The project aims to resolve the key two-dimensional development challenge to fight corruption in Uzbekistan, from the supply and demand side. On the one hand, on the supply side, the proposal will support strengthening the regulatory and institutional capacity of the Anti-corruption Agency (ACA) of Uzbekistan to carry out its mandate (including legislative drafting, policy and strategies development, as well as enforcement of anti-corruption strategies, management and monitoring of the asset declarations system), while advocating for and building collective action against corruption through wide anti-corruption partnerships and strong normative constraints.

The support will be embedded in capacity building efforts of the agency with a focus to promote voice for the most affected and left behind groups, including women, youth, PWD, elderly, and others. On the other hand, on the demand side, the project will support to generate public demand for integrity within anti-corruption civic space consisting of civil society organizations, media, community groups in their capacity of anti-corruption watchdogs, which will exercise public oversight over ACA and other government agencies, but at the same time observe its operational autonomy and ability to function free from any undue influence and without political interference, and overcome resistance of corrupt individuals and organizations.

Emphasis will be given to promoting gender equality and women empowerment in all activities, particularly the application of innovative solutions on reducing red tape and corruption in public services provision, non-discrimination in civil service recruitment, use of gender-disaggregated data, gender-responsive budgeting and procurement; as well as applying the more inclusive approach in public consultations, promoting investigative data journalism and whistle-blower protection tools. The focus of this project will be on the services related to social, economic and reproductive rights of women with the further possibility to replicate positive experiences to other groups left behind. A gender marker GEN3 is proposed for the current intervention as it is expected to significantly contribute towards gender equality.

UNDP SP 2022-2025: 6.2 Women's leadership and participation advanced through implementing affirmative measures, strengthening institutions and civil society, and addressing structural barriers, in order to advance gender equality, including in crisis contexts **UNSDCF 2021-2025** (United Nations Sustainable development Cooperation Framework): **Outcome 1.** By 2025, all people and groups in Uzbekistan, especially the most vulnerable, demand and benefit from enhanced accountable, transparent, inclusive and gender-responsive governance systems and rule of law institutions for a life free from discrimination and violence. **Output 1.1**: Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors, expand access to justice and enhance social cohesion. **Gender marker**: GEN 3	**Total resources required:**		USD 224,000
	Total resources allocated:		USD 224,000
		UNDP FW	USD 224,000
		UNDP TRAC	
		Government	
		In-kind	
	Unfunded		

AGREED BY:

UNDP	Anti-Corruption Agency of the Republic of Uzbekistan
DocuSigned by: *Matilda Dimovska* 92E534FAA99B495... **Ms. Matilda Dimovska,** **UNDP Resident Representative** **in Uzbekistan**	_____ **Mr. Akmal Burhanov,** **Director, Anti-Corruption Agency** **of the Republic of Uzbekistan**
Date: _____	Date: _____

DocuSigned by:

Nariman Muradasilou

B95BBC082761486...

Content

I. DEVELOPMENT CHALLENGE

Since 2017, Uzbekistan has been implementing several reforms in the area of anti-corruption, which have resulted in significant improvement in the institutional and policy framework to fight corruption in the country. An important milestone of this reform was the creation of the Anti-corruption Agency of Uzbekistan (ACA) in 2020, a full-fledged independent authorized body for anti-corruption in accordance with the UN Convention against Corruption (UNCAC).

However, despite significant achievements, the results of the anti-corruption reforms show that Uzbekistan has still a long way to go in curbing corruption and restoring citizens' trust and confidence in government institutions, as some commitments and challenges are still to be met. The key development challenge in this area is two-dimensional and is driven by the factors in both the supply and demand side of the anti-corruption agenda.

On the one hand, **it is critical to ensure that the ACA has strong legal and institutional capacity to carry out its mandate:** as a new institution, it lacks resources in areas it needs most, e.g. in legislative drafting, designing anti-corruption strategies and programs, enforcing anti-corruption legislation and policies, facilitating inclusive, gender-responsive action against corruption and joint advocacy (building a social anti-corruption partnership and strong normative constraints), which focuses on engaging and enhancing the role women, youth and the most vulnerable and marginalized stakeholders (PWD, elderly, and others);

On the other hand, **it is equally important to support in nurturing public demand for integrity through creating anti-corruption civic space** consisting of civil society organizations, women NGOs, media, social communities that would play the role of anti-corruption watchdogs and serve as a bulwark and support for progressive reforms of the ACA, but at the same time observe its operational autonomy and ability to function free from any undue influence and without political interference, and overcome resistance of corrupt individuals and organizations. The voice and role of women and youth, and the groups most vulnerable to corruption (PWD, elderly, and others) should be strengthened.

The study coordinated by the Huairou Commission and commissioned by the UNDP identifies four intertwined areas in which women are subjected to corruption: 1) when accessing basic services, markets, and credit; 2) while engaging in politics; 3) in situations where women's rights are violated (e.g., trafficking and sexual extortion); and 4) negligence and/or mismanagement[1]. Similar Policy Research Working Paper of the World Bank "Dynamic Relationship between Corruption and Youth Unemployment: Empirical Evidences from a System GMM Approach" finds that the development of corruption practices tends to significantly increase the unemployment rate among youth.[2] Transparency International Review "Corruption and Marginalization" looks more in detail how the marginalized groups exposed to discrimination to access justice and public services, or to participate meaningfully in politics and business, that the costs of corruption can be cumulative: if an individual is a member of multiple marginalised groups, they may be even more exposed to extortive forms of corruption.[3]

II. STRATEGY

The project will adopt an integrated, multidimensional, preventive, inclusive, gender-sensitive and people-centred approach building on the current political momentum. It will leverage innovation and digitalization with focus on engaging and empowering women, youth, and the most vulnerable and marginalized communities, at the same time demonstrating complementarity with other partners (donors) interventions,

---

[1] https://www.undp.org/content/dam/undp/library/Democratic%20Governance/Anti-corruption/Grassroots%20women%20and%20anti-corruption.pdf

[2] https://openknowledge.worldbank.org/handle/10986/25158

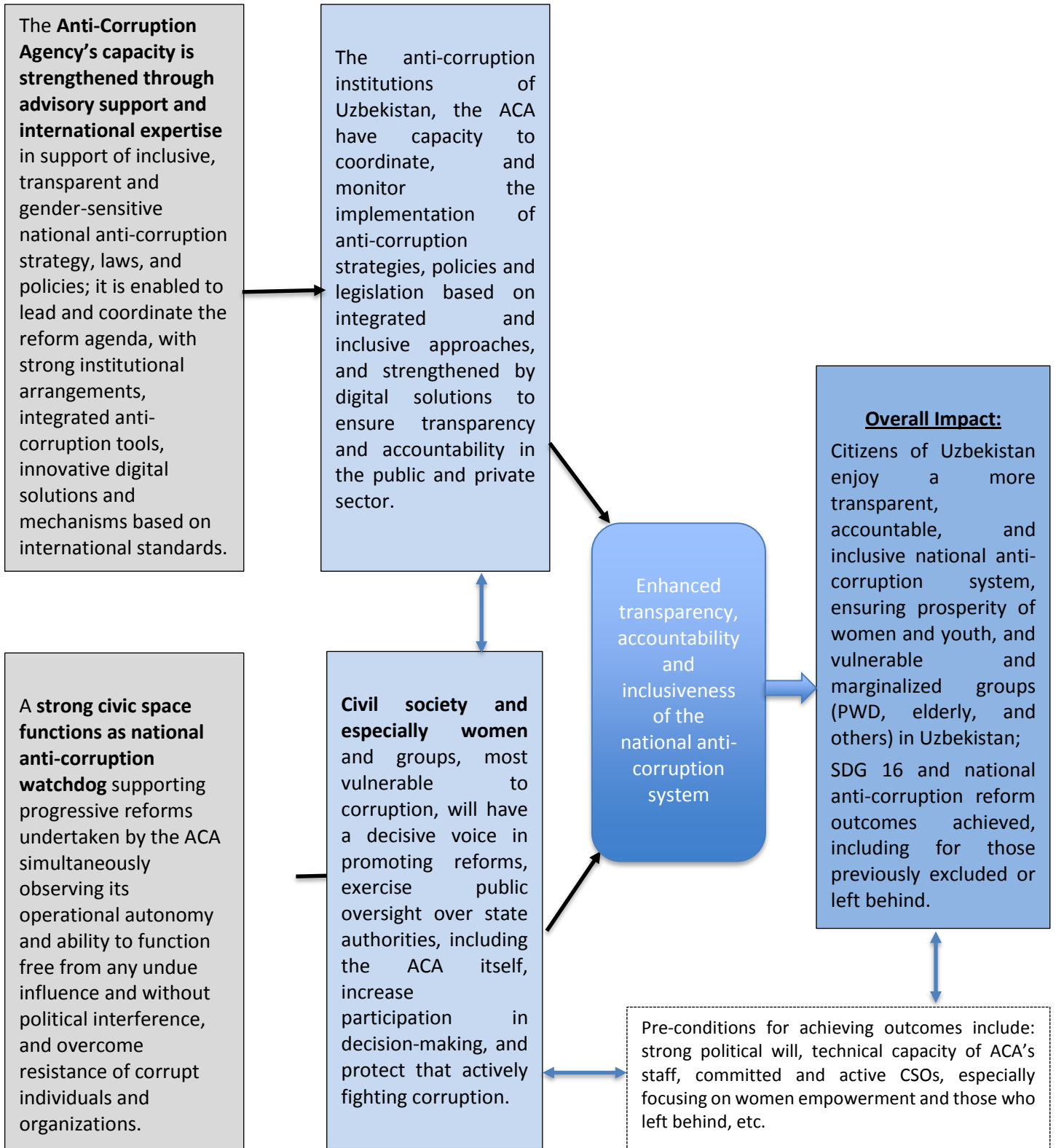[3] https://knowledgehub.transparency.org/helpdesk/corruption-and-marginalisation

investment, and financing streams. The project will draw on global expertise and best practices on anti-corruption, particularly through policy and advisory support from UNDP's Global Anti-Corruption for Peaceful and Inclusive Societies (ACPIS) Project and UNDP Istanbul Regional Hub, and build on the previous experience of UNDP PCEAT project, extensive engagement in anti-corruption work in Uzbekistan, as well as lessons learned from previous interventions, including the need to focus on gender equality and benefits for the most vulnerable and marginalized communities, including those in remote rural areas, and civic space at large.

To achieve results commensurate with the Gender Marker 3, the project will integrate gender-sensitive approaches in the design and implementation of the anti-corruption policies in Uzbekistan, ensuring women not only equally benefit from the capacity-building activities implemented, but are also engaged as active agents for change and inclusion. Where relevant, the project will use quotas for women's participation in the project's activities, deliver targeted messaging to ensure women's interest and decision-making in project activities. Tools and manuals developed under the Project will use gender analysis, collection and the use of data disaggregated by sex and age, as well as gender-sensitive studies, guidelines, and checklists. Local expertise on gender impact analyses will be used, building local alliances to empower local women groups. Activities targeted specifically at women will be also prioritised. Monitoring and evaluation activities will also incorporate gender-impact analysis methodologies.

Theory of change diagram

The **Anti-Corruption Agency's capacity is strengthened through advisory support and international expertise** in support of inclusive, transparent and gender-sensitive national anti-corruption strategy, laws, and policies; it is enabled to lead and coordinate the reform agenda, with strong institutional arrangements, integrated anti-corruption tools, innovative digital solutions and mechanisms based on international standards.

The anti-corruption institutions of Uzbekistan, the ACA have capacity to coordinate, and monitor the implementation of anti-corruption strategies, policies and legislation based on integrated and inclusive approaches, and strengthened by digital solutions to ensure transparency and accountability in the public and private sector.

Enhanced transparency, accountability and inclusiveness of the national anti-corruption system

Overall Impact:
Citizens of Uzbekistan enjoy a more transparent, accountable, and inclusive national anti-corruption system, ensuring prosperity of women and youth, and vulnerable and marginalized groups (PWD, elderly, and others) in Uzbekistan;

SDG 16 and national anti-corruption reform outcomes achieved, including for those previously excluded or left behind.

A **strong civic space functions as national anti-corruption watchdog** supporting progressive reforms undertaken by the ACA simultaneously observing its operational autonomy and ability to function free from any undue influence and without political interference, and overcome resistance of corrupt individuals and organizations.

Civil society and especially women and groups, most vulnerable to corruption, will have a decisive voice in promoting reforms, exercise public oversight over state authorities, including the ACA itself, increase participation in decision-making, and protect that actively fighting corruption.

Pre-conditions for achieving outcomes include: strong political will, technical capacity of ACA's staff, committed and active CSOs, especially focusing on women empowerment and those who left behind, etc.

The proposed project is anchored on the **Theory of Change** that the national anti-corruption ecosystem in Uzbekistan could be strengthened:

If the **Anti-Corruption Agency's capacity is strengthened through advisory support and international expertise** in support of inclusive, transparent and gender-sensitive national anti-corruption strategy, laws, and policies; enabling the Anti-corruption Agency to lead and coordinate the reform agenda, with strong

institutional arrangements, integrated anti-corruption tools, innovative digital solutions and mechanisms based on international standards,

If a **strong civic space functions as national anti-corruption watchdog** supporting progressive reforms undertaken by the ACA simultaneously observing its operational autonomy and ability to function free from any undue influence and without political interference, and overcome resistance of corrupt individuals and organizations,

Then the anti-corruption institutions of Uzbekistan the ACA will have capacity to coordinate, and monitor the implementation of anti-corruption strategies, policies and legislation based on integrated and inclusive approaches, and strengthened by digital solutions to ensure transparency and accountability in the public and private sector.

Then, civil society and especially women and groups, most vulnerable to corruption, will have a decisive voice in promoting reforms, exercise public oversight over state authorities, including the ACA itself, increase participation in decision-making, and protect that actively fighting corruption.

Leading to a more transparent, accountable, and inclusive national anti-corruption system, ensuring prosperity of women and youth, and vulnerable and marginalized groups (PWD, elderly, and others) in Uzbekistan.

Leading to the achievement of SDG 16 and national anti-corruption reform outcomes, including for those previously excluded or left behind.

III. RESULTS AND PARTNERSHIPS

Expected Results:

The key expected **output** of the project is enhanced transparency, accountability, and inclusiveness of the national anti-corruption system, which will contribute to the creation of a coherent and inclusive ecosystem through:

- Improved policy making role and capabilities of ACA to develop and implement national inclusive and gender-sensitive anti-corruption policy;
- Empowered and strengthened civic engagement of women, youth, the elderly and people with disabilities, among others, to: exercise public oversight over state authorities, including the ACA; increase participation in decision-making; protect that actively fighting corruption; and ensure a greater public awareness to foster zero-tolerance towards corruption.

This output will be achieved through the following activities.

ACTIVITY 1: Institutional capacity and policy-making role of ACA is enhanced to implement a national inclusive, transparent and gender-sensitive anti-corruption strategy, policy measures and legislative framework in line with best international practices, benefiting all population groups equally by leveraging innovative and digital solutions in the public and private sectors.

This result will be achieved through implementing the following activities:

Activity 1.1. Support ACA to design and implement digital anti-corruption tools and innovative gender-sensitive solutions to prevent corruption in the public and private sectors, while ensuring inclusiveness and the benefit of women and youth, vulnerable and marginalised groups.

Activity 1.2. Provide analytical support for the development of the inclusive and gender-sensitive National Anti-corruption Strategy, in line with UNCAC and other relevant international standards, international human rights law and CEDAW requirements,

Activity 1.3. Support the drafting of the new laws and acts in the area of Civil Service, Lobbying activities, conflict of interests, integrity standards, anti-corruption compliance system with special emphasis on gender equality and women's empowerment, equal and non-discriminative approach to people with disabilities, youth inclusive policies.

Activity 1.4. Support ACA to put in place sustainable mechanisms for an inclusive and transparent consultative process to develop legal documents and the National Anti-Corruption Strategy, including through consultations with national stakeholders, development partners, private sector, civil society, youth organizations, women organizations, DPOs and media.

Activity 1.5. Provide specialized training on teaching methods and techniques for integrating a gender-sensitive and human rights-based approach into legal and regulatory drafting processes for the ACA units, which are responsible for their drafting, as well as into all work processes.

Activity 1.6. Provide specialized subject matter expertise (including for development of manuals, toolkits, handbooks, infographics, etc.) on specific areas of anti-corruption legislation the Project focuses on (gender mainstreaming in prevention of corruption, media and CSO investigative and watchdog activities, using open data, whistle-blower protection, etc.).

ACTIVITY 2: Civil society organizations focusing on gender issues, women's movements and media are empowered and strengthened to exercise public oversight over state authorities providing the most in-demand public services for women; test whistle-blower protection mechanisms and tools; and ensure greater public awareness to foster zero-tolerance towards corruption.

This result will be achieved through implementing the following activities:

Activity 2.1. Conduct a series of educational and awareness-raising activities including through PR and outreach campaigns and small grants programs with the use of UNDP LVG instrument, targeting engagement of women-led NGOs, movements, and companies, civil society organizations, and media to exercise public oversight over specific areas of the public sector where women are widely subjected to corruption.

Activity 2.2. Organize capacity development activities, including training for women's organizations, media, social communities, on tools to integrate anti-corruption components into their activities, including testing whistle-blower protection mechanisms. Prioritize organizations working with women, youth, vulnerable and marginalized groups.

Activity 2.3. Strengthen civil society engagement and coordination of civic initiatives on countering corruption through promotion and advocacy of standards, methods and techniques of public/civic oversight and monitoring activities in the sphere of public procurement related to socio-economic and reproductive rights of women, conflict of interests, asset declarations, as well as on standards and methods of investigative/data journalism, whistleblowers protection mechanisms and media development, including on women human rights protection in courts and administrative bodies.

Resources Required to Achieve the Expected Results

Support from the Funding Windows will be critical to building on the existing momentum and political will to advance anti-corruption reform and build strong independent, resilient anti-corruption institutions – the Anti-Corruption Agency, while also developing the enabling environment to support its independence and effective functioning. The project will draw on global expertise and best practices on anti-corruption, particularly through policy and advisory support from UNDP's Global Anti-Corruption for Peaceful and Inclusive Societies (ACPIS) Project and UNDP Istanbul Regional Hub, and build on the previous experience of the UNDP PCEAT project, extensive engagement in anti-corruption work in Uzbekistan, as well as lessons learned from previous interventions, including the need to focus on gender equality and benefits for the most vulnerable and marginalized communities, including those in remote rural areas.

For timely implementation of project activities within allocated budget, established timeframe and with due quality, handling day-to-day management of activities, a Project Manager and AFA will be recruited according to the UNDP procedures with the allocation of funds for labour remuneration.

Partnerships

UNDP will engage in active partnership with relevant development partners, international organizations and experts to advance the anti-corruption agenda and build strong independent institutions. The project will be catalytical given several development partners exploring opportunities to engage in supporting anti-corruption reforms, including the EU, Switzerland, US among others. Complementarity will be ensured by leading and joining various coordination efforts, engaging with such organizations as UNODC, OSCE, OECD, GIZ, USAID, NGO Regional Dialogue and others.

The project will also build partnerships with media, civil society, academia, women, youth, and most vulnerable to corruption groups (PWD, elderly, and others); engaging them in the design and implementation of specific activities and thus contributing to the sustainability of the proposed interventions.

Risks and Assumptions

Risk	Likelihood	Impact	Risk mitigation	Post-mitigation severity
Risk 1. Difficulties with finding relevant civil society organizations, activists, media, who would be interested to address anti-corruption, in particular among those who protect the interests of the most vulnerable people.	Low	high	The Project will conduct outreach and networking activities, consultations with national stakeholders, development partners, private sector, civil society, youth organizations, women organizations, DPOs and media to advocate for their engagement in these activities. New partnerships with interested civil society organizations will be promoted.	medium
Risk 2. Staff turnover in ACA, government agencies and replacement of focal points (both at the management and working level) may lead to delays in delivery	medium	medium	The project will be implemented in close consultation with ACA and national partners to ensure institutional memory and the continuity of transferring knowledge and skills	low
Risk 3. Resistance from other partners to "agenda driven by the newly emerged institution - ACA" may turn project efforts counterproductive.	Medium	high	The Project will conduct wide stakeholder consultations, when detailing activities, therefore contributing to wider commitment at institutions' level, rather than individual ones.	medium

Stakeholder Engagement

Considering the importance of a multi-dimensional and cross-sectoral approach to prevent and fight corruption, and the overall goal of the project to provide long-term advisory support to the anti-corruption reform, the project will engage a wide range of stakeholders, including national government institutions, relevant academia, non-government organizations and others.

Public Institutions: National Council on Anti-corruption; Anti-corruption Agency; the Senate, Prosecutor General's Office (PGO); Ministry of Justice; Ministry of Foreign Affairs; State Committee on Women Affairs, Ministry of Internal Affairs; Supreme Court, Ministry for Development of Information Technology and Communication; Ministry of Higher and Secondary Special Education, Ministry of Public Education, and Ministry of Finance.

Academia: Tashkent State University of Law; the Academy of PGO, the Academy for Public Administration under the President of the Republic of Uzbekistan.

Research Institutions/Civil society organizations: Institute for Parliamentary Studies; NGO "Development Strategy" Center; "Yuksalish" Movement; Association of Businesswomen, Tashkent City Center for Rehabilitation and Adaptation of Women Affected by Violence, Center for Development of Civil Society; Public Foundation for Support of Non-Governmental Non-Commercial Organizations and other Civil Society Institutions and activists.

The project will target the following groups:

1. Users of public services: women, youth and vulnerable groups living in poverty, people with disabilities, elderly who will benefit from the quality of public services free of corruption.
2. CSOs, NGOs and media representatives, who will benefit from the improving policy and enabling environment to operate on issues of prevention of corruption and awareness raising on zero tolerance on corruption.
3. Students and lecturers in the high schools, colleges and universities, who will benefit from the updated anti-corruption curriculum and training courses.
4. Civil servants in public sectors, who will benefit from civil service and anti-corruption legislation, institutional and functional arrangements on prevention of corruption.

South-South and Triangular Cooperation (SSC/TrC)

This initiative will contribute to knowledge exchange and cooperation between the anti-corruption institutions in Central Asia and beyond. Noting that corruption often has transnational ramifications, this will also have practical benefits in terms of assisting countries to work together more effectively in tackling transnational corruption cases.

Sustainability and Scaling Up

The project was designed in close cooperation with the ACA, which is strongly committed to the proposed activities. The objectives pursued by the project represent a key reform priority for the Government and are reflected in the UNDP Country Programme Document for 2021-2025. The project has been developed according to the best-researched evidence-based approach, considering the lessons learned from programmes/projects of similar complexity.

As the Project aims to invest in systems, processes, internal policies and standards, and a broader enabling environment, the investment will stay with the public institutions and staff. Software and equipment, while representing less than 30% of the total project amount, and thus selected strategically, will stay operational within the key government anti-corruption institution contributing to their effective work based on modern e-tools. In the process of implementing the interventions, together with the ACA, regulatory and organizational measures will be taken to institutionalize the results, consolidate the implemented tools and solutions as working on a permanent basis, resistant to change, systems that do not depend on the human factor.

Moreover, the Project will involve civil society institutions, mass media and public activists, raising their capabilities to monitor the progress of the reforms, sensitize the public of any efforts to abolish, cancel or

suspend the reforms initiated. Through the wide advocacy campaigns, the proposal will build an educated public opinion, contributing to rooting the irreversibility of the reform agenda.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project implementation will be conducted in an efficient manner, ensuring an innovative pan-governance approach and implementing in a coherent and synergetic manner anti-corruption support and governance reforms programming. Through this integrated approach, efficiencies of scale will be ensured, maximising results delivery with the limited available resources.

Within many previous joint initiatives and projects, UNDP had already effectively cooperated with the Anticorruption Agency and all other partners of the project, including through the joint project "Prevention Corruption through Effective, Accountable and Transparent Governance Institutions in Uzbekistan" (PCEAT) and IP "Anticorruption Agency Capacity Building" (AACB) projects that are being undertaken now.

The new project strategy is built on the knowledge, experience, lessons learned and findings gained through previous and ongoing projects of UNDP in anticorruption, rule of law, e-Governance, private sector development, trade and investment, civil service development, public services delivery, think-tank development, lawmaking, rule-making, regulatory impact assessment, public administration, rule of law and justice. The project focus areas and planned activities are aligned to the needs of the national partner that were also proposed and discussed at a number of meetings on the PCEAT and IP AACB projects. The full UNDP support to National Implementation Modality (NIM) has been selected in order to strengthen the local ownership and further foster engagement of national authorities in the new project planning and execution.

UNDP will be working on aid coordination among other international organizations within regular meetings with participation of all major actors involved in supporting project activities to identify synergies and avoid overlaps

The theory of change analysis described above will be used to explore different options to achieve the maximum results with available resources, as well as a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives and projects will base the strategy to deliver maximum results with available resources. The PCEAT and IP AACB projects' implementation experience, lesson learnt, gaps and successes analysis will ensure knowledge brokering for ensurance of proposed project effectiveness

Project Management

The project activities will be implemented according to the UNDP procedures for national implementation (NIM) with CO support. The project will be implemented jointly by the UNDP and Anti-Corruption Agency of Uzbekistan, in close coordination with relevant line ministries, and other national stakeholders. The ACA will appoint a **National Project Coordinator** to provide strategic guidance to the project**.** The project will be physically located in the Tashkent city.

The Project will be managed at the highest level by the **Project Board**, who will provide strategic guidance, oversee project implementation and will be responsible for making consensus-based decisions for the Project, including the changes to the Project strategy and/or budget, when guidance is required by the Project Manager (PM), including approval of project plans and revisions. The Project Board decisions should be made in accordance with standards that shall ensure best value for money, fairness, integrity, transparency and effective international competition.

The **Project Manager** has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The PM is responsible for day-to-day management and

decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Project Assurance is the responsibility of each Project Board member; however, the role can be delegated. In addition, several short-term national and international experts will be deployed to support specific aspects of the project implementation.

Country Office support

UNDP Country Office will provide the following support services for the project activities:

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

When providing the above support services, the UNDP Country Office will recover the costs for providing Implementation Support Services on the basis of staff workload study and time, allocated by CO staff. 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.

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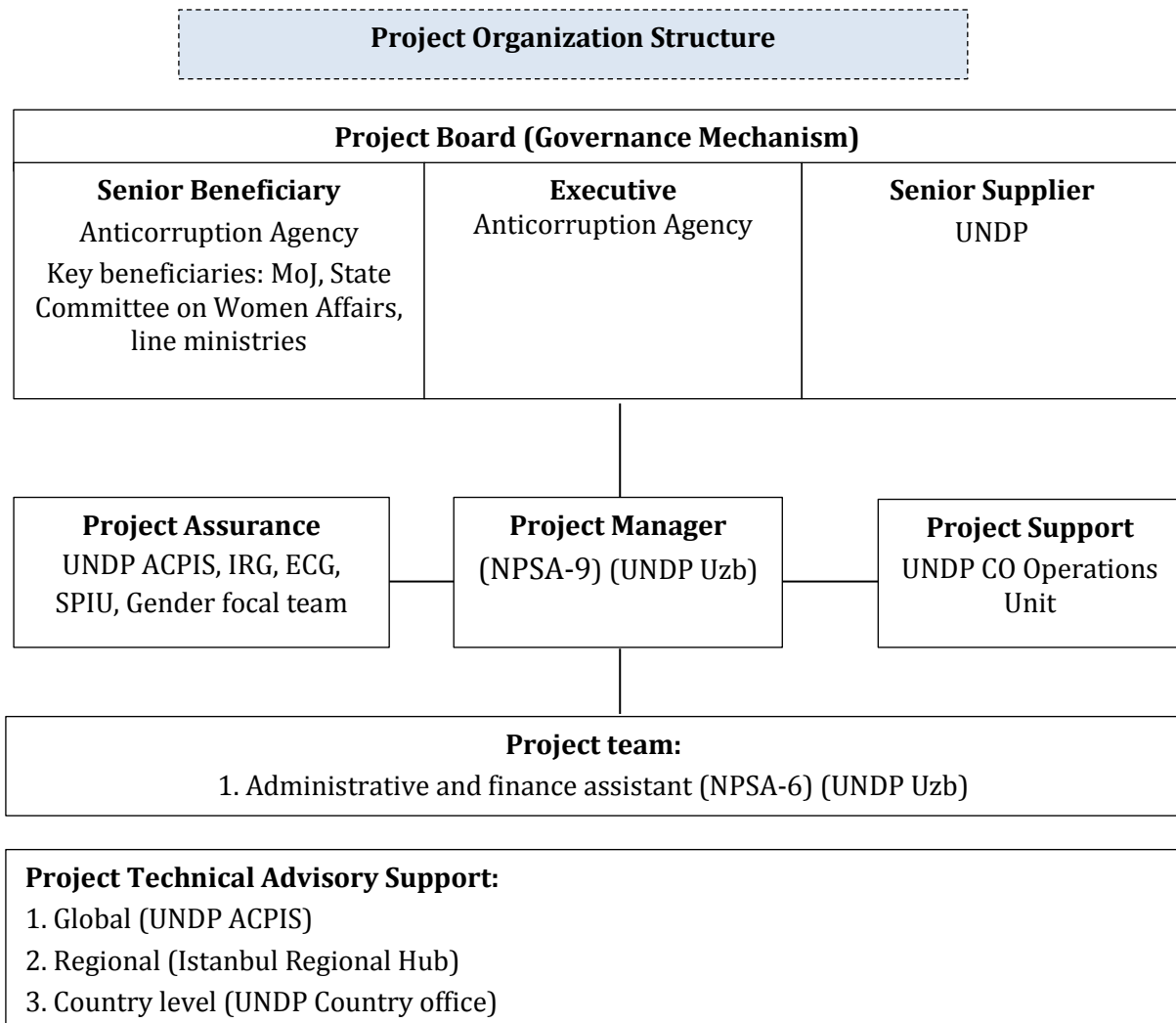
Audit Arrangements

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

Use of institutional logos on project deliverables

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

V. Governance and Management Arrangements

Project Organization Structure

Project Board (Governance Mechanism)		
Senior Beneficiary Anticorruption Agency Key beneficiaries: MoJ, State Committee on Women Affairs, line ministries	**Executive** Anticorruption Agency	**Senior Supplier** UNDP

Project Assurance UNDP ACPIS, IRG, ECG, SPIU, Gender focal team	**Project Manager** (NPSA-9) (UNDP Uzb)	**Project Support** UNDP CO Operations Unit

Project team: 1. Administrative and finance assistant (NPSA-6) (UNDP Uzb)

Project Technical Advisory Support: 1. Global (UNDP ACPIS) 2. Regional (Istanbul Regional Hub) 3. Country level (UNDP Country office)

The Project Board will be co-chaired by the Director of the Anticorruption Agency (ACA) and the UNDP Resident Representative. The Project Board will be responsible for making by consensus management decisions for the project when guidance is required by the Project Manager, including recommendation for UNDP/ACA approval of project workplans, budget and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure best value for money, fairness, integrity transparency and effective international coordinating. Detailed roles and responsibilities of the Project Board are provided in Annex 2 of this Project Document. This Board contains three roles, including:

1) **An Executive**: Anticorruption Agency representing the project ownership.

2) **Senior Supplier**: UNDP Resident Representative (CO Uzbekistan) representing the interests of the parties concerned which provide funding and/or technical expertise to the project (UNDP CO, UNDP ACPIS and UNDP Istanbul Regional Hub). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.

3) **Senior Beneficiaries**: Anticorruption Agency, Ministry of Justice and line ministries 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. To benefit from inputs and expertise of

international organizations, the Project Board may invite UNODC, EU, and other relevant partners to join the Board as observers.

Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. UNDP will have a key role in the quality assurance of the project, including from ACPIS, Regional Hub and CO Uzbekistan. The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the project. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

The Project Board will convene to hold regular project reviews to assess the performance of the project, achievement of targets and review of the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In advance of such meetings, UNDP shall provide an Annual Status Report on the project's progress and financial expenditures/budget.

VI. Results Framework

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: Outcome 1 of UNSDSF Uzb: By 2025, all people and groups in Uzbekistan, especially the most vulnerable, demand and benefit from enhanced accountable, transparent, inclusive and gender-responsive governance systems and rule of law institutions for a life free from discrimination and violence.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Rating of Uzbekistan on the corruption perception index Transparency International (NSDG 16.5.1.3): Baseline: 153 out of 180 (2019); Target: TBD   **CPD 2021-2025: Output 1.1**: Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors, expand access to justice and enhance social cohesion.   CPD Output Indicator 1.1.1: Level of implementation of OECD anticorruption network's recommendations   Baseline (2020): 0%   Target (2025): 80%

Applicable Output(s) from the UNDP Strategic Plan for 2022-2025:   **Strategic Plan OUTCOME 1. Structural transformation accelerated, particularly green, inclusive, and digital transitions.**   **Strategic Plan OUTCOME 2. No-one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.**   2.2 Civic space and access to justice expanded, racism and discrimination addressed, and rule of law, human rights and equity strengthened   6.2 Women's leadership and participation advanced through implementing affirmative measures, strengthening institutions and civil society, and addressing structural barriers, in order to advance gender equality, including in crisis contexts

Project title and Atlas Project Number: Strengthening civic space and voice of women and youth to enhance the role of Anti-Corruption Agency in Uzbekistan

EXPECTED OUTPUTS	OUTPUT INDICATORS[2]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year 2021	2022	FINAL	
Output 1. Enhanced transparency, accountability, and inclusiveness of the national	*1.1 Number of policy, legal and regulatory acts developed with the integration of inclusive approach, gender equality and human rights components.*	*Government Reports*	Number	0	*At least 5 documents*	5	*MoJ, ACA Report*

15

anti-corruption systems through: - Improved policy making role and capabilities of ACA to develop and implement national inclusive and gender-sensitive anti-corruption policy - Empowered and strengthened civic engagement of women, youth, marginalized and vulnerable groups to exercise public oversight over state authorities, including the ACA; and raise awareness to foster zero-tolerance towards corruption.	*1.2 Number of capacitated CSOs focusing on gender issues, women's movements, civil activists and journalists through integration of gender related anticorruption into their activities and programmes.*	*Government, UNDP Reports*	Number	*0*	*At least 10 CSOs/NGOs/ media*	*10*	*UNDP Project Reports*

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

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

VII. MONITORING AND EVALUATION

Systematic monitoring and reporting will be an essential Project management function with a view to guiding and adjusting Project implementation, identifying good practices, as well as to respond to challenges and risks. The project will be subject to UNDP's monitoring and evaluation procedures. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

- Quarterly monitoring and update of relevant corporate tracking documents
- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format covering the whole year 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.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Quarterly	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used

			to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least quarterly	Performance data, risks, lessons and quality will be discussed by the steering committee and used to make course corrections.
Project Report	A progress report will be presented to the Steering Committee key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly and at the end of the project implementation (final report)	
Project Review (Steering Committee)	The project's Steering Committee will hold regular project reviews to assess the performance of the project and review the Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Steering Committee shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Quarterly	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

VIII. MULTI-YEAR WORK PLAN

Period: 2021-2022

EXPECTED OUTPUTS *And baseline, indicators including annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		2021 Q4	2022 Q1	2022 Q2	2022 Q3		Funding Source	Budget Description	Amount USD
Output 1: Enhanced transparency, accountability, and inclusiveness of the national anti-corruption systems through: - Improved policy making role and capabilities of ACA to develop and implement national inclusive and gender-sensitive anti-corruption policy - Empowered and strengthened civic engagement of women, youth, marginalized and vulnerable groups to exercise public oversight over state authorities, including the ACA; and raise awareness to foster zero-tolerance towards corruption *Indicators:* *1. Number of policy, legal and regulatory acts developed with integration of inclusive approach, gender equality and human rights components.* *Baseline: 0* *Targets: at least 5 documents* *2. Number of capacitated CSOs focusing on gender issues, women's movements, civil activists and journalists through integration of gender related*	**Activity 1.** Developing institutional capacity and policy-making role of ACA to implement national inclusive, transparent and gender-sensitive anti-corruption strategy, policy measures and legislative framework in line with best international practices, benefiting all strata of the population, including women and youth, vulnerable and marginalized groups with leveraging innovative and digital solutions in the public and private sectors. - Support implementation of digital anti-corruption tools with the focus on gender related indicators. - Provide analytical support for inclusive, gender-sensitive development of the National Anti-Corruption Agency, and other legal documents, ensuring gender expertise and participation of women's movements and activists. - Conduct training and technical advance for the integration of gender-sensitive and human-rights based approaches in legal/regulatory drafting.	X	X	X	X	ACA	UNDP	Contract. Serv./local, internat.. consult	80,000

anticorruption into their activities and programmes *Baseline: 0* *Targets: at least 10 CSOs//NGOs, media* *Related CP outcome:* *Gender marker: GEN 2*	**Activity 2:** Empowering and strengthening civil society organizations focusing on gender issues, women's movements and media to: exercise public oversight over state authorities providing the most in-demand public services for women; test whistle-blower protection mechanisms and tools; and ensure greater public awareness to foster zero-tolerance towards corruption. - Conduct educational and awareness raising activities, including through PR and outreach campaigns and small grants programs, targeting engagement of CSOs, focusing on gender issues, women's movements and media empowering women, youth, media to foster zero tolerance to corruption; - Organize capacity development activities focusing on gender issues , including trainings for CSO, women and youth on effective integration and use of anti-corruption components in their activities - Strengthen civil society focusing on gender issues in coordination of the anti-corruption work.	X	X	X	X	ACA	UNDP	Local/intern consult. /contractual services companies, Event management Supplies Small grants	90,000
Project management and coordination costs (project team, including time of gender specialist, DPC /CO etc.)						UNDP		Operational costs	39,346
General Management Support (7% for FWs) (use GMS calculator)									14,654
TOTAL									**224,000**

IX. LEGAL CONTEXT

1. Legal Context:

	Uzbekistan has signed the Standard Basic Assistance Agreement (SBAA)
☐ ☐	Uzbekistan has signed UNSDCF Legal Annex in 2020
2. Implementing Partner:	
☐	Anticorruption Agency of the Republic of Uzbekistan, Government Entity (NIM)

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

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

X. RISK MANAGEMENT

Government Entity (NIM)

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

XI. ANNEXES

1. **Project Board Terms of Reference**
2. **ToRs of Project Team**
3. **On-Granting Provisions Applicable to the Implementing Partner**
4. **Risk Analysis**
5. **SESP -** Social and Environmental Screening
6. **PCAT-** Capacity Assessment
7. **Letter of agreement** for provision of support services to the project

Annex 1. Project Board Terms of Reference

I. PROJECT BOARD

Overall responsibilities

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/ACA approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Resident Representative. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when (Project Manager tolerances (normally in terms of time and budget) have been exceeded. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans.

It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

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

1) **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 LPAC meeting. Efforts should be made to extent possible to ensure gender balance among the members of the Project Board.

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 LPAC meeting. Efforts should be made to extent possible to ensure gender balance among the members of the Project Board.

I. Specific responsibilities

1. Initiating a project:

▪ Agree on PM's responsibilities, as well as the responsibilities of the other members of the Project Management team;

▪ Delegate any Project Assurance function as appropriate;

▪ Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

2. Running a project:

▪ Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;

▪ Address project issues as raised by the Project Manager;

▪ Provide guidance and agree on possible countermeasures/management actions to address specific risks;

▪ Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;

▪ Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.

▪ Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;

▪ Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.

▪ Review and approve end project report, make recommendations for follow-on actions;

▪ Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;

▪ Assess and decide on project changes through revisions;

3. Closing a project:

▪ Assure that all Project deliverables have been produced satisfactorily;

▪ Review and approve the Final Project Review Report, including Lessons-learned;

Make recommendations for follow-on actions to be submitted to the Outcome Board;

II. EXECUTIVE

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

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

▪ Ensure that there is a coherent project organization structure and logical set of plans

▪ Set tolerances in the AWP and other plans as required for the Project Manager

▪ Monitor and control the progress of the project at a strategic level

▪ Ensure that risks are being tracked and mitigated as effectively as possible

▪ Brief Outcome Board and relevant stakeholders about project progress

▪ Organize and chair Project Board meetings

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

III. SENIOR BENEFICIARY

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. This role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests.

For the sake of effectiveness, the role should not be split between too many people.

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

▪ Ensure the expected output(s) and related activities of the project are well defined

▪ Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective

▪ Promote and maintain focus on the expected project output(s)

▪ Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes

▪ Resolve priority conflicts

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

▪ Specification of the Beneficiary's needs is accurate, complete and unambiguous

▪ Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target

▪ Impact of potential changes is evaluated from the beneficiary point of view

▪ Risks to the beneficiaries are frequently monitored

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

IV. SENIOR SUPPLIER

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

▪ Make sure that progress towards the outputs remains consistent from the supplier perspective

▪ Promote and maintain focus on the expected project output(s) from the point of view of supplier management

▪ Ensure that the supplier resources required for the project are made available

▪ Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes

▪ Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

▪ Advise on the selection of strategy, design and methods to carry out project activities

▪ Ensure that any standards defined for the project are met and used to good effect

▪ Monitor potential changes and their impact on the quality of deliverables from a supplier perspective

▪ Monitor any risks in the implementation aspects of the project

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

V. PROJECT MANAGER

Overall responsibilities

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

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

Specific responsibilities would include:

Overall project management:

• Manage the realization of project outputs through activities;

• Provide direction and guidance to project team/responsible parties;

• Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;

• Identify and obtain any support and advice required for the management, planning and control of the project;

• Responsible for project administration;

• Liaise with any suppliers;

• May also perform Team Manager and Project Support roles.

Running a project

• Plan the activities of the project and monitor progress against the initial quality criteria.

• Mobilize goods and services to initiative activities, including drafting TORs and work specifications;

• Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;

• Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);

• Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;

• Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;

• Be responsible for managing issues and requests for change by maintaining an Issues Log.

• Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;

• Prepare the Annual Review Report, and submit the report to the Project Board and the Outcome Board;

• Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

• Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;

• Identify follow-on actions and submit them for consideration to the Project Board;

• Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;

• Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

VI. PROJECT ASSURANCE

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

Project Assurance has to be independent of the PM; therefore, the Project Board cannot delegate any of its assurance responsibilities to the PM. A UNDP Programme Officer typically holds the Project Assurance role. The implementation of the assurance responsibilities needs to answer the question "What is to be assured?".

The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality:

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

▪ Beneficiary needs and expectations are being met or managed

▪ Risks are being controlled

▪ Adherence to the Project Justification (Business Case)

▪ Projects fit with the overall Country Programme

▪ The right people are being involved

▪ An acceptable solution is being developed

▪ The project remains viable

▪ The scope of the project is not "creeping upwards" unnoticed

▪ Internal and external communications are working

▪ Applicable UNDP rules and regulations are being observed

▪ Any legislative constraints are being observed

▪ Adherence to RMG monitoring and reporting requirements and standards

▪ Quality management procedures are properly followed

▪ Project Board's decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

1. Initiating a project

▪ Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;

▪ Ensure that people concerned are fully informed about the project

▪ Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

2. Running a project

▪ Ensure that funds are made available to the project;

▪ Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;

▪ Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;

▪ Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;

▪ Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;

▪ Perform oversight activities, such as periodic monitoring visits and "spot checks".

▪ Ensure that the Project Data Quality Dashboard remains "green"

3. Closing a project

▪ Ensure that the project is operationally closed in Atlas;

▪ Ensure that all financial transactions are in Atlas based on final accounting of expenditures;

▪ Ensure that project accounts are closed and status set in Atlas accordingly.

VII. PROJECT SUPPORT

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

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

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

Provision of administrative services:

• Set up and maintain project files;

• Collect project related information data;

• Update plans;

• Administer the quality review process;

• Administer Project Board meetings.

Project documentation management:

• Administer project revision control;

• Establish document control procedures;

• Compile, copy and distribute all project reports.

Financial Management, Monitoring and reporting

• Assist in the financial management tasks under the responsibility of the Project Manager;

• Provide support in the use of Atlas for monitoring and reporting.

Provision of technical support services

• Provide technical advices;

• Review technical reports;

• Monitor technical activities carried out by responsible parties.

Annex 2. TORs of project team

1. PROJECT MANAGER
I. JOB INFORMATION

Job title:	Project Manager
NPSA range:	NPSA-9
Project Title/Department:	Strengthening civic space and voice of women and youth to enhance
Duration of the service:	the role of Anti-Corruption Agency in Uzbekistan
Work status (full time / part time):	6 months (with possible extension)
	Full time
Reports to:	Head of Cluster on Effective Governance

II. FUNCTIONS/KEY OUTPUTS EXPECTED

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

• Responsible for day-to-day management, administration and decision-making for the project;

• Oversees strategic planning process for the project and ensures its implementation in accordance with the signed project document;

• Responsible for ensuring 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;

• Organize the procurement of hardware and software on prevention of corruption in response to the needs to the project beneficiaries

• Manage the realization of project outputs through activities;

• Ensures that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);

• Provide direction and guidance to project team(s)/ responsible party (ies);

• Identifies partnership strategies with regard to providers of specialised expertise and possible co-financiers, and leads resource mobilisation for project components;

• Identify and obtain 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;

• Mobilize goods and services to initiative activities, including drafting TORs and work specifications;

• Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the IPSAS;

• Regularly updates project progress information about activities and results against annual targets in Atlas;

• Manage and monitor the project risks as initially identified in the Project Document, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;

• Be responsible for managing issues and requests for change by maintaining an Issues Log;

• Prepare the Quarterly Project Report (progress against planned activities, update on Risks and Issues, expenditures in UNDP format) and Quarterly Operational Report and submit the reports to the Project Assurance team;

• Prepare the Annual Review Report (UNDP format), Project Implementation Report and submit reports to the Project Assurance team;

• Based on the project board meeting minutes and ARR, prepare the Annual Work Plan (AWP) and Annual Plan of Activities and Procurement Plan for the project years;

• 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 project-wide results;

• Monitor financial resources and accounting to ensure accuracy and reliability of financial reports, including proper utilization of funds and delivery, budget revisions, availability of funds, reconciliation of accounts, establishment of internal control mechanisms. Acts as a focal point to liaise with auditors and

ensures follow-up actions. Ensures the accuracy and reliability of financial information and reporting;
• Monitors and facilitates advocacy and mass media outreach activities, writing of success stories, newspapers coverage, PR campaigns;
• Organize workshops, seminars and round tables to introduce project outputs to all stakeholders involved. Render support to related UNDP thematic activities such as publications, sharing of knowledge and group discussions;
• Undertake resource mobilization activities to be built on the project achievement that contribute to project scaling-up and replication
• In cooperation with the UNDP CO and national project experts, develop a suitable project exit strategy during the last year of the project;
• Ensure proper operational, financial and programmatic closure of the project;
• Prepare Final Project Review Reports to be submitted to the Project Board;
• Identify follow-on actions and submit them for consideration to the Project Board;
Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
• Prepare final CDR for signature by UNDP and the Implementing Partner
• Perform other duties related to the scope of work of the PM as required.

III. COMPETENCIES

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

2. Functional Competencies:

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

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

3) Development and Operational Effectiveness
• Ability to organize and complete multiple tasks by establishing priorities;
• Ability to handle a large volume of work possibly under time constraints.

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

5) Leadership and Self-Management

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

IV. QUALIFICATION REQUIREMENTS

Education:	Masters' degree in Law, Public Administration, Public Policy or other related fields;
Experience:	Proven track of at least 4 years of professional experience in project management in the field of governance (anti-corruption), gender equality, youth promotion, public services delivery, rule of law and e-governance. Previous experience in international development organizations would be considered as an asset.
Language Requirements:	Fluency in English, proficiency in Uzbek and Russian
Others:	Ability to use information and communication technology as a tool and resource; Experience in working and collaborating with governments; Initiative and strong leadership skills; Result and client-orientations; Strong analytical, communication, writing, presentation and communication skills; Excellent interpersonal and cross cultural communication skills, ability to work in a team and to work under pressure and with tight deadlines, ethics and honesty;

3. ADMINISTRATIVE / FINANCE ASSISTANT
I. JOB INFORMATION

Job title:	Administrative/Finance Assistant
NPSA range:	NPSA-6
Project Title/Department:	Strengthening civic space and voice of women and youth to enhance the
Duration of the service:	role of Anti-Corruption Agency in Uzbekistan
Work status (full time/part time):	6 months (with possible extension) Full time
Reports to:	Project Manager

II. FUNCTIONS/KEY OUTPUTS EXPECTED

Under the guidance and direct supervision of Project Manager, the Administrative Finance Assistant provides financial services ensuring high quality, accuracy and consistency of work. The Administrative Finance Assistant works in close collaboration with the Government Counterparts, project, operations, and UNDP Programme's personnel in the Country Office to exchange information and ensure consistent service delivery.
▪ Be responsible for office logistics, travel arrangements as well as recruitment/extension/separation of the project personnel;
▪ Encourage awareness of and promotion of gender equality among project staff and partners;
▪ Based on consultations with Project Manager and UNDP Operations Team to perform procurement related operations in accordance with UNDP rules and procedures;
▪ Prepare all financial and administrative documents related to the project implementation in accordance with the UNDP rules and procedures, maintain project's expenditures and commitments shadow budget;
▪ Develop quarterly and annual budget plans for recruitment of personnel; maintain financial records and monitoring systems to record and reconcile expenditures, balances, payments and other data for day-to-day transaction and reports;

▪ Advise and assist Project staff, experts and consultants on all respects of allowances, salary advances, travel claims and other financial and administrative matters, and calculate and authorize payments due for claims and services;

▪ Prepare detailed cost estimates and participates in budget analysis and projections as required to handle all financial operations of the project office, make cash payments and reconcile all accounts in required time frame;

▪ Maintain, update and transmit inventory records of non-expendable equipment in accordance with UNDP rules;

▪ Perform cash custodian's duties being primarily responsible for project's cash disbursements and maintain project's petty cash book and payrolls related to the regional offices;

▪ Ensure leave monitoring of project staff, check the accuracy and proper completion of monthly leave reports;

▪ Analyze the potential problems concerning administrative-financial issues and take respective measures to provide adequate project's resources in time for implementation of the project activities;

▪ Define the cost-effective measures for optimal use of resources of the project;

▪ Ensure full compliance of administrative and financial processes and financial records with UNDP rules, regulations, policies and strategies.

III. COMPETENCIES

Corporate Competencies:

• Demonstrates commitment to UNDP's mission, vision and values;

• Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

Functional Competencies:

• Result-oriented to meet the needs of client;

• Excellent leadership, self-management, communications and presentation skills;

• Good analytical and writing skills;

• Computer literacy and ability to use modern technology and social media as a tool in everyday work;

• Ability to share knowledge and experience;

• Consistently approaches work with energy and a positive, constructive attitude;

• Remains calm, in control and good humored even under pressure;

• Demonstrates openness to change and ability to quick learning;

• Ability to organize and complete multiple tasks by establishing priorities;

• Ability to handle a large volume of work possibly under time constraints;

• Responds positively to feedback and different viewpoints.

Core competencies:

• Demonstrating ethics and integrity;

• Self-development, initiative and,

• Acting as a team player and facilitating team work;

IV. QUALIFICATION REQUIREMENTS

Education:	University degree in Business Administration, Management, Finance and/or Economics;
Experience:	At least 3 years of relevant work experience;
Language Requirements:	Fluency in English and Russian (both written and spoken), knowledge of Uzbek is an asset.
Others:	Ability to use information and communication technology as a tool and resource; Understanding of development issues, human rights (including women's rights), basic gender concepts and gender issues in the country; Knowledge of and experience in gender mainstreaming is an asset; Experience in handling web-based management systems.

Annex 3

<u>On-Granting Provisions Applicable to the Implementing Partner</u>

Whereas the Implementing Partner ("IP") has been selected by UNDP and the Government to undertake grant-making activities under the Agreement in accordance with the Project Document, the IP agrees to be bound by the following additional provisions:

1. **Grant Award Process**

1.1 The IP shall be fully accountable for the completion of all grant making activities in accordance with its financial regulations, rules and policies, to the extent that they are consistent with UNDP's grant policies and Financial Regulations and Rules. If they are not consistent, UNDP's grant policies and Financial Regulations and Rules must be followed.

1.2 The IP shall conduct an assessment of grant recipient proposal(s) against set selection criteria established in the Project Document or in the call for proposals, and shall submit eligible grant proposal(s) to the Project Board or designated grant selection committee for consideration and final selection.

1.3 The IP shall ensure that:

   a. the grant award process is organized in a fully transparent manner that guarantees impartiality and equal treatment to all applicants;

   b. all stages of the grant award process are formally documented through standardized checklists and forms;

   c. grants are awarded in accordance with formal rules of procedure, including adequate due diligence policies and processes;

   d. the evaluation process is based solely on the established criteria for eligibility, selection and exclusion as indicated in the call for proposals;

   e. the grant recipient is duly organized and in good standing in its state/country of organization, as well as the eligibility of activities to be carried out with the grant award;

   f. all applicants are notified in writing of the grant award outcome;

   g. the grant award decision is made public within a reasonable timeframe following its issuance;

   h. grant funds are channeled transparently and effectively to grant recipients;

   i. no grant is awarded retroactively for activities already started or completed at the time of the application; and

   j. procedures are in place (and set forth in any agreements the IP enters into with grant recipients pursuant to this Agreement) to:

      i. recover grant funds unduly paid, and/or to prevent and address irregularities and fraud by the grant recipient; and

      ii. suspend, reduce or terminate the grant if the grant recipient fails to comply with its obligations.

1.4 Funding provided by the IP to any individual grant recipient shall not exceed $150,000 per individual grant and $300,000 on a cumulative basis within the same programme period.

2. Managing and Monitoring Performance of Grant Recipient(s)

2.1 The IP shall supervise and monitor the grant recipient's activities and its achievement of specified results pursuant to the grant proposal selected by the Project Board or designated grant selection committee, including the schedules set forth therein.

2.2 The IP shall measure the grant recipient's performance based on results achieved against agreed performance targets in the grant agreement. Performance shall be monitored and assessed through the progress narrative and financial reports specified in Section 3 below.

2.3 The IP shall ensure that each deliverable for which a grant recipient is responsible for achieving has an effective performance target against which the grant recipient must report periodically and which the IP will monitor through regular reporting, at least on an annual basis.

2.4 UNDP may, during the term of the Agreement, undertake various independent assurance measures (such as spot checks or audits) regarding the IP's activities that are the subject of this Agreement, including monitoring and oversight, as well as independent assurance measures of the Responsible Party (where applicable) and grant recipients' programmatic and financial activities.

3. Reporting and Audit

3.1 The IP shall have in place its own systems to assess and monitor the grant recipient's activities and use of grant funds, including reporting and audit requirements.

3.2 The IP shall ensure the timeliness and accuracy of the grant recipient's reporting in relation to the grant and shall be responsible for the management of the grant recipient's audits. The IP shall determine the frequency of audits of grant recipient(s), evaluate audit quality, and monitor audit findings and any corrective measures to ensure resolution. Notwithstanding the above, UNDP shall have the right to audit or review the IP's and the grant recipient's related books and records as it may require.

3.3 The IP shall consolidate the reporting from grant recipient(s) and submit **annual financial and narrative progress reports** to UNDP no later than 30 days after the end of the year. In the event that the IP engages a Responsible Party to undertake its grant-making obligations and responsibilities (as further described in Section 5 below), the IP shall cause the RP to consolidate the **annual financial and narrative progress reports** from grant recipient(s) and submit the aforementioned to the IP no later than 30 days after the end of the year. The IP will in turn review and submit the consolidated reports to UNDP no later than 45 days after the end of each year.

3.4 The IP shall provide progress reports ("Performance Reports") including financial and narrative information, to UNDP at least 30 days before the expected release of the next tranche or at least annually within 30 days after the end of each year until the activities have been completed. In the event disbursement of funds from UNDP to the IP is to be made quarterly, Performance Reports should be submitted to UNDP on a quarterly basis. The Performance Reports should include a dated certification by the IP's representative with institutional responsibility for financial reporting.

3.5 The IP shall ensure that the grant recipient(s) are audited in accordance with the terms of the relevant agreements. Upon request, the IP shall furnish or cause to be furnished to UNDP a copy of audit reports of the grant recipient(s).

4. Responsibility of the IP

4.1   The IP shall be solely liable for claims by third parties arising from the grant recipient's acts and/or omissions in the course of performing activities under the agreement entered into with the IP pursuant to this Agreement. UNDP shall assume no responsibility for the actions of grant recipients and shall in no way be held liable for third party claims arising therefrom.

5. Engagement of a Responsible Party to Undertake the IP's Grant-Making Responsibilities and Obligations

In the event that the IP engages a Responsible Party ("RP") to undertake its grant-making responsibilities, the IP agrees to the following additional provisions:

5.1   In selecting an RP to undertake the grant-making activities, the IP shall use the same capacity assessment process and due diligence standards applied by UNDP to assess the IP's financial and grant management skills prior to signing this Agreement.[4] The IP shall select the RP in consultation with the Project Board, as such term is defined in the Project Document, and which includes UNDP and the IP.

5.2   The IP shall sign an agreement with the RP, the terms of which shall be subject to, and construed in a manner that is fully in accordance with, all of the provisions of this Agreement. The IP shall remain responsible for the acts and omissions of the RP in relation to the on-granting activities as if they were the acts and omissions of the IP.

5.3   The IP shall ensure that all provisions, commitments and performance standards that apply to the IP in Paragraphs 1 – 3 above shall apply to the RP unless otherwise agreed by UNDP.

5.4   The IP shall ensure that each responsibility contracted to the RP has an effective performance indicator against which the RP must report periodically and which the IP will monitor through regular reporting and spot-checking, at least on an annual basis.

5.5   Funding provided by the RP to any individual grant recipient shall not exceed $60,000 per individual grant and $120,000 on a cumulative basis within the same programme period.

5.6   The disbursement of grant-making funds from UNDP to the IP shall be made quarterly and in arrears upon submission to and acceptance by UNDP of the quarterly narrative and financial reports provided in Paragraph 3.4 above.

5.7   Payments from the IP to the RP must be made as Performance-Based Payments and contingent solely upon or subject to the achievement of specific results. The RP shall self-finance all or a significant portion of the grant funds necessary to achieve the required measurable results until the pre-agreed performance measures are achieved by the RP and the grant recipients, as measured and approved by UNDP.

---

[4] The UNDP Partner's Capacity Assessment tool is available here - Partner Capacity Assessment.

5.8   The IP shall ensure that the RP is audited in accordance with the terms of the relevant agreements. Upon request, the IP shall furnish or cause to be furnished to UNDP a copy of audit reports of the RP.

5.9   Any attempted or purported assignment, delegation or other transfer of obligations of the IP set forth in the above on-granting Provisions shall be void and have no effect, except with the prior written consent of UNDP.

Annex 4. Risk analysis

#	Description	Category	Impact&Probability	Countermeasures/Management Response	Owner
1.	Difficulties with finding relevant civil society organizations, activists, media, who would be interested to address anti-corruption, in particular among those who protect the interests of the most vulnerable people.	Strategic	May effect on the efficiency of the project's outputs and outcomes Probability = 3 Impact = 3	The Project will conduct outreach and networking activities, consultations with national stakeholders, development partners, private sector, civil society, youth organizations, women organizations, DPOs and media to advocate for their engagement in these activities. New partnerships with interested civil society organizations will be promoted.	Project Manager
2.	Staff turnover in ACA, government agencies and replacement of focal points (both at the management and working level) may lead to delays in delivery	Organizational	May hinder timely and effective implementation of certain project activities Probability = 2 Impact = 3	The project will be implemented in close consultation with ACA and national partners to ensure institutional memory and the continuity of transferring knowledge and skills	Project Manager
3.	Resistance from other partners to "agenda driven by the newly emerged institution - ACA" may turn project efforts counterproductive.	Legal/Political	May effect on the efficiency of the project's outputs and outcomes Probability = 1 Impact = 3	The Project will conduct wide stakeholder consultations, when detailing activities, therefore contributing to wider commitment at institutions' level, rather than individual ones.	Project Manager