

**United Nations Development Programme
Country: Uzbekistan
Project Document**

Project Title Local Government Support Programme /Phase 2

UNDAF Outcome: 4. Effectiveness, inclusiveness, accountability of governance at the central and local levels enhanced.

Expected CP Outcome: 3.2: Strengthened public administration at all levels that exercises efficient, accountable and inclusive governance.

Expected Output: 3.2.1: "Strengthened Government and Parliamentary capacity (legislative, representative and oversight functions) at national and local levels to execute public administration in a more transparent, equitable and efficient manner".

Implementing Partner: Cabinet of Ministers of the Republic of Uzbekistan

Responsible Parties: UNDP, regional khokimiyats of Djizak, Namangan and Tashkent regions, Oliy Majlis, Academy of Public Administration, Ministry of Justice, Ministry of Economy, Ministry of Finance, Ministry of Labour and Social Protection of Population, SCCITT, State Tax Committee, CCI, Women's Committee, IMCL, IFMR, ISR, NIMFOGO, NANNOUZ, Uzinfocom, UNICON, Uzbektourism, UN Women, NDI and others.

Brief Description

The Local Governance Support Programme/Phase-2 aims to promote more effective, accountable, and inclusive local governance in Uzbekistan by enhancing local governments' performance, increasing citizen participation in local governance, and encouraging increased accountability and transparency. Building on Local Governance Support Project/Phase-1 implemented from 2010 to 2013, LGSP-2 will support the government's efforts to increase the capacity of regional and district level authorities to manage the implementation of increased decentralisation/deconcentration of administrative and fiscal authority.

Applying integrated approach to sustainable local development, the programme will also contribute to the reform of policy, legislative and fiscal frameworks for decentralisation, stronger participatory planning, management and monitoring capacities for service delivery, testing and replication of options for equitable access to services and new models of citizen participation. Pilot regions will include Djizak, Namangan, and Tashkent regions.

Programme period: Country Programme 2010-2015
Key Result Result Institutions enabled to deliver Area (Strategic Plan universal access to basic services 2014-2017):
Atlas Award ID: 00088584
Atlas Project ID: 00078177
Start Date: 01/03/2014
End Date: 31/12/2017
PAC Meeting date: 27/02/2014
Management
Arrangements: NIM

2014 AWP budget:	USD 350,000
2015 AWP budget:	USD 350,000
Total resources required	USD 3,000,000
Total allocated resources:	USD 700,000
• Regular	USD 700,000
Unfunded budget:	USD 2,300,000
In-kind Contributions	Office premises in Tashkent and pilot regions

Agreed by:

J. Bakiev 10/III-2014

Mr. Fazliddin Bakiev, Head of the Main Information and Analytical Department for Macroeconomic Development, Structural Reforms, Attraction of Foreign Investments and Complex Development of Territories of the Cabinet of Ministers of the Republic of Uzbekistan

Agreed by:

J. Cilliers 28 FEB 2014

Mr. Jaco Cilliers, UNDP Resident Representative a.i. in Uzbekistan

I. SITUATION ANALYSIS

As noted in the UNDAF¹, “key governance challenges in Uzbekistan lie in centralised decision making and control, along with needs for a strengthened civil society and more transparency”. These challenges apply for both central and local level governance. The strengthened and accountable local governance is a key to support sustainable local development.

Local governance thus refers to the entire gamut of interactions between different players at the sub-national level, ranging from local governments, to private sector, civil society and community-based organisations. It comprises the combined set of institutions, systems and processes, at the sub-national level, through which local authorities interact with and provide services to citizens, groups and local communities and through which the latter articulate their interests and needs, mediate their differences and exercise their rights and obligations. The building blocks of effective, democratic local governance are many: transparent and robust central-local relationships, citizen participation, respect for rule of law and human rights, gender equality, partnerships among key stakeholders at the local level, capacity of local actors, multiple flows of information, institutions of accountability, a secure environment and an inclusive and pro-poor orientation.

Local development is both a process and an outcome or result. As a process it involves a range of different stakeholders – civil society organisations, local communities, local governments, private sector companies and national institutions. It includes financing investments to improve people’s lives, such as water systems, schools, roads, and irrigation systems, allowing local authorities to provide more effective and responsive local infrastructure and social services for the poor. It also includes improvements in policy and institutional frameworks for more effective use of funds allocated, hence the link to the development of appropriate national decentralisation policies.

(UNDP LDLG Strategy paper, 2013)

Local government in Uzbekistan is organised on two main levels: sub-national (regional) and district/city. There are 12 regions in addition to the Republic of Karakalpakstan and Tashkent city. Each is led by ‘Khokim’ (except in the Republic of Karakalpakstan), appointed by the President. The regions are sub-divided into 199 lower level administrative units (168 districts and 31 cities), and each of these is overseen by its own Khokim (mayor/district chair) appointed by the regional Khokim. The local legislative bodies are known as ‘Kengash’, composed of elected representatives and chaired by the Khokim. As the Khokim has both executive and representative responsibility, the Kengash has limited scope to exercise an oversight function over the executive branch. The three main actors that constitute the core of local authority are: executive head (appointed khokim), a representative body (elected deputies in Kengashes) and managerial/administrative/technical staff (civil servants) (reporting to khokim and central ministries). Accountability is generally upwards to the next level of government, rather than to the people of the area. In terms of organisational culture, local government sees itself as an administrator of the territory rather than as a service provider to citizens.

Reform Initiatives and Progress

Transition from a highly centralised system of governance within the framework of a centrally planned economy to a more decentralised one is a highly complex process, requiring careful sequencing and considerable capacity building. Although the government recognises the limitations of the current system, and the desirability of decentralisation/deconcentration of more policy, budget and investment power to local levels, it also recognises that each stage will have to be

¹ United Nations Development Assistance Framework for Uzbekistan 2010-2015

carefully piloted, and accompanied by improved mechanisms to guarantee accountability and transparency.

The publication of the Welfare Improvement Strategy ² for 2013-2015 re-confirmed the government's commitment to a steady reform process, aspects of which have gathered pace in the last years, particularly reform of public administration. The UNDAF also notes that “[i]n looking at the functioning of local administrations, there is a growing awareness of the need for local decision-making mechanisms to be strengthened to ensure that they can both effectively respond to and be accountable to their populations” (UNDAF p.22). The UNDAF also argues that “in order to ensure better policy effectiveness, further improvement in the public administration is called for, which involves review of the incentive mechanisms, clearer delineation of functions, and measures to improve efficiency, including the effective use of ICT.”

Ongoing challenges/gaps in reforming the legal and institutional framework

The responsibilities of local government are defined by the Constitution, and include: economic, social and cultural development, protection of the environment and ‘formation and implementation of the local budget’ including determination of local taxes and fees.³ However, the Law ‘On local Government Authorities’ was adopted in 1993 with only minor amendments being introduced in 2008 (the latest amendments). Hence, these responsibilities remain outdated especially in terms of formulating, planning, monitoring and implementing participatory local development plans. All responsibilities are virtually the same for both regional and district/city levels of local government; consequently the division of key responsibilities for ensuring accountability versus elected bodies (both Parliament and Kengashes), sub-national fiscal transfer schemes, creating enabling environment for business development, regional socio-economic policies, affordable energy, sustainable environment and supporting low-income rural and urban households in the same territories is confused. Further confusion is caused by the continuing lack of accountability of local representations of line ministries to the regional and district executive bodies (or at least, ambiguity regarding their dual lines of subordination/accountability).

Reforms are hampered, or are inconsistently implemented, in part because at the national level, there is no defined Ministry or Agency with responsibility for local government; and there is therefore no lead or coordination for harmonised efforts to reform local government. The legal framework for the civil service at both the national and local level comes under various acts, including the labour law and decisions of the Cabinet of Ministers and other ministries. Unlike most other transition countries, in Uzbekistan there is no unified Law ‘On Civil Service’ that regulates accountability, professionalism, recruitment and promotion⁴. There is also no defined ministerial responsibility (institutional framework) for the civil service management.

Granting more budget flexibility and accountability for local government is a necessary part of decentralisation and if successfully implemented can lead to considerable improvements in the delivery and impact of public services. There is a widely held perception that many local government mandates have insufficient funding, and there are few opportunities for local governments to raise their own revenue. However, because local government responsibilities and functions are not clearly defined, the division of responsibilities for financial management, local planning and revenue generation is also unclear. Steps towards reforms are being undertaken within the framework of the new Budget Code, aspects of which will be piloted in 2014-2015.

²<http://wis.ifmr.uz/>

³ Constitution of Uzbekistan

⁴ OECD Anti-Corruption Network for Eastern Europe and Central Asia, Istanbul Anti-Corruption Action Plan, Uzbekistan Assessment and Recommendations p.24

Capacity Gaps

Repetitive reports by development partners acknowledge the weak capacity of civil servants and high turnover of staff in the regions. Furthermore, there are no established mechanisms for engaging civil society and businesses in local governance.

In the absence of professional civil service and coordination body, Academy of Public Administration remains the sole responsible agency for individual capacity building through trainings, networking and advocacy. Academy was re-established in 2012 by Presidential Decree. This institution brings staff with global experience and modern teaching methods to educate mid-career civil servants from both national and local levels, and is developing new curricula and teaching methods in order to meet the capacity building needs of local governments.

The institutional capacity of local government needs to be strengthened *inter alia* in order to prepare for changes in the Budget Code. This will require understanding of and capacity for mid-term budget planning and more effective local public expenditure management processes.

While women are represented in local administrations, they are generally confined to specific professions such as administration and finance, or sectors including education, health and social services. At the Academy of Public Administration under the President of Uzbekistan, only six out of 230 students are female, which suggests a worrying trend for the future of public administration. Women's participation in the local elected bodies is also low, at around 16.6 per cent in the regional Kengashes and 16.7 per cent and 20.4 per cent in the district and town Kengashes respectively⁵. The situation of women in the civil service is therefore weak, and needs significant attention and substantial actions to improve the existing situation. It is essential to identify in conjunction with other UN agencies and non-UN partners a medium to long term action plan that will support the Government's efforts in stimulating and creating enabling environment for women, leading to increase of women at various levels of the Government and their permanent participation as active civil service participants.

One of the major components of public administration reform is a concerted drive to introduce ICT systems and Internet technologies into all areas of government. One stated aim is to enable access to 200 key government services via the Internet. A strong central institution, the Coordinating Council for Development of Computerisation and ICT, has been created under the Cabinet of Ministers. This coordinates, *inter alia*, the well-resourced work of the State Committee for Communications, Informatisation and Telecommunications Technologies (SCCITT), which as a state agency is empowered to introduce e-Government systems. The Committee was responsible for developing 'e-Hujjat', an electronic Document Management System (DMS) which has been adopted by many government bodies according to Government Resolution in 2010. However, a key barrier to the full introduction of this system is the low level of capacity of local governments, Internet access among businesses⁶ and the general population⁷.

Transparency and Accountability

Currently, the Government of Uzbekistan is testing a new Law to govern citizens' free access to public information and ensure the transparency of state authorities and agencies. Preliminarily pilot testing of a proposed legislation was experimented in Samarkand and Bukhara regions of

⁵ As of Dec 2010, source: Women and Men of Uzbekistan 2007-2010 Statistical Bulletin, Tashkent 2012.

⁶ Less than 50 per cent of businesses have internet access and/or use computers, Chamber of Commerce, interview 28/10/2013

⁷ In 2012 there were 0.7 fixed internet subscribers per 100 people, and 36 internet users per 100 people, World Bank Uzbekistan country statistics, extracted 12/11/2013 <http://data.worldbank.org/country/uzbekistan>

Uzbekistan. This legislation would provide a framework for local governments' decisions about what information they are obliged to provide to their citizens and how to ensure two-way communication with public and mass media.

There are also signs of improvement in the situation of civil society organisations. In a recent report, the President "*recognised the importance and usefulness of establishing and developing civil society institutions and NGOs in Uzbekistan*"⁸. Government is now drafting new Laws 'On Social Partnership' and 'Social Control' which foresee the active involvement of NGOs in oversight and cooperation with state authorities in addressing social, economic and environmental issues. The importance of civil society organisations has been also mentioned by the President of Uzbekistan during his annual speech delivered at the official meeting occasioned to the 21st anniversary of the Constitution of Uzbekistan.

Building on LGSP experience

The first phase of the Local Government Support Project had some significant achievements. Firstly, it has developed a strong and cooperative relationship with the National Government which provides UNDP with a firm mandate to support further change at local level. The Inter-Agency Coordinating Working Group established by the Prime Minister with support from LGSP has played a key role in launching reform dialogue and implementation.

Crucial number of recommendations for greater fiscal decentralisation, including the transfer of powers to collect fines and duties to local budgets, were adopted, while others were reflected in new Budget Code.

The establishment of One-Stop-Shops (OSS) within the first phase provides a single access point for many local public services, where citizens can also receive advice and support. The lessons learned from piloting the OSS were reflected in the core recommendations for the OSS concept note to the Cabinet of Ministers as well as in the development of draft Decision of President in cooperation with the Chamber of Commerce and Industry of Uzbekistan (CCI) and UNDP/Business Forum Uzbekistan (phase-II) project.

Local Government Information Centres (LGICs) under khokimiyats are a newly institutionalised mechanism to provide information about the work of local government to the press and public, with the potential to develop a more consultative relationship with the public. Based on the experience of pilot LGICs,⁹ policy recommendations were submitted to the Working Group responsible for the draft Law 'On Transparency of State Authorities and Agencies' which has a special provision on the establishment of Information Centres in all government agencies. Moreover the catalytic pilot initiative funded by Democratic Governance Thematic Trust Fund (DGTTF) was codified and disseminated widely through a flagship knowledge product, namely the Handbook for Information Centres on Effective Public Communications.

The project supported the upgrading and implementation of the e-Hujjat document management system to make the work of local government significantly more efficient and transparent. This new version of e-Hujjat is the only electronic document management system (EDMS) recommended by the Cabinet of Ministers to be installed and used in all government agencies at both central and local levels.

⁸ Reported by International Centre for Not-for-profit Law, NGO Law Monitor for Uzbekistan: www.icnl.org/research/monitor/uzbekistan.pdf

⁹ 6 LGIC were established within LGSP project in two pilot regions under regional, city and district khokimiyats level.

LGSP also successfully piloted an initiative to showcase the potential of local government support in developing rural tourism. Sustainable and integrated rural tourism development has recently become essential key component of Government Programmes on regional tourism development adopted for several regions of Uzbekistan (e.g. Resolution of Cabinet of Ministers on Programme for development of tourism sector in Tashkent region for 2013-2015 approved on 20 September 2013 No.259.)

The gains so far represent positive contributions towards the process of building support for further decentralisation/deconcentration, greater accountability, transparency, and participation that is needed to ensure effective local governance. These gains need to be consolidated, and further steps are needed to push forward in the direction indicated by the Government of Uzbekistan in the new Welfare Improvement Strategy for 2013-2015.

Lessons learned from the LGSP

1. One of the key achievements of LGSP was the establishment of an Inter-Agency Coordinating Working Group, which consisted of 13 members from the Cabinet of Ministers and relevant line ministries/ authorities. It was established on 9 September 2011 by a decision (No.12/15-930) of the Prime Minister of Uzbekistan. The working group proved to be an effective forum for discussion of key issues relating to decentralisation, and a mechanism for building a good working relationship between UNDP and the government, including local government. The working group also contributed to the identification of excellent opportunities, such as cooperation with the Academy of Public Administration, and linking the LGSP project to government initiatives on e-governance and other ICT policies.
2. Partnership with the newly re-formed Academy of Public Administration under the President of Uzbekistan became an essential part of the success of the project in the first phase, although not identified or planned at the project's inception. The Academy has become a valuable partner and is an instrument for longer-term institutional and structural change. This partnership will be built on and taken forward.
3. A draft functional analysis 'Strengthening Capacities for Delivering Four Public Services at the Local Level in Uzbekistan' was produced by the LGSP project, based on the work of a team of local and international consultants. The findings of the review were challenged by Ministry of Labour and Social Protection and the Mahalla Foundation, which made it difficult to report on some of the true challenges facing local government. The recommendations of the report therefore focus on less controversial aspects of performance improvement, without addressing some underlying issues. The report mainly looks at efficiency improvements in current processes, but does not tackle issues of duplication of functions, location of policy decisions, financing of services and quality control and inspection. The edited report nevertheless was considered by the Inter-Agency Working Group, which promised to take up the recommendations with respective line ministries/ authorities. The report also formed the basis of later work to introduce One Stop Shops and the document management system 'e-Hujjat'.
4. Due to its confidence building efforts and demonstration of measurable results, LGSP was chosen by the Ministry of Finance, State Tax Committee, SCCITT, Academy of Public Administration, NIMFOGO, CCI and Tashkent city khokimiyat as a development partner for joint initiatives on fiscal decentralisation, tax optimisation, e-governance, training of civil servants, transparency of local governments, OSS for public services delivery and e-billing for communal utilities.
5. LGSP customised an existing open-source central government electronic DMS (known as 'e-Hujjat') for use at local government levels. Unlike previous attempts (by other agencies) to

introduce DMS based on expensive proprietary systems such as Oracle, the LGSP solution based on open-source software proved to be sustainable. Today, all 27 khokimiyats of regions and districts/cities in Namangan and Djizak are using e-Hujjat. The system automates the government procedures of sending out decisions and orders to subsidiary government bodies and departments and monitoring compliance. In addition to automating current document flows, historical decisions and regulations of regional khokims were scanned and entered into the system to create a comprehensive reference source.

Recommendations for the second phase based on experience of LGSP:

The final evaluation of LGSP made the following recommendations:

1. The primary focus of a second phase of the LGSP should be to continue towards building commitment and readiness for greater decentralisation/ deconcentration within central and local government.
2. Find ways to engage independent civil society organisations in dialogue with local government and enable them to strengthen their accountability function.
3. The project should again attempt to conduct a functional review to expose inefficiencies within the current structure of local government, but should also provide concrete and realistic recommendations for policy change, and examples of where such change has taken place successfully in other comparable countries. A prior feasibility study would be needed to formulate a realistic scope and methodology.
4. In the existing pilot areas of Djizak and Namangan regions, the second phase of the project should concentrate on supporting the implementation of the regional development strategies. Identify funds to support specific local projects in support of the Local Development Strategies.
5. The existing LGICs in Djizak and Namangan need to be encouraged to move towards a two-way communication model with citizens.
6. In both the existing pilot regions and in new regions the project should work with the Kengashes (local assemblies) to strengthen its functioning in key areas of oversight, rulemaking functions and promoting public consultations.
7. The project should support further development of the e-learning portal with the Academy for Public Administration. The topics of new e-learning courses should be more closely linked to promotion of decentralisation/ deconcentration in line with a Concept of President on Further Democratisation and Formation of Civil Society and evidence based policy making.
8. The second phase of the LGSP needs to track usage of the OSSs closely to ensure that there is an increase in demand for services. If demand does not increase, there needs to be a review of the services to understand why this is the case, and to reformulate the services provided, if necessary. The project should also promote the sustainability of OSS through policy advice to Government on the legal and financial framework.
9. The successes achieved so far with recommendations on fiscal decentralisation can be used to move forward with other aspects of financial management reform at local level. This could include improved budget management with a focus on planning, performance and financial reporting.

II. STRATEGY

In line with the above recommendations, the second phase of the Local Governance Support Programme will embrace reform of policy, legislative and fiscal frameworks for deconcentration and decentralisation, stronger participatory planning, management and monitoring capacities and will test new models of citizen engagement and voice.

The Programme will contribute to UNDAF Outcome #4: “Effectiveness, inclusiveness, accountability of governance at the central and local levels enhanced”, and the UNDP Country Programme Outcome 3.2 “Strengthened public administration at all levels that exercises efficient, accountable and inclusive governance”.

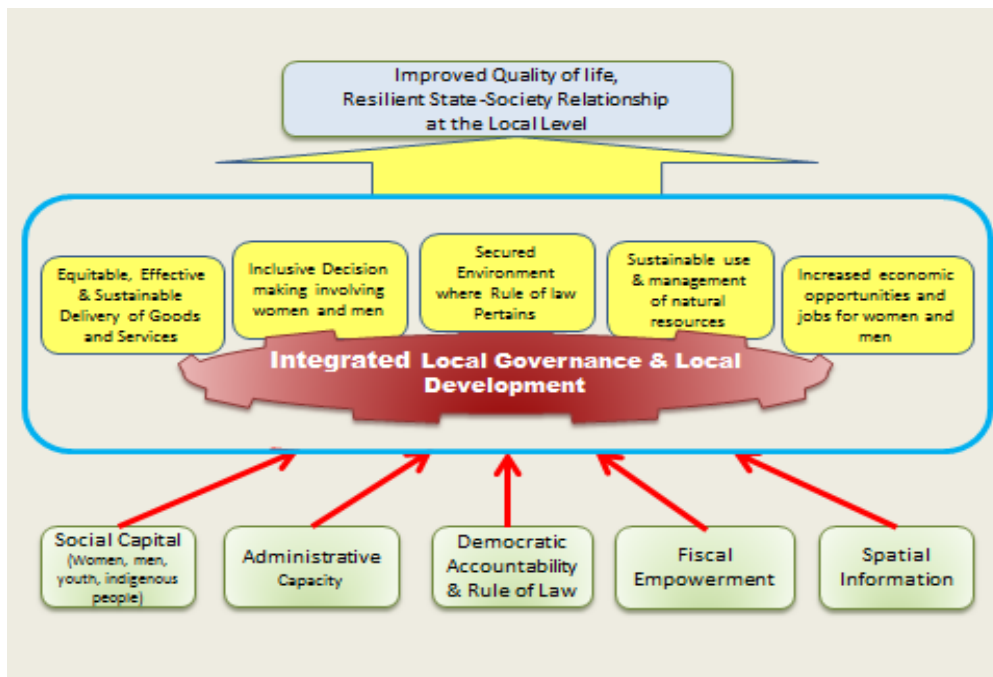
With this in mind, the main goal/output of LGSP-2 will be formulated as “strengthening local governance at regional and district levels to ensure accountable, inclusive and equitable local development.”

The programme strategy has been aligned with the latest UNDP programming guidelines on adopting an integrated approach to local development and will primarily tackle three areas: **the administrative capacity to deliver local public services, the accountability of local governance, and the financial transparency framework for local government.**

In order to tackle these three aspects, changes are needed at both national level and local level. The programme will continue to work at the national level to improve legislation and institutional frameworks which are a necessary precondition for further progress in decentralisation and deconcentration.

At the local level, the programme will provide practical support to achieve tangible results in these three areas. Throughout all its results the programme will aim to engage and benefit equally women and men and young persons by including, where needed, special measures to advance the less represented group. It will work in three regions of Uzbekistan: Djizak, Namangan and Tashkent.

As far as possible, the programme will integrate its work at local level with other UNDP projects and UN Agencies/ other donors in the same locations, using the conceptual framework¹⁰, below, as the basis for coordination and alignment of local actions.



EXPECTED OUTPUT: Strengthened local governance at regional and district levels to ensure accountable, inclusive and equitable local development

¹⁰ From UNDP (Draft) Integrated Local Governance and Local Development Strategy Paper

Activity result 1: Reforming the system of public administration and strengthening the administrative capacity of local authorities and management.

System/ policy level. LGSP-2 will work to assist the Government to identify and reform local governance aspects of the public administration and local development. This will be done in partnership with the Cabinet of Ministers, MoE, MoJ and affiliated think tanks and the Academy for Public Administration, and will use research and opportunities for dialogue to highlight the needs and current challenges, and offer examples of effective local government policies from other countries.

LGSP-2 will facilitate policy discussions on a new edition of the Law ‘On Local Government Authorities’, focusing on clear separation of responsibilities and functions of each level, together with the arrangements for financing them and proper check and balances among different powers. To support these policy discussions, LGSP-2 will provide support to the government in conducting a vertical functional analysis to assess the current situation, and to make recommendations for rationalisation. This analysis will be accompanied by policy dialogue and technical assistance to the government in identifying central government responsibility for local government affairs, and formulating mandate and terms of reference for such an authority, if requested.

LGSP-2 will support the Government’s efforts in civil service reform in terms of creating a unified legal framework and more capable civil servants including more women. Civil service reform will enable local government reform because very often human capacities are to blame for poor implementation of state programs. Evidence-based policy advisory services on capacity development of local governments/local Kengashes and development of curriculum for civil servants will be carried out in cooperation with the Academy of Public Administration and other relevant agencies. The legal framework to be developed will identify and take into account specific requirements to enable more women to be recruited and to progress in civil service careers.

Organisational level. LGSP-2 will work with individual khokimiyats to ensure equitable, effective and sustainable delivery of goods and services. These activities will include the further development of multi-channel mechanism to provide easier and inclusive access to public services; tackling the gender imbalance in local administrations by improving recruitment, retention, promotion processes, employment conditions and providing additional capacity and training opportunities for women; and providing technical support for improved IT systems.

Individual level. The programme will support the Academy of Public Administration in development of its new curriculum to create more capable civil servants, prepared for challenges of the 21st century. A series of brand new courses will be aimed at improving the strategic planning and programming capacity and capability of local governments on the use of various analytical tools on sustainable local development, planning and budgeting. Furthermore, e-learning portal max.dba.uz will provide distance learning opportunities for local civil servants in priority subjects. Female civil servants will be specifically encouraged to take on learning opportunities and additional trainings targeting women might be included based on the baseline study.

Activity result 2: Empowered local governments for equitable development, local accountability and for better quality and transparency of financial management on planning and performance of local budgets

System/ policy level. LGSP during its first phase achieved some success in policy support to fiscal decentralisation related to transfer of revenue collection from central to local budgets. Phase 2 will work to extend and sustain the gains so far on financial management for local planning and execution of the budget as well as financial transparency at the local level. This will involve

participating in the legal experiment on the Budget Code of the local budget and supporting local governments to take advantage of the revenues that will stay at local level, including technical support for budgeting. It will also involve working at the policy level to encourage additional measures for enhancing the own revenues of local government. If implemented in parallel to the functional review described above, fiscal reform can provide a greater degree of autonomy for local governments. Fiscal decentralisation should also be accompanied by greater transparency and scrutiny via the Kengash, to ensure that funds are spent according to local priorities.

Organisational level. LGSP-2 will use Local Development Strategies as a key instrument for strengthening local accountability. The multilevel (central and local planning) process requires engaging citizens – various groups – to assist in identifying development priorities, making a public commitment to achieving goals, and involving citizens in monitoring implementation. This assists local governments to develop their capacities for dialogue and partnership and means that they are held to account by citizens. Crucially, the strategies will take into account the views, interests, and needs of various groups to ensure that they are genuinely reflecting citizens’ priorities. The participatory planning and implementation of Local Development Strategies will be built on the recent UNDP methodology for sustainable local development that includes cross-practice work on poverty reduction, environmental and governance dimensions. In addition UNDP Uzbekistan experience in this area will be consolidated and cooperation with IFMR will continue. Moreover it will be linked to mid-term budgeting, Human Development Index and will be fed into policy level for potential approval of the methodology on Local Development Strategy by the government authorities at the regional level.

While the local governance framework does not refer explicitly to decentralisation and deconcentration – which is a national process of institutional, legal, fiscal and political changes - it is obvious that the structure, approach and quality of any particular national decentralisation and deconcentration policy will influence the milieu and organisation of local development. To achieve this LGSP-2 will cooperate with SIV and IESP projects as well as UN Women to integrate the involvement of volunteers into Local Development Strategy planning and implementation exercises, to replicate and develop a concept of inclusive social enterprises and strengthen the local opportunities for participation of women in both private business and local governance.

In order to demonstrate the participatory and cross-practice approach in designing and implementation of Local Development Strategies, the programme will facilitate the tripartite cooperation among local governments, NGOs, including women’s NGOs and disabled persons organisations, and private sectors through pilots in 2 cities (Djizak and Namangan).

LGSP-2 will work with individual khokimiats to provide training and methodological support to medium term planning and budgeting to improve investment and finance capacities in coordination with the UNDP Budget System Reform Project in Uzbekistan.

If funding from international donors and/or local governments is available, LGSP-2 will support a small grants scheme to finance projects (including those addressing the needs of vulnerable groups) which contribute to achieving the strategy.

Activity result 3: Increased democratic accountability and openness of local executive and representative authorities as well as active public participation at local decision-making

As part of efforts to promote inclusive decision making, the programme will aim at implementation of the Law ‘On Transparency of State Authorities and Agencies’ which is a key to bridge the dialogue with society and local government for sustainable local development. The LGICs already established under LGSP will be monitored and enhanced to strengthen two-way communications

with citizens. This will involve support for consultations on specific local policies and proposals and more general opportunities for genuine dialogue with citizens. Efforts will be made to ensure active participation of all members of the society, including less represented groups of women, youth, unemployed, persons with disabilities. The main purpose is to provide sustainability of LGICs in Djizak and Namangan regions and to transfer acquired knowledge to the new pilot Tashkent region. The One-Stop-Shops are a useful source of citizen/entrepreneurs satisfaction with public services, and the programme activities will link information on quality and effectiveness of public services obtained from the One-Stop-Shops to the LGICs for public dissemination.

LGSP-2 will strengthen local governance processes for inclusive and rights-compliant societies. The human initiative in local development will be critical as “human development is not only about health, education and income—it is also about people’s active engagement in shaping development, equity and sustainability, intrinsic aspects of the freedom people have to lead lives they have reason to value.” People’s engagement brings a sense of cooperation at the community level, a feeling that can foster solidarity, improve development effectiveness and also contribute to their well-being.

The local Kengashes will be enhanced in pilot regions by delivering comprehensive capacity development programme with a focus on specific functions such as local budget oversight and monitoring of local socio-economic development programmes, providing resources and assisting the locally elected bodies (Kengash). Programme will facilitate (together with National Democratic Institute) secretary function for Kengash members, rigorous communication with the media and citizens. To implement the new Law ‘On Transparency of State Authorities and Agencies’, LGSP-2 will cooperate with the Senate of Oliy Majlis and Kengashes to design the Rules of Procedures providing for more active interaction and communication with public, to ensure its accountability to local voters, development of civic participation and public disclosure documents discussed and/or adopted by Kengashes.

Evidence-based policy advisory services on capacity development of local governments/local Kengashes will be carried out in cooperation with the Academy of Public Administration and other relevant agencies.

Partnership with other UNDP projects and other donors:

LGSP-2 will cooperate with international organisations and donors: World Bank, GIZ and USAID on area based development, UN Women on women empowerment in rural areas, NIMFOGO and NDI on local elected bodies and civil society participation, OSCE on responsive governance and others.

LGSP-2 will seek for possible areas of cooperation and synergy and continue its partnership with other UNDP projects from GGU, EGU and EEU using cross-practice approach working in the area of public finance reform, environmental sustainability, support of private sector development, e-governance, public policy cycle, social innovation and volunteerism, inclusive employment and social partnership, foreign trade and investment, economic forecasting and planning, energy efficiency, water and land management, and climate change. What LGSP-2 offers the other UNDP projects is a platform for sustained cooperation and institutionalisation of project recommendations and activities through the local government system.

In particular, when designing of Local Development Strategies (LDS) and developing pilot projects for additional income generation of rural communities in pilot regions, LGSP-2 will cooperate with UNDP Project on National Biodiversity Planning to Support the Implementation of the CBD 2011-2020 Strategic Plan in Uzbekistan (EA-CBD) to ensure the incorporation of biodiversity and environmentally sustainable approaches, methodologies and solutions into LDSs and community-based initiatives, including eco-tourism.

Knowledge management and Advocacy:

UNDP will support the Cabinet of Ministers, respective ministries and authorities in charge of coordinating local development to establish simple practices and processes for identifying, creating, documenting, distributing, and indeed adopting insights and experiences from local governance and local development initiatives. Knowledge development processes need to be established to avoid loss of institutional memory and promote local learning systems.

Furthermore, to foster policy dialogue and robust discussions, LGSP-2 will facilitate roundtables, policy discussions, awareness raising on subjects related to the local governance, as well as the wide dissemination of knowledge products, including through publication of articles in the e-Journal ‘Society and Governance’ of the Academy of Public Administration on a monthly basis¹¹.

Local governance aspects of the public administration and local development will also be strengthened by linking the local processes to international platforms and networks of excellence. UNDP will act as a knowledge broker establishing and/or coordinating international platforms for local governments to enhance the exchange of good practices with a specific results oriented emphasis. Purpose would be to widen the scope for local governance institutions to reach beyond the national knowledge platforms, creating opportunities for more experienced local governments to share their knowledge and practical experience with others.

***Modus Operandi* in Djizak and Namangan regions:**

Representation in pilot regions will be sustained by full time 2 SCs (subject to budget availability), regional project offices may be used by other UN/DP projects for quick roll out on cost recovery basis.

Policy dialogue: Strategic nexus between citizen-centric local development and policy advice at the national level

LGSP-2 will continue the facilitation of consultative and participatory dialogue with the Government of Uzbekistan through the mechanism of high-level Inter-Agency Coordinating Working Group approved by Prime Minister of Uzbekistan. New membership was re-approved on February, 14 2014 by the Prime Minister. TOR and full list of members is attached herewith.

Another platform to be used is the Project Board meetings as well as providing regular reports and policy advisory services to the Main Information and Analytic Department for Macroeconomic Development, Structural Economic Reforms and Complex Development of Territories of the Cabinet of Ministers of Uzbekistan in accordance with the decision of the First Deputy Prime Minister of Uzbekistan. This Department conducts analysis of economic development trends in the country, provides options for structural transformations, performs systemic monitoring of macroeconomic and social development parameters, identifies regional and sector disparities in socio-economic development, expertise of sectorial and regional development programmes, investment projects, monitors the implementation of economic and investment programmes, drafts the decisions of Government relating to its mandate, and coordinates the activities of other government agencies.

The following results of the project will be presented to regular meetings of IACWG for review and consideration during 2014-2017:

- Proposals regarding the Law “On local public authorities”;

¹¹<http://journal.dba.uz/>

- Proposals to the Budget Code in order to improve the quality of finance administration and increase the income on a local level;
- Draft Decree of the President of the Republic of Uzbekistan on One Stop Shops (OSS) and OSS functioning sustainably in the pilot regions;
- Proposals about the development of entrepreneurship, enhancing the attractiveness of regions for foreign investors, as well as optimizing tax burden on individuals and legal entities;
- Draft legal acts, provisions on openness of admission to the vacant civil servant positions, as well as provisions on introducing the system of performance assessment of civil servants.
- Methodology/ options of proposals for vertical functional analysis of public services
- Reports on local multichannel public services;
- Strategies of local development for Djizakh and Namangan cities;
- Evaluation report on "e-Hujjat" functioning in 20 khokimiats of Tashkent region;
- Evaluation reports on increased the efficiency of regional Kengashes of people's deputies, as well as of Djizakh and Namangan cities;
- Assessment of curriculum and development/integration of brand new training courses for mid-level and senior government officials at the Academy of Public Administration.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:				
3.2 Outcome: Strengthening public administration at all levels that exercise efficient, accountable and inclusive governance.				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
Outcome 3.2 Indicator: Progress in civil service reform.				
Outcome 3.2 Baseline: Comprehensive civil service reform or law on public administration adopted.				
Outcome 3.2 Target: Comprehensive strategy in place for civil service reform, and a shift towards Results-Based Management.				
Applicable Key Result Area (from 2014-17 Strategic Plan): Institutions enabled to deliver universal access to basic services				
Partnership Strategy: The Cabinet of Ministers is the implementing partner. Other responsible parties include UNDP, the regional khokimiyats of the Djizak, Namangan and Tashkent regions, the Legislative Chamber and Senate of the Oliy Majlis, Ministry of Justice, Ministry of Economy, Ministry of Finance, Ministry of Labour and Social Protection of population, SCCITT, the State Tax Committee, the Chamber of Commerce and Industry, the Women's Committee, Academy of Public Administration, IMCL, IFMR, ISR, NIMFOGO, Uzinfocom, UNICON, Uzbektourism, UN Women, NDI and others				
Project title and ID (ATLAS Award ID): Local Governance Support Programme/Phase -2 Atlas Award ID: 00088584				
INTENDED OUTPUT(S)	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output: Strengthening local governance at regional and district levels to ensure accountable, inclusive and equitable local development.</p> <p>Baselines: 1.1. Neither central nor local authorities have methodologies for streamlining service delivery at the local level; the out-of-date law 'On Local Government' precludes local results-based governance and sustainable development;</p>	<p>2014 (Target 1) 1.1. Develop roadmap and methodology/policy options for the vertical functional review of public services provision is prepared and tested to integrate into multi-channel local service delivery mechanisms.</p> <p>2015 (Target 2) 1.2. The quality of curriculum development of the Academy of Public Administration is enhanced through participatory design processes and the</p>	<p>Activity result No 1: Reforming the system of public administration and strengthening the administrative capacity of local authorities and management.</p> <p>1.1. Promote the streamlining of the multi-channel delivery of local public services, in cooperation with national and regional partners in three cities:</p> <ul style="list-style-type: none"> ▪ Identify public service providers in pilot regions, and conduct vertical functional reviews and/or time-studies of performance, in cooperation with national think-tanks, after conducting a feasibility study guided by an international consultant; ▪ Development of proposals for strengthening the powers of local (regional, city and district) authorities by specifying the distribution of powers between the 	<p>The Cabinet of Ministers, the Oliy Majlis, the Ministry of Justice, the Ministry of Finance, the Ministry of Economy, the Ministry of Labour and social protection of the population, pilot regional khokimiyats, APA, WCU, IFMR, ISR, IMCL, UN Women, SCCITT, UNICON, Uzinfocom, CCI, the Legal Problems Research Centre</p>	<p>Budget: \$ 250,000</p> <p>Project staff Local and international consultants Publications and printing services Research and analysis IT procurement Software, Apps, website and portal development Travel to regions Event management services</p>

<p>1.2. In the absence of civil service reform, there are few opportunities for local civil servants to improve their performance;</p> <p>1.3. Public access to e-government services is limited at the local level.</p> <p>Indicators:</p> <p>1.1. The government is provided with methodology/policy options for the functional review of the streamlining of public services delivery as an institutional aspect of civil service reform, and the decentralisation /deconcentration of powers between central and local level authorities; The government is provided with a comprehensive concept of administrative decentralisation, and recommendations on Law ‘On Local Government’;</p> <p>1.2. Curriculum</p>	<p>introduction of new courses (at least 2 new courses) for the civil servants of local governments, and for Master’s students.</p> <p>2016 (Target 3)</p> <p>1.1. The proposed amendments to the Law ‘On Local Government’ are submitted to the Cabinet of Ministers.</p> <p>2017 (Target 4)</p> <p>1.3. E-government tools are applied in processing documents, in the decision-making systems of local governments, and in local services, for the benefit of citizens.</p>	<p>republican, regional and city / district governments;</p> <ul style="list-style-type: none"> ▪ Provide options to the government to ensure the financial sustainability of all three OSSs (Namangan, Djizak & Tashkent) under a new decision on OSS (subject to approval by the government); ▪ Assistance in finalizing the draft Resolution of the President of the Republic of Uzbekistan on One-Stop Shops (OSS); ▪ Support measures to ensure the continuing development of services, and quality, inclusive and equal public access for OSSs, etc.; ▪ Train in-country capacities for rolling out the optimisation for service provision, with the aim of streamline services; ▪ If the legal status and financial sustainability of OSSs are assured by a decision of the government, provide methodological support to assist local governments in establishing additional OSSs in areas of low internet access. Identify alternative delivery models for rural areas, e.g. small OSSs located in local government buildings, mahallas, mobile OSS, etc.; ▪ Development of proposals to eliminate administrative and legislative barriers to entrepreneurship; ▪ Development of proposals to improve organizational, legal and regulatory conditions to improve the regions’ attractiveness for foreign investors; ▪ Support the development of the new 		
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<p>development at the Academy of Public Administration, extended to local governments;</p> <p>1.3. The number of users/clients (men and women) and companies using One-Stop-Shops and other e-services of local governments; the number of public services transformed into e-services.</p>		<p>version of the Law ‘On local government’;</p> <ul style="list-style-type: none"> ▪ Conduct national and regional events on awareness-raising regarding issues of local governance reform and civil service reform, as well as the dissemination of knowledge products (brochures, bulletins, reports, infographics, etc.) among the public. <p>1.2. Curriculum development for local civil servants, including skills building and knowledge building through modern learning courses and other methods:</p> <ul style="list-style-type: none"> ▪ Support the Academy of Public Administration to develop new, relevant courses for local civil servants (e.g. local economic development, planning & budgeting with a particular focus on what will be required to implement the new Budget Code, in cooperation with Budget Reform Project, HR management, performance evaluation, participatory monitoring, etc.); ▪ Develop and promote offline and e-learning courses in basic human resource management, sustainable local development, performance appraisal systems, results-based management, leadership, public speaking and management skills intended for junior level and mid-level civil servants (men and women) and a Code of Conduct (ethical issues of integrity, accountability and transparency) for civil servants, with the Academy of Public Administration and other partners; ▪ Foster local inter-municipal cooperation 		
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		<p>between local (regional/city/district) governments (in Djizak, Tashkent& Namangan), e.g. study trips to those regions, establish peer networks for people working in same functions/different areas, etc.;</p> <ul style="list-style-type: none"> ▪ Increase national ownership and further development of the distance learning portal max.dba.uz; ▪ Assist in developing a brief Paper together with the Academy of Public Administration on the recruitment, promotion and evaluation of civil servants at the local level; ▪ Identify and agree with the government and the Academy of Public Administration on practical measures/recommendations to increase the participation of women in civil service over the medium to long term, including recommendations regarding recruitment, working conditions, trainings/learning opportunities, promotion, dismissal and retirement; ▪ Prepare a concept note for a national roster of civil servants, including a quota of up to 30 per cent for qualified professional women; ▪ Develop an educational movie on local government, regarding how to perform efficient and effective khokimiyat operations and interact with citizens and businesses, together with the Academy of Public Administration, as a part of curriculum for graduate students and short-term courses for khokims; 		
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		<ul style="list-style-type: none"> ▪ Prepare and provide materials and articles to the e-Journal of the Academy of Public Administration. <p>1.3. Support local public services providers to develop e-services, and transfer knowledge and know-how to pilot regions, in cooperation with the UNDP e-Government Project:</p> <ul style="list-style-type: none"> ▪ Support the development of mobile applications for public services at the local level; ▪ Taking into account the international experience, assistance in the development of online public services and innovative methods of urban management in pilot regions; ▪ Support the implementation of the concept of e-Kommunal, including the wide dissemination of results of e-billing; ▪ Organise hackathons for local e-solutions, for accessing government services (together with UNDP e-governance project); ▪ Assess needs, and plan and specify UNDP support for (except for the procurement of ICT) the implementation of the ‘e-Hujjat’ system in the Tashkent region with organisations training sessions for khokimiyats and ‘Regional Computerisation Centre’ staff; ▪ Monitoring e-Hujjat application by 27 khokimiyats of the Djizak and Namangan regions, with the intention of providing recommendations for performance improvement; 		
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		<ul style="list-style-type: none"> ▪ Support the modernisation of the website of the Tashkent regional khokimiyat; ▪ Conduct round tables with local business entities and mahalla (neighbourhood government) leaders on the quality assessment and improvement of introduced new government services (OSS, e-Hujjat, etc.). 		
<p>Baselines:</p> <p>2.1. Highly centralised fiscal and public finance management does not empower local governments to seek additional sources of local revenue generation for equitable development;</p> <p>2.2. Planning strategy for the cities are sector-based, with a predominantly narrow focus on economic development;</p> <p>Indicators:</p> <p>2.1. The number of initiatives taken by local authorities for additional revenue generation, in collaboration with local stakeholders;</p>	<p>2015 (Target 5)</p> <p>2.1. Policy options for the new Budget Code on empowering local governments to improve the quality of financial management, and to increase local revenue generation, are prepared and submitted to pilot regional khokimiyats and Cabinet of Ministers.</p> <p>2016 (Target 6)</p> <p>2.2. A cross practice Local Development Strategy for cities is developed through consultative processes, and tested and used by local administration for planning purposes.</p>	<p>Activity result No 2. Empowered local governments for equitable development/ local accountability, and for better quality and transparency of financial management regarding the planning and performance of local budgets.</p> <p>2.1. Support the strengthening of the capacity of local governments regarding financial management and fiscal transparency:</p> <ul style="list-style-type: none"> ▪ Participation in the legal experiment regarding the Budget Code of local budgets; ▪ Organise trainings for local government staff regarding financial management, based on international experience and in line with the priorities set forth in the new Budget Code (in cooperation with the UNDP Budget Reform Project); ▪ Development of proposals for optimizing the tax burden on individuals and legal entities; ▪ Develop draft legal acts regarding the planning of local budgets and fiscal transparency, together with the Ministry of 	<p>The Cabinet of Ministers, the Ministry of finance, the Ministry of Economy, the State Tax Committee, Senate, the Budget Committee of the Legislative Chamber of the Oliy Majlis, MFERIT, regional khokimiyats, APA, CCI, SCCITT, Uzinfocom, GIZ, Uzbektourism, IFMR, ISR, NDI, and UN Women</p>	<p>Budget: \$ 250,000</p> <p>Research and analysis</p> <p>Travel to regions</p> <p>Event management services</p> <p>Seed funding (subject to availability of funds)</p>

<p>2.2. The availability of cross practice Local Development Strategies for cities (discussed and adopted in consultations with CSOs, the private sector and with citizens);</p>		<p>Finance and the State Tax Committee.</p> <p>2.2. Support cities (including Djizak, Namangan and Angren), to develop and to implement Local Development Strategies:</p> <ul style="list-style-type: none"> ▪ Consolidate lessons learned from the development of Local Development Strategies in the Djizak and Namangan cities, and support connecting the strategy with the mid-term planning and financing of local budgets; ▪ Cooperate with UNDP's Social Innovation and Volunteerism in Uzbekistan and Inclusive Employment and Social Partnership projects, as well as UN Women, to integrate the involvement of volunteers, local CSOs and private sector into Local Development Strategy planning and implementation exercises, to replicate and develop a concept of inclusive social enterprises, and to strengthen local opportunities for the participation of women in both private business and local governance; ▪ Support the development of monitoring mechanisms for strategies, including the involvement of CSOs and citizens to report on progress; ▪ Facilitate cooperation with other UNDP projects working on poverty reduction, social protection, energy efficiency, integrated land management, water management, and environmental sustainability and other projects having linkage to Local Development Strategies. 		
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		<ul style="list-style-type: none"> ▪ Cooperate with UNDP Project on National Biodiversity Planning to Support the Implementation of the Convention for Biological Diversity (CBD) 2011-2020 Strategic Plan in Uzbekistan (EA-CBD) on following: <ul style="list-style-type: none"> - A joint feasibility study of areas subject to protected zones (Zapovedniki, National Parks, etc.); - Technical advice and practical solutions to local governments, local businesses and communities on how to take into account local ecosystem sustainability, biodiversity issues and nature preservation while planning and implementing business plans and commercial projects (local road and housing construction can also be an option) in pilot regions, based on expertise, methodologies and recommendations of Biodiversity project experts. ▪ In cooperation with the UNDP-GEF ‘Small Grants Programme’, elaborate and publish information materials regarding biodiversity and energy efficiency, etc.; ▪ Facilitate the development and dissemination of annual monitoring reports and annual public monitoring meetings, to present and discuss progress; ▪ Assist in the dissemination of reports & outcomes of meetings to traditional media, websites and social media sites; ▪ Facilitate the implementation of the tourism development programme in the 		
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		<p>Tashkent region, with the participation of the civil society and private sectors;</p> <ul style="list-style-type: none"> ▪ Development of proposals to eliminate administrative and other barriers to the development of rural/sustainable tourism; ▪ Development and dissemination of an informational toolkit on Rural Tourism Development, in cooperation with GIZ, national and regional partners; ▪ Dissemination of best practices of Zaamin district branding and marketing strategy in the Tashkent region and other regions of the country. 		
<p>Baselines:</p> <p>3.1. The public has a limited voice in local government decision-making;</p> <p>3.2. Kengashes have limited capacities to effectively carry out their oversight, representative and rule-making functions, in partnership with local stakeholders.</p> <p>Indicators:</p> <p>3.1. The frequency of public events/consultations to inform local government decisions; the quantity of feedback received from public;</p>	<p>2016 (Target 7)</p> <p>3.1. Regular (at least twice a year) public consultations with local stakeholders are conducted in accordance with the annual plans of local governments.</p> <p>2017 (Target 8)</p> <p>3.2. A plan of actions of pilot Kengashes level (at the regional level, and the Djizak and Namangan cities), is adopted and implemented in order to perform oversight, representative and rulemaking functions.</p>	<p>Activity result No. 3. Increased democratic accountability and openness of local executive and representative authorities, as well as active public participation in local decision-making</p> <p>3.1. Support open and accountable local executive and representative authorities:</p> <ul style="list-style-type: none"> ▪ Provide training and facilitation to ICs to support their confidence, and skills to run town hall meetings (with at least 30 per cent of participants being women) in Tashkent region; ▪ Develop concept note on introducing open data together with UNDP e-governance project; ▪ Assistance in the implementation of the Law of the Republic of Uzbekistan "On the openness of public authorities and management“; ▪ Support the khokimiyat of the Tashkent region in developing an annual plan for 	<p>The Cabinet of Ministers, the Senate, regional khokimiyats and Kengashes, NIMFOGO, CCITT, NANNOUZ, ISR, NDI, APA, the International Training Centre for Journalists, and the Legal Problems Research Centre.</p>	<p>Budget: \$ 200,000</p> <p>Project staff</p> <p>Local and international consultants</p> <p>Publications, branding and printing services</p> <p>Research and analysis</p> <p>Travel to regions</p> <p>Event management services</p>

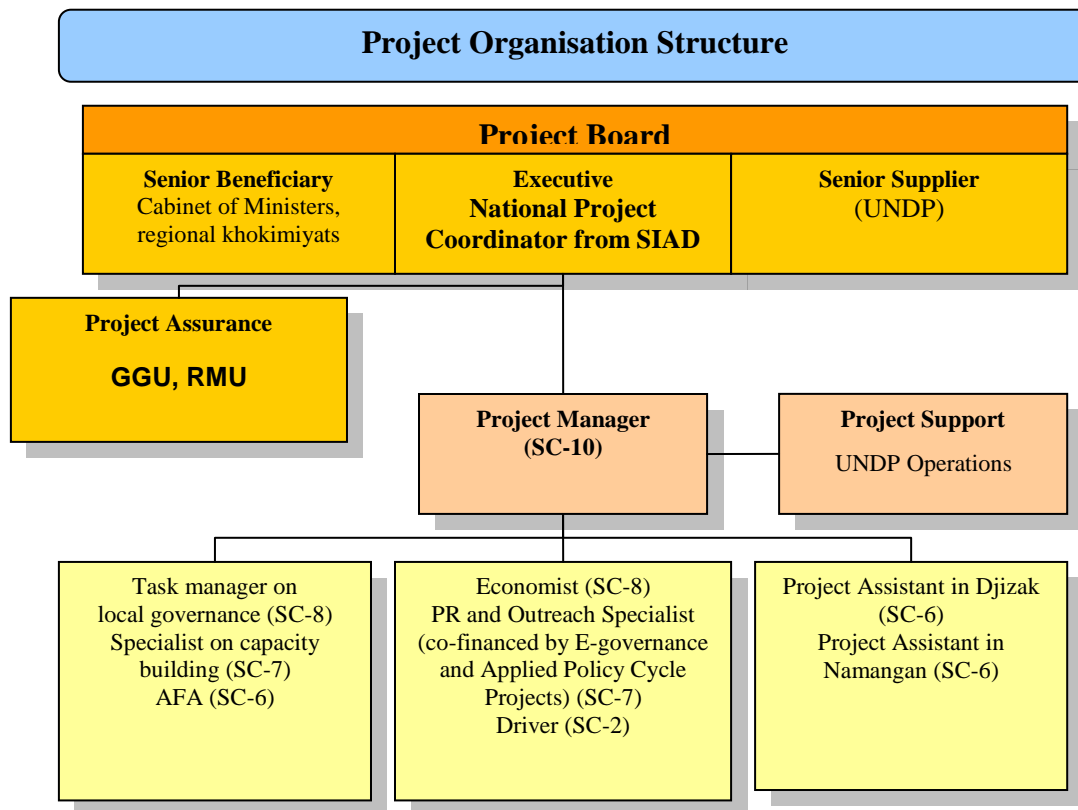
<p>3.2. The number of documented tools for the performance of public oversight, representative and rulemaking functions, fulfilled by Kengashes in cooperation with local stakeholders.</p>		<p>town hall meetings on key topics (including budgets, and major investments). Organize thematic meetings, with open access to citizens, CSOs and selected experts/officials. Promote the participation of the youth, and the equal representation of women. Include open Q&A sessions;</p> <ul style="list-style-type: none"> ▪ Build the capacities of the mass media to highlight the issues of local governance and local development, including four to five talk-shows on public administration and local development on central TV Channels, thematic discussions, and publication in media and related outlets; ▪ The monitoring of six Local Government Information Centres in the Djizak and Namangan regions with a view to provide recommendations for regional khokimiyats regarding the improvement of two-way communication with citizens, CSOs and mass media; ▪ The replication of the experience of Local Government Information Centres in other regions of Uzbekistan as per the request and commitment for national ownership by regional authorities, after the enactment of the Law ‘On Transparency of State Authorities and Agencies’; ▪ Development of the draft legal act to implement an effective system of monitoring and evaluation of local government; ▪ Development of the draft legal act and the Regulations on Transparency rules on admission to vacant positions of civil 		
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		<p>servants;</p> <ul style="list-style-type: none"> ▪ Development of appropriate regulatory act and regulations to implement the system of performance evaluation of civil servants; ▪ Development of Concept on personnel reserve for the central and local governments (including the 30% quota for female professionals and managers). <p>3.2. Support Kengashes to exercise more effective oversight, representative and rulemaking functions in a participatory manner by CSOs:</p> <ul style="list-style-type: none"> ▪ Conduct needs assessment of selected Kengashes to develop capacity development strategy, both organizational and individual (including ex officio support mechanisms for Kengashes); ▪ Analyse and address the specific training needs of Kengash members connected with the implementation of a new Budget Code, in cooperation with Budget Reform Project; ▪ Identify and deliver actions to support the effectiveness of Kengashes, set of training, provision of research/support staff, an office or room for a library, documents, computer/internet access, training for researchers and other services, and agreements with respective khokims; ▪ Advocacy opportunities to assist government and experts in identifying solutions for the democratic accountability of both appointed and elected local authorities, including publications, expert 		
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		<p>seminars, workshops, conferences and roundtables;</p> <ul style="list-style-type: none"> ▪ Provide the government with policy options to design a concept in which ministries/agencies are responsible for local government development, as based on international experience; ▪ Development of proposals to improve the accountability of local authorities to the local Kengashes and the public; ▪ The development and dissemination of an educational movie to Local Kengashes, regarding how to effectively perform their functions, and to interact with the public, together with the Academy of Public Administration for Kengash deputies. 		
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TOTAL BUDGET: USD 700,000 FOR 2014-2015.

IV. MANAGEMENT ARRANGEMENTS



The Cabinet of Ministers will be the Implementing partner and will be represented in the Project Board. The Project Board will be responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Cabinet of Ministers 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 coordinating. Detailed roles and responsibilities of the Project Board are provided in Annex 3.

This Board contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. 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.

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.

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.

In accordance with the provisions of the letter of agreement signed on 30 April, 2010 and the approved Country Programme Action Plan 2010-2015, the UNDP country office shall provide support services for the Project as described below.

The Cabinet of Ministers will provide office premises for the project team as well as telephone communication lines, and the required expertise and services of their corresponding staff.

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 acknowledgment 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.

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.

Direct UNDP Country office Support Services to the project implementation

The UNDP and the Cabinet of Ministers have agreed that the UNDP Country Office will provide the following support services for the project activities at the request of the Cabinet of Ministers:

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

The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Cabinet of Ministers is strengthened to enable it to carry out such activities directly.

When providing the above support services, the UNDP Country Office will recover the costs for providing Implementation Support Services on the basis of actual costs and transaction fee based on the Universal Price List. According to the corporate guidelines, these costs are an integral part of project delivery and, hence, will be charged to the same budget line (account in AWP) as the project input itself.

The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. If the requirements for support services by the country office change during the life of a project, the list UNDP country office support services is revised with the mutual agreement of the UNDP Resident Representative and the Cabinet of Ministers.

The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan and the UNDP, signed by Parties on 10th June 1993, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services.

The Cabinet of Minister shall retain overall responsibility for this nationally managed project and will appoint the National Project Coordinator (NPC). Direct responsibility of the NPC will be provision of strategic advice, as well as coordination of the project activity taking into account

interests of the Government. He/she will approve Annual Work Plan of the Project, according to which the whole project activity will be carried out.
Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this document shall be handled pursuant to the relevant provisions of the SBAA.

V. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

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

Annually

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

VI. LEGAL CONTEXT

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

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

The executing agency shall:

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

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

Annex I. Risk Log

Annex II. Project Management Roles

Annex III. Interagency Coordination Working Group

Annex IV. TORs for key project personnel

Annex I.

RISK LOG

Project Title: Local Government Support Programme /Phase 2	Award ID: 00088584	Date: 28/02/2014
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner
1	It takes a long time to coordinate the drafting of legal acts	28/02/14	Strategic	Probability= 4 Impact=4	Project will seek or assistance from the Main Informational and Analytical Department of the Cabinet of Ministers, CIAD	Project Manager
2	Difficulties in collecting of statistics and other data, including for updating and implementation of local development strategies for the cities Djizakh and Namangan	28/02/14	Programmatic	P =2 I = 4	Project will cooperate with regional partners and build their capacities to provide data	Project Manager
3	Busy schedule of khokimiyats with daily tasks may lead to delay in activities	28/02/14	Organizational	P =2 I =3	Annual Action Plans between regional Khokimiyat and the UNDP will be signed	Project Manager
4	Some sustainable local development initiatives will require additional funding	28/02/14	Financial	P =4 I = 2	Project will organize donor coordination meeting with support of SIAD	Project Manager
5	Inadequate capacity of civil servants and Deputies of local Kengashes and high turnover of the personnel;	28/02/14	Organizational	P =3 I = 3	Project, in cooperation with Academy of Public Administration, will organize professional capacity development activities and innovative courses	Project Manager

Annex II. Project Management Roles

I. Project Board¹²

Overall responsibilities¹³: The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager (PM), including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards¹⁴ that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager/Officer. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the PM. This group is consulted by the PM for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the PM and any delegation of its Project Assurance responsibilities.

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

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC¹⁵ meeting. For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNDP, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

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

Specific responsibilities:

¹² For a simple programme component, separate Project Boards would not be required if their roles can be covered by the Outcome Board.

¹³ Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

¹⁴ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

¹⁵ Depending on its composition, the Outcome Board can fulfill the function of the Project Appraisal Committee (LPAC)

Defining a project

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

Initiating a project

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

Running a project

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

Closing a project

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

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 organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible

- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

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

Senior Beneficiary

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

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

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

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

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

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

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

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

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

The supplier assurance role responsibilities are to:

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

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

IV. Project Manager

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

Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the PM from the Implementing Partner 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(s)/ responsible party (ies);
- 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;
- Ensure that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- 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, ensure that all data gathered during project implementation is disaggregated by sex whenever possible.
- 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.

V. 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
- Gender mainstreaming policy is embedded into project and implemented
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved, efforts to ensure gender balance in personnel and among beneficiaries are made
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project

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

Running a project

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

Closing a project

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

VI. 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, ensure that it is disaggregated by gender whenever possible
- 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 III. Interagency Coordination Working Group

Members of
Inter-Agency Coordination Working Group on the Project "Local Governance Support
Programme/Phase-2" implemented in cooperation with UNDP during 2014-2017

Bakiev F.H.	Head of Consolidated Information and Analytical Department (CIAD) on macroeconomic development, structural reform, attracton of foreign investments and komplex development of territories of the Cabinet of Ministers, National Project Coordinator, Head of Inter-Agency Group
Tursunov A.K.	Head of section at Consolidated Information and Analytical Department (CIAD) of the Cabinet of Ministers, Deputy head of group
Shakirov K.A.	Head of section at Consolidated Information and Analytical Department (CIAD) of the Cabinet of Ministers
Kuchkarov B.T.	Head of legal expertise and international treaties Department of the Cabinet of Ministers
Turdiyev D.R.	Deputy Minister of Economy
Mirzaev M.M.	Deputy Minister of Finance
Ikramov M.M.	First Deputy Minister of Justice
Alimukhamedov B.B.	First Deputy Minister of labor and social protection
Shermatov Sh.H.	Deputy Chairperson of the State Committee for communication, informatization and telecommunication technologies
Marufova G.M.	Deputy Chairperson of Women's Committee of the Republic of Uzbekistan
Shayhov A.E.	Chairman of the Chamber of Commerce and Industry of Uzbekistan
Rizaev F.M.	Chairman of NC "Uzbektourism"
Abdukadirov A.A.	Deputy khokim of Tashkent region
Kenjaev R.A.	Deputy khokim of Djizakh region
Jalolov H.S.	Deputy khokim of Namangan region
Isroilov D.Sh.	Project Manager, executive secretary of Inter-Agency Group

Notes:

1. Inter-Agency Coordination Working Group shall ensure the coordination, monitoring and control on effective implementation of the project, targeted use of grant funds of the UNDP, consider the reports of the heads of the responsible agencies and khokimiyats, upon necessity, submits proposals to the Cabinet of Ministers on improvement in effective implementation of the project.
2. Working Group meetings shall be held as necessary, however, no less than once per quarter.
3. In transferring of the Working Group members to other positions, the newly-appointed persons shall be included to the list of Working Group members based on their position.

Annex IV. TORs of key project personnel

1. Project Manager (SC-10)
2. Task Manager on Local Governance (SC-8)
3. Economist (SC-8)
4. Specialist on capacity building (SC-7)
5. PR and Outreach Specialist (SC-7 co-financed by E-governance and Policy Cycle Projects)
6. AFA (SC-6)
7. Project Assistant in Djizak (SC-6)
8. Project Assistant in Namangan (SC-6)
9. Driver (SC-2)