



**The United Nations Development Programme
Country Programme Action Plan (CPAP)
2010 – 2015**

The Government of the Republic of Uzbekistan

And

The United Nations Development Programme

List of Acronyms

ABD	Area-Based Development
ADB	Asian Development Bank
ADR	Assessment of Development Results
AIDS	Acquired Immune Deficiency Syndrome
AWP	Annual Work Plan
CCA	Common Country Assessment
CDM	Clean Development Mechanism
CEDAW	Convention on Elimination of all forms of Discrimination against Women
CO	Country Office
CP	Country Programme
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSO	Civil Society Organisation
EC	European Commission
ELS	Enhancement of Living Standards
EO	Evaluation Office of UNDP
GDP	Gross Domestic Product
GEF	Global Environment Facility
GFATM	Global Fund for AIDS, Tuberculosis and Malaria
GNI	Gross National Income
GTZ	German Technical Co-operation Agency
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
IFC	International Finance Corporation
IWRM	Integrated Water Resources Management
JICA	Japanese International Co-operation Agency
KOICA	Korea International Co-operation Agency
MASHAV	Israel International Co-operation Agency
MDGs	Millennium Development Goals
NGO	Non-Governmental Organization
ODA	Official Development Assistance
PRSP	Poverty Reduction Strategy Plan
RBEC	Regional Bureau for Europe and the CIS (Commonwealth of Independent States)
SBAA	Standard Basic Assistance Agreement
SGP	Small Grants Programme
SME	Small and Medium Sized Enterprise
TIKA	Turkish International Co-operation & Development Agency
UN	United Nations
UNCAC	United Nations Convention against Corruption.
UNCCC	United Nations Framework Convention on Climate Change
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children Fund
UPR	Universal Periodic Review
WB	World Bank
WHO	World Health Organization
WIS	Welfare Improvement Strategy 2008-2010

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THE FRAMEWORK

The Government of Uzbekistan and the UNDP Uzbekistan are in mutual agreement to the content of this document and their responsibilities in the implementation of the country programme. Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals and the United Nations Conventions and Summits to which the Government of Uzbekistan and UNDP are committed, including:

- The Universal Declaration of Human Rights (1948);
- International Covenant on Economical, Social and Cultural Rights (1966);
- International Covenant on Civil and Political Rights (1966);
- Vienna Convention on The Law of Treaties (1969);
- Convention Concerning Minimum Age for Admission to Employment (1973);
- The Convention on the Elimination of all Forms of Discrimination Against Women (1979);
- Convention Against Torture and other Cruel, Inhuman, or Degrading Treatment or Punishment (1984);
- Montreal Protocol on Substances that Deplete the Ozone Layer (1987);
- Bern Convention on Protection of Works of Literature and Art (1886);
- Declaration on the Right to Development (1986);
- Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal (1989);
- Framework Convention on Climate Change (1992);
- Convention on Bio diversity (1992);
- Convention on the Protection of the Ozone Layer (1993)
- Convention to Combat Desertification (1994);
- Beijing Declaration and Platform for Action (1995);
- Joint Convention on Security in Spent Nuclear Fuel and Radioactive Waste Management (1997);
- Convention on the Worst Forms of Child Labour (1999);
- Protocol for the Prevention, Suppression and Punishment for Trafficking Persons, especially Women and Children (2000);
- Convention Against Transnational Organized Crime (2000);
- Optional Protocol on the Involvement of Children in Armed Conflict to the Convention on the Rights of the Child (2000);
- Millennium Declaration (2000);
- International Convention to Safeguard Intangible Cultural Heritage (2003);
- Convention on Protection of Non–Material Cultural Heritage (2003);
- Convention Against Corruption (2003);
- Kyoto Protocol to the United Nations Framework Convention on Climate Change (1997);
- Suppression of Nuclear Terrorism Convention (2005);

- Treaty on a Nuclear-Weapon-Free Zone in Central Asia (2006);

Building upon the experience gained and progress made during the implementation of the previous Country Programme 2005 to 2009;

Entering into a new period of cooperation 2010 to 2015;

Declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:

PART I. BASIS OF RELATIONSHIP

1.1 WHEREAS the Government of Uzbekistan (hereinafter referred to as “the Government”) and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP’s assistance to the country (Standard Basic Assistance Agreement (SBAA) which was signed by both parties on 10th June 1993. Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the undg simplification and harmonization initiative. In light of this decision this CPAP together with an AWP (which shall form part of this CPAP, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.

PART II. SITUATION ANALYSIS

Introduction

2.1 Basic Facts

Uzbekistan is the most populous country in Central Asia with around 27.6 million citizens¹ and a land mass of almost 450,000sq km. It occupies a strategic, though double landlocked location bordered by Kazakhstan to the north, Kyrgyzstan and Tajikistan to the east, and Turkmenistan and Afghanistan to the south and west. It is the 56th largest country in the world by area and the 45nd by population. The capital Tashkent with a population of over 2.5 million is the largest city in Central Asia. Ethnically 80% of the population is of Uzbek origin with Russian, Tajik, Kazakh, Karakalpak, Tatar and other minorities represented. The Uzbek language is the official state language and Russian is also widely spoken. Uzbekistan benefits from a rich cultural inheritance being one of the ‘cradles of civilization’ located on the ancient ‘Silk Road’ between Asia, the Middle East and Europe.

¹ United Nations Department of Economic and Social Affairs Population Division (2009).

ECONOMIC AND HUMAN DEVELOPMENT

2.2 Economic Foundations

Uzbekistan is an upper low-income country rich in resources and economic potential. Since gaining independence in 1991 and having navigated the subsequent transition, the chief economic goals of the country have broadly consisted of reducing dependence on imports, ensuring energy and food self-sufficiency, diversifying the economy, prudent fiscal and monetary policies, stimulating exports and expanding employment opportunities in order to raise living standards. These foundations have provided the basis of macroeconomic stabilization. The strength of recent export led growth², in the region of 6%-8% GDP growth per annum between 2004 – 2008³ and the maintenance of high rates of public expenditure in the education and health sectors, have enabled a reduction in the overall poverty rate from 27.5% (urban 22.5% to rural 30.5%) in 2001⁴, to 23.6% (urban 17.6% to rural 27.1%) by 2007⁵.

2.3 The Role of the Private Sector

As the Government seeks to realize Uzbekistan's considerable industrial, commercial and international trade opportunities it is increasingly viewing the private sector as the source for more dynamic and diversified growth. The Government aims to further limit its own direct role in the economy, having already reduced public sector contribution to GDP from 45% in 1996 to 22% in 2006⁶. At the same time policies are being formulated to restructure industrial and commercial enterprise to promote a greater volume of SMEs, increase competitiveness, accelerate privatization and create the right incentives for capital investment and technological innovation. Two critical measures of success in the business sector will involve, firstly, improving Uzbekistan's standing in the World Bank 'ease of doing business' rankings from its current position of being 150th out of 183 countries⁷, and secondly, transforming the nation from having one of the highest energy consumption rates in the world⁸.

2.4 The Welfare Improvement Strategy for Uzbekistan 2008-2010

In 2007, the Government launched its first national poverty reduction strategy paper, 'The Welfare Improvement Strategy of Uzbekistan 2008 – 2010' which has the ultimate objective of:

*'improving living conditions based on robust and inclusive economic growth, forming a modern and diversified economy able to compete in world markets, the comprehensive development of the whole country, a fair distribution of income as well as further development and significant improvement in the quality of services in education, health, and other socially significant sectors'*⁹.

² Especially in gold, copper, cotton, natural gas, machinery production, and chemical, light and food-processing industries – (buoyed by favorable global prices).

³ The Economist Intelligence Unit.

⁴ Welfare Improvement Strategy of Uzbekistan – (2008-2010) Table 3.8

⁵ UNDP Draft Country Programme Document for Uzbekistan 2010-2015 (19th March 2009)

⁶ Welfare Improvement Strategy for Uzbekistan – 2008-10 Section 2.6 Private Sector Development.

⁷ <http://www.doingbusiness.org/EconomyRankings>

⁸ Welfare Improvement Strategy for Uzbekistan – 2008-10 Section 2.4. Industrial Policy

⁹ Welfare Improvement Strategy of Uzbekistan – (2008-2010) Section 1.1 WIS goals.

In this strategy the Government cautioned that the impact of recent impressive economic growth on improving livelihoods had been 'inadequate¹⁰'. It further warned that the impact of factors contributing to economic growth in the 2004-6 period would gradually decline and that the high growth rates of recent years could not be expected to be sustained over the medium term¹¹.

2.5 Economic Growth, Human Development and MDG Attainment

Whilst the indicators of wealth creation are positive with gross national income per capita increasing to US\$900 in 2008¹², up from US\$730 in 2007¹³, a broader set of indicators will be required to ensure that the whole population benefits from growth. More progress is therefore required to analyze, prioritize and accelerate reforms that modernize and diversify the economy to facilitate the shift from export-led to higher quality investment-oriented growth that delivers a greater contribution to human development. In general terms the Welfare Improvement Strategy forecast that economic growth would need to be maintained at rates above an average of 8% per annum between 2008 and 2010 in order to further reduce overall poverty to 20% by the end of 2010¹⁴. The nationalized MDGs aim for the reduction of the poverty rate by 2015 of 14%, with respective urban and rural poverty rates of 11% and 16%¹⁵. Whilst these targets are consistent with reducing poverty by half by 2015 as set out in the Millennium Declaration to which the Government of Uzbekistan is a signatory, strenuous efforts by Government will be required to realize these goals as growth has yet to demonstrate tangible impact on the low income groups of the population. An assessment of progress carried out in 2006 presents a balanced scorecard of progress towards the attainment of the Uzbekistan MDGs. MDG targets likely to be attained relate to education and gender, whilst targets that may not be fully achieved in time are in the areas of infant and maternal mortality, environmental sustainability, and for the containment and reversal of the spread of tuberculosis and HIV/AIDS¹⁶. Close monitoring and reporting of further progress in the run up to 2015 will remain a priority.

2.6 Population and Rural Development Issues

The population characteristics of Uzbekistan are likely to change over the next 5-10 years. Firstly, population is growing quite rapidly (1.3-1.7% per annum¹⁷). Secondly, with more than two-thirds under 24 years of age¹⁸ this is increasing the working-age population¹⁹ and producing an excess of supply in the labour market that is not currently being fully absorbed. Thirdly, the demographic pattern may change as a result of returning economic migrants²⁰. Approximately 10% of Uzbekistan's labour force works abroad, principally in Russia and

¹⁰ Welfare Improvement Strategy of Uzbekistan – (2008-2010) Section 1.1 WIS goals.

¹¹ Welfare Improvement Strategy of Uzbekistan – (2008-2010) Section 2.2 Macroeconomic achievements in 2004-2006.

¹² World Bank Uzbekistan Country Brief 2009 (per capita based on GNI, Atlas method).

¹³ United Nations Development Assistance Framework 2010-2015 p. 13

¹⁴ Welfare Improvement Strategy for Uzbekistan – 2008-10 Table 1.1 and Table 2.2

¹⁵ United Nations Development Assistance Framework 2010-2015 p. 38

¹⁶ MDG Report for Uzbekistan, 2006, p. 64

¹⁷ Annual population growth rate – National Figures provided by the Government of Uzbekistan, Centre for Economic Research.

¹⁸ UNFPA – Country Programme document for Uzbekistan (2010-2015).

¹⁹ Welfare Improvement Strategy for Uzbekistan – 2008-10 section 2.7 The Labour Market and Employment.

²⁰ Human Development Report 2009 pages 40, 54 and 83.

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Kazakhstan²¹. These economies have been more directly affected by the global financial crisis, which may in turn precipitate a fall in remittances²². Fourthly, as over 50% of the population resides in rural areas, rural to urban migration is expected to rise, following the almost universal trend worldwide. This may be hastened by the recent reduction in employment in the agricultural sector as well as pressure of access to the natural resources of land and water, which are in short supply. Fifthly, as has also been the experience in other countries, this may impact urban services and urban poverty. In this context, agriculture will perform a vital role in the Government strategy for employment-intensive rural regeneration, reducing inequalities and contributing to a cohesive urban/rural social policy.

2.7 The Prospects for Advancing Human Development

Since 2000 Uzbekistan's Human Development Index²³ (HDI) rose from 0.687 to 0.710 and the country now stands mid-table ranked at 119 out of 182 amongst countries²⁴. Overall, analysis of the HDI alongside a strong national economic and human asset base suggest that Uzbekistan has every possible prospect of being able to advance along a path of robust economic growth whilst obtaining significant human development gains. Good governance at all levels and the pursuit of the right policy choices are key to determining the future prospects for all the people of Uzbekistan.

ENVIRONMENT AND ENERGY

2.8 Environmental Challenges

Uzbekistan is a country with an arid and semi-arid continental climate. Around 80% is desert or semi-desert and only 11% of the land is heavily cultivated along the irrigated river valleys. The main water arteries of the Amu-Darya and the Syr-Darya which serve all of Central Asia are sourced from the year-round snows and glacial melt in Kyrgyzstan and Tajikistan. They discharge their waters into the Aral Sea which used to be the fourth-largest inland sea on earth, a large part of which is within the territory of Uzbekistan. Since the 1960's when the misuse of the Aral Sea water began, it has shrunk substantially. Environmental challenges beset virtually the entire country, but most acutely in the areas of the Fergana Valley, Khorezm and Karakalpakstan. The east and south east of the country are also affected by high seismic activity.

2.9 Water, Land and Biodiversity

The environmental concerns of greatest gravity are degradation of land and water resources, (including groundwater) desertification and loss of eco-systems. Added to these is the lack of adequate management of industrial and municipal waste²⁵. These factors together make Uzbekistan particularly vulnerable. Of these challenges, the problems related to water use, supply and quality are by far the most pressing and complex. The quantity and quality of the

²¹ International Crisis Group

²² International Monetary Fund, World Economic Outlook 'Sustaining the Recovery' October 2009, p.80

²³ Human development index [HDI] — a composite index measuring average achievement in three basic dimensions of human development: health and longevity, knowledge, and a decent standard of living.

²⁴ <http://hdr.undp.org/en/statistics/>

²⁵ Welfare Improvement Strategy for Uzbekistan – 2008-10 Section 1.2.2 Strategic Priorities for Human Development and Welfare.

agricultural land is deteriorating with the remainder under increasing pressure from desertification, erosion by wind or water, overgrazing or pollution²⁶. The need to improve water infrastructure, combined with continuing degradation and salinization of arable land feature prominently in discussions about the delicate relationship between agriculture, productivity, employment and human development. For example, competition for water exists between irrigated agriculture, hydropower, drinking and municipal water supply and sanitation, and industry. On average, 6% of urban residents and 21% of the rural population (around 5 million people²⁷) do not have access to safe drinking water. Municipal sewers are accessible for only 38% of the urban population and no more than 5% of the rural population²⁸. The Government continues to increase its attention to the development of water supply systems and improved sanitation in order to increase access to these vital services thereby contributing to the public health and productivity of the population.

2.10 Energy and Climate Change

Uzbekistan is both one of the world's largest producers of fossil fuel and one of the least energy efficient countries in the world²⁹. This rich fuel endowment is currently used to provide subsidized energy to the economy, benefiting rich and poor alike. A more efficient management of these resources can create an incentive structure for optimizing energy consumption. Pursuit of economic growth in the past did not consider the associated environment costs, in particular the rising levels of carbon emissions. In this respect it is now clear that the global climate is changing and the early consequences are already becoming evident. The impact of climate change in Uzbekistan brings with it increased warming and aridity, potentially exacerbating its environmental vulnerability. Climate-related droughts have already increased in frequency and intensity. The severity of the possible impact of such events necessitates a strengthening of national institutions preparedness and vulnerability assessment capabilities, with encouragement of more climate-resilient development. One of the major factors that could contribute to sustainable development and competitiveness in the economy is the more efficient use of fuel and energy resources. In this regard the Government has initiated two important programmes for promoting environmental sustainability: The Environment Security Strategy and the National Strategy for Renewable Energy Sources. Concerning the latter, Uzbekistan has substantial potential in terms of renewable energy. Hydropower, solar, wind, and biomass, are all realistic options, but their potentials are yet to be fully explored.

2.11 Policy Framework

In order to ensure environmental sustainability, efforts will be continued to integrate the principles of sustainable development into Government policies and programmes for the more effective and efficient use of natural resources. Policies that aim at reducing energy consumption, better managing energy practices, including renewable energies, and increasing the level of energy performance in public buildings and dwellings will be important. The overall natural resource legislation framework also requires strengthening to meet MDG7, for example, through integration of the principles of sustainable development into national policies, programmes and operations. Participatory approaches to conservation and

²⁶ Welfare Improvement Strategy for Uzbekistan – 2008-10 section 2.3 Agricultural Policy a) Quality of Land Resources.

²⁷ United Nations Development Assistance Framework for the Republic of Uzbekistan (UNDAF) 2010-2015, p.19

²⁸ Welfare Improvement Strategy for Uzbekistan – 2008-10 Section 1.2.2 Strategic Priorities for Human Development and Welfare.

²⁹ UNDP Policy Brief on Energy 2007, p13.

management can also serve to protect Uzbekistan's globally significant biodiversity, help to conserve its rich cultural heritage and achieve sustainable development results.

GOVERNANCE AND ADMINISTRATION

2.12 The Structure of Government

Uzbekistan emerged as an independent sovereign state in 1991 following the breakup of the Soviet Union. In December 1992 Uzbekistan adopted a new constitution, perpetuating a secular Government, led by an elected President. A bicameral Parliament has been established with a 100 member Senate (upper house), and a 150 member Legislative (lower house). The Cabinet of Ministers is the executive branch of the government. The judicial system consists of the Constitutional Court, the Supreme Court, the Supreme Economic Court, as well as regional, city and district civil and criminal courts. Administratively Uzbekistan is divided into twelve regions, the Republic of Karkalpakstan and the City of Tashkent.

2.13 Institutional Reforms

Since independence, Uzbekistan has gradually implemented reforms aimed at creating a modern socially-oriented, competitive and diversified market economy. Central Government remains the main initiator and pursuer of political, economic and social reforms. In the sphere of state regulation the Government has outlined a package of institutional and regulatory reforms for the purposes of increasing the efficiency of policy planning and implementation of services provided by the state³⁰. The Government has also begun to look at ways of strengthening Parliamentary functions. An office of the Ombudsman has been established to manage a citizen's complaints mechanism and the Government has ratified the United Nations Convention against Corruption (UNCAC). Additional reforms have been proposed in the national budget system as well as improvements to the performance, transparency and accountability at all levels of governance based on enhanced treasury systems³¹. Other public administration reforms have been pursued in an attempt to bring about a more effective, merit and results-oriented civil service³².

2.14 Strengthening Local Governance through Area-Based Approaches

The national MDG targets have been fully integrated with the Welfare Improvement Strategy which outlines a detailed analysis of living standards and poverty in Uzbekistan³³. As well as differences between urban and rural poverty, cited above, the geographic distribution of income and poverty between regions³⁴ is an area in which the Government has been active in providing a policy response³⁵. For example, at the request of the Government, UNDP has been supporting the formulation and implementation of area-based development in five different parts of the country. Enhancing living standards in rural areas is viewed by the Government as

³⁰ Preface to the Welfare Improvement Strategy of Uzbekistan (2008-2010)

³¹ Welfare Improvement Strategy of Uzbekistan – section 1.2.3 'Better Governance Strategy'.

³² Welfare Improvement Strategy of Uzbekistan – section 1.2.3 'Better Governance Strategy'

³³ See Chapter 3 of the Welfare Improvement Strategy.

³⁴ Welfare Improvement Strategy of Uzbekistan – (2008-2010) Section 3.1.3 Living Standards – Relative Disposable per capita Income in the Regions, Table 3.5.

³⁵ Welfare Improvement Strategy of Uzbekistan – (2008-2010) Section 3.1.4 Living Standards – Assessment of Poverty – Geographic distribution of Poverty, Table 3.9.

a major strategic objective for improving welfare and reducing inequality³⁶. Instruments such as this, whereby Local Government takes the lead in fostering a more broadly defined partnership approach that engages the private sector, civil society and communities directly in consultations to agree common local priorities will provide important forward momentum and learning on the best ways to tackle regional inequality, unemployment and poverty alleviation in pursuit of the Government's 'inclusive growth' agenda. The Government has also sought to reinvigorate the micro-finance development programme in remote regions of the country³⁷.

2.15 Human Rights Reporting

The Government has taken a number of important steps to align national legal practices with international standards. It has entered into the Universal Periodic Review (UPR) process in order to report on actions taken to improve human rights every four years to the United Nations Human Rights Council. The Government has also ratified a number of international conventions including: the International Covenant on Civil and Political Rights with two Optional Protocols; the International Convention of Economical, Social and Cultural Rights; the UN Convention against Corruption (referred above); the UN Transnational Organized Crime Convention; the Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children;. Assistance may be required to support the Government strengthen its implementation capacities as it pursues the fulfillment of these conventions.

2.16 Gender Equality

Concerning gender equality and the advancement of women Uzbekistan has recorded some progress, with further gains expected over the years immediately ahead. Government is implementing the Convention on Elimination of all forms of Discrimination against Women (CEDAW) and has achieved gender parity in primary, basic and vocational education. However, women have not yet attained equality at all levels, and issues such as lower representation of women in decision-making, economic empowerment in rural areas, family conflicts, as well as traditional attitudes and stereotypes about the roles of women and men remain of concern.

2.17 HIV/AIDS

HIV infection rates continue to rise and there has been a sharp increase in the number of sexually transmitted diseases. Injecting drug use is still the major reason for the spread of HIV. Whilst access to HIV prevention, treatment and care services has been enhanced, further capacity development for effective service delivery is needed.

PART III. PAST COOPERATION AND LESSONS LEARNED

3.1 Building on UNDP's Previous CPAP for Uzbekistan (2005-2009)

The previous CPAP focused on three programmatic objectives in support of the Government: i) economic development and poverty reduction; ii) promotion of reforms in the area of democratic governance and iii) environment and energy issues. Engaging, strengthening and fostering the participation of civil society in development processes at national and local levels featured as an overarching theme.

³⁶ Welfare Improvement Strategy of Uzbekistan – (2008-2010) Section 5.3 Area-based Development Programmes.

³⁷ Welfare Improvement Strategy of Uzbekistan – (2008-2010) Section 4.2.3 Financial Sector Reforms.

3.2 The Profile of UNDP

Overall levels of Official Development Assistance (ODA) to Uzbekistan peaked in 2004 at \$244 million. In subsequent years it has substantially decreased to \$169 million in 2005 and \$148 million in 2006. UNDP on the other hand has increased the volume of assistance to the Government of Uzbekistan during this period. This has raised UNDP's profile in Uzbekistan as a credible and trusted partner of Government and an organization that can respond flexibly to development challenges. Foremost among UNDP's major thematic co-operation with the Government of Uzbekistan in the period 2005-2008 are the following:

3.3 Policy Advice

The level and consistency of UNDP support to policy advice at the national level has been acknowledged. UNDP has been credited by the Government of Uzbekistan for playing a key role in providing technical assistance in the formulation of the MDG-based Welfare Improvement Strategy. The Government endorsed its national strategy in August 2007 as its overarching development document for 2008-2010. UNDP supported the consultation process which brought together all of Uzbekistan's major development partners, both national and international, within a well-defined cooperation framework. Together with other UN agencies, UNDP assisted the Government in adapting the MDGs to Uzbekistan's national context, resulting in a set of national goals, targets and time-bound indicators. The nationalized MDGs were subsequently internalized within the Welfare Improvement Strategy. Also in terms of national policy advice, UNDP assisted two national policy think-tanks – the Centre for Economic Research and the Institute for Forecasting and Macroeconomic Research. In addition to project specific interventions UNDP has also been engaged in the publication of a number of National Human Development Reports. More recently a series of Policy Briefs have provided incisive analysis, discourse and policy recommendation within critical topics. Policy reforms in public finance have also been supported.

3.4 Private Sector Development

UNDP provided extensive assistance to the government in advancing private sector development. This has been pursued through the following avenues: i) technical assistance in revising the tax code, which helped create more favorable environment for small and medium-sized enterprises; ii) a number of business forums held throughout the country which served as a platform for dialogue between the government, the private sector and the community on topics ranging from public-private partnerships and competition development to arbitration and insurance, and; iii) strengthening the capacities of trade and investment promotion institutions. As requested by the Government of Uzbekistan, UNDP provided support for business innovation through strengthening the national capacities for technology transfer and extended assistance for hosting the annual innovation fair. Further support has been provided for the development of valuation methodologies. There are strong grounds for UNDP building on these developments in the new CPAP by giving greater focus on promoting the role of private enterprise as well as exploring approaches to public-private partnerships.

3.5 Rural Development and Employment Generation

During 2005-2009 increased attention was paid to rural development and employment generation. Given the gaps in living standards between urban and rural areas in the country,

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compounded by an emergent pattern of rural to urban migration, the expansion of the area-based approach proved to be a logical evolution in UNDP's programmatic support. UNDP was able to utilize its policy, technical and participatory know-how to promote a comprehensive approach through consultation, multi-disciplinary co-ordination, outreach, analysis and the delivery of interventions aimed at improved rural productivity and resource management. UNDP has provided development planning support to sub-national Government that has engaged civil society organizations and communities. The area-based development methodology has been able to lever extensively from best-practices from other countries in the region. The partnership with the EC through the 'Enhancement of Living Standards' (ELS) programme was rolled out across the three regions of the Fergana Valley while UNDP has continued support area based development projects in Karakalpakstan, and Kashkadarya. UNDP has also promoted women's entrepreneurial leadership and has been complemented by a livestock development initiative. In sum, UNDP has worked with the Government of Uzbekistan at the national, regional and local level to construct a strong platform for expansion of comprehensive rural regeneration.

3.6 ICT as an Enabler

UNDP has proven that ICT can be an effective enabler for promoting good governance in Uzbekistan. The experience shows that use of ICT has been critical in increasing transparency and citizen access to information, improving the efficiency of public administration, facilitating dialogue among development partners and in promoting knowledge exchange. UNDP's assistance to Uzbekistan has so far been directed at promoting the use of ICT to assist the democratization process. These have included a wide range of interventions, such as the provision of analyses and recommendations for the Government's ICT policies, piloting e-Government initiatives in various institutions, support in establishing the country's first electronic digital signature centre, as well as developing the capacity of civil servants to take advantage of ICT through training and seminars.

3.7 Environment Protection and Sustainable Development.

Assisting the Government of Uzbekistan to confront one of its principle challenges UNDP has successfully served as a catalyst in bringing in resources for environment protection and sustainable development. Drawing on its access and expertise UNDP has tapped the Global Environment Facility (GEF) and the UNDP MDG Carbon Facility to Uzbekistan's advantage. GEF's Small Grants Programme began in 2008, helping civil society and local communities identify their own solutions to address challenges of sustainable development. The environment and energy portfolio will seek to build further on these initiatives. Reflecting the gravity of the prospective risk in the environmental domain, the Assessment of Development Results (see below) refers uniquely within the substantive programming realm to the need for environmental concerns and environmental risk assessment to be comprehensively integrated into national development planning instruments.

3.8 The Independent Evaluation of UNDP in Uzbekistan

In terms of UNDPs overall strategic partnership, coherence and programming approach in Uzbekistan, the independent Evaluation Office of UNDP's headquarters conducted a strategic review of the impact of UNDP operations in Uzbekistan in June-August 2008 covering the period between 2000 and mid-2008. This 'Assessment of Development Results' (ADR)

exercise shed light on a number of key issues and lessons learned that should be capitalized upon in preparation of the current Country Programme Action Plan.

3.9 Contribution of UNDP to Uzbekistan's Development

First, the ADR noted that UNDP has made an important contribution to Uzbekistan's development during the period under review and that this contribution coincided with a time of rapid change, including the implementation of key reforms, rapid economic growth and transformation in the country's relationship with the international community. UNDP has remained committed to supporting Uzbekistan and has a responsive, sound and relevant programme as articulated at the central and local levels which is widely acclaimed by the partner Government.

3.10 Need for Programme Consolidation

Second, the ADR points to the fact that in the process of responding to a variety of exigencies at different times the UNDP approach has become quite wide-ranging. To increase effectiveness, efficiency, sustainability and impact, the ADR strongly recommends UNDP to consolidate its programmes on fewer substantive areas in which it has demonstrable comparative strength, and take a more comprehensive long-term approach in these selected areas. In the formulation of this CPAP, UNDP has taken the essence of this advice to heart in the design of a stronger more strategic and durable programme of support to the Government and people of Uzbekistan.

3.11 Integrating Human Development and the MDGs into National Policy Making

Third, the ADR speaks of the dual need to integrate approaches that promote human development and pay more attention to inclusivity residing at the centre of policy making across the board. This impetus should be matched by 'in tandem' collaboration with key development partners in the process, for example the International Financial Institutions (IFIs) and UN agencies for Joint Programming. This should serve to advance critical progress towards MDG attainment and elevate UNDP from being an administrative partner to a strategic one. Approaches of this nature can be strongest when they are both nationally and locally implemented.

3.12 Leveraging Area-Based Development

Fourth, UNDP needs to more fully harness its capabilities, outreach and experience for rural regeneration through local Government. Rural issues are of utmost significance in Uzbekistan for poverty reduction, social development and economic prosperity. UNDP must bring a comprehensive methodology to strengthen and expand existing frameworks for addressing rural challenges. UNDP is well placed to deepen its substantive work through a combination of interventions that support deepening democratic governance at the local level, community and citizen participation, private enterprise and multi-sectoral working through its area-based programme that facilitates localization of the MDGs.

3.13 Aid Co-ordination and Effectiveness

Fifth, the ADR noted that despite attempts made by UNDP and other international partners the aid coordination architecture and associated processes need to be further strengthened. This is important to ensure that every dollar of support is invested with maximum effect. This implies

stronger donor-government platforms and systems that ensure greater scrutiny over the utilization of resources. It also entails stronger mechanisms of mutual accountability for the management and performance of aid channeled through national public finance management systems, within which the aid system should be more deeply embedded. Linking aid and public expenditures more generally to outcomes and effect for gains in human development and the attainment of the MDGs with a focus on reducing inequalities forms an important corollary for UNDP assistance.

3.14 Systematizing Capacity Building as a Central Tenet

Sixth, UNDP core business is about systematically building the national capacities of institutions, communities and citizens to more effectively administer an ever advancing agenda of human development. The ADR noted that UNDP Uzbekistan must make greater utility of the repository of corporate capacity building tools at its disposal. The ADR argues that more rigorous application of these resources to capacity development interventions would lead to more measurable and sustainable results. This should be adopted as a cross-cutting theme in the design, implementation, management and reporting of all new programmes. Ongoing programmes should be strengthened in this regard.

3.15 Knowledge Management

The final major observations of the ADR refers to the requirement to strengthen UNDPs own qualitative monitoring and evaluation frameworks for the purposes of: i) enhancing the critical link between front-line implementation experience and upstream policy making; ii) broadening participation in UNDP-led monitoring and evaluation exercises to ensure that learning is generated for the benefit of all programme and project stakeholders. More particularly, the lessons there-from should be nationally owned and retained for the iterative refinement of successive generations of project design and implementation.

PART IV. PROPOSED PROGRAMME

4.1 A Continuum of Strategic Programme Support in Priority Areas

Aligned and integrated within the framework of the overall United Nations Development Assistance Framework to Uzbekistan (UNDAF 2010 – 2015), UNDP assistance will offer a continuum of strategic programmatic support in the same substantive areas as its predecessor country programme (2005-09), namely: i) economic governance and poverty reduction; ii) environment and energy, and; iii) democratic governance. In each of these three component areas the main thrust of UNDPs endeavors will be aimed at building further on its core programmatic and comparative strengths for the advantage of the Government of Uzbekistan and its citizens. Reflecting on the principle challenges confronting the nation, on the analysis and priorities contained in both the Welfare Improvement Strategy and the UNDAF, and on the interventions proposed within this new CPAP, UNDP believes that it is entering a deeper, more compelling and vitalized partnership with the Government of Uzbekistan and its principle stakeholders.

4.2 Cutting Poverty in Half and Securing Human Development Gains

UNDP seeks to enshrine the core vision and values enunciated in the UNDAF into the promulgation of this CPAP. None could be more centre-stage than progress against the Millennium Declaration target of cutting poverty in half by the year 2015. At the end of the co-operation period the final reckoning of MDG attainment will be known. UNDP would like to be both a key partner and witness to an Uzbekistan that emerges over the next six years with an intact and fully attained MDG scorecard on human development. Important as the MDG goals are, it is well understood that investments in them must be capable of being buttressed and sustained. Sustaining principles are anchored into inclusive, participatory, rights-based, gender-sensitive and environmentally friendly approaches that also have strong elements of openness, accountability and transparency. UNDP will seek to incorporate these principles into all of its programmes. For this to yield success, a commensurate investment in knowledge generation, knowledge capture and knowledge networking is needed. UNDP will seek to devise such a learning framework with the Government of Uzbekistan and its partners, including enhanced engagement of UNDPs regional hub.

4.3 Promoting Internal Synergies

The new CPAP articulates UNDPs intent of investing more deeply into those areas prioritized by the Government of Uzbekistan. UNDP will also seek to strengthen the internal linkages between these programmes. Critically, for example, in terms of adherence to core development principles, a more deliberate method of national capacity development will be adopted along with further attention to gender equality. UNDP will employ a more synergistic approach in all aspects of its programme governance, whereby policy papers are developed, discussed and fed directly by implementation experience in the field.

CORE PRINCIPLES & CROSS-CUTTING PROGRAMMES

4.4 Core Principles - Accountability and Transparency

UNDP remains committed to the highest ethical standards concerning transparency and accountability of decision-making and resource allocation. This will be demonstrated at all stages of project formulation, management, project and programme governance meetings, reporting, monitoring and evaluation.

4.5 Cross-Cutting Programmes

The UNDP Outcome relating to the achievement of UNDPs two main cross-cutting goals states:

“UNDP maintains a demonstrable commitment to fully mainstreaming gender and will fully incorporate capacity building and participatory knowledge management in all its programmes”.

Application of these cross-cutting programmes at the Country level is supported by UNDP global outcomes 1, 2 and 3³⁸ in respect to: i) capacity building; ii) gender mainstreaming, and: iii) knowledge management. This demonstrates the alignment between UNDPs normative

³⁸ UNDP Strategic Plan 2008-2011

global objectives and its country programme practices on the ground. Furthermore, UNDP Uzbekistan, for the purposes of refining the application of its cross-cutting goals in these two critical areas, will view 2010 as a test year. Cross-cutting output targets will be revised at the end of 2010 to reflect the realities of the challenge of mainstreaming complex and sophisticated issues and concepts.

4.6 Gender Mainstreaming

The first cross-cutting issue vital to the integrity, prosperity and cohesion of any society is that women and men should be accorded equal status, rights and opportunities. This is enshrined in all of the major declarations, treaties and conventions of the United Nations, and an inherent part of UNDPs operations. In respect to gender UNDP will seek to ensure:

“All of UNDPs programmes and projects fully mainstream gender equality and the advancement of women”.

- 4.7** Over the period of the CPAP, UNDP will have made considerable progress in its pursuit of gender mainstreaming into all of its programmes. In recognition that gender mainstreaming, if undertaken thoroughly, is a challenging proposition, UNDP will use 2010 in which to determine more exactly the number and identification of projects that it will comfortably be able to have fully gender mainstreamed by the end of the CPAP period. Quantifiable targets will therefore be introduced into the Results and Resources Framework (RRF) at Annex 2 at the end of 2010. Priority areas of the gender equality programme in the meantime will focus on the political and economic empowerment of women through national policy making, private sector development, comprehensive rural development, support to parliament, public administrative reform and rule of law programmes outlined in the strategy below.

4.8 Knowledge-Management and Capacity Development

The second cross-cutting programme relates to the twin learning pillars of knowledge management and capacity building. Both impact on institutions, communities and individuals in a dynamic and iterative fashion. In this respect UNDP will pursue:

“All of UNDPs projects employ UNDPs Capacity Building Toolkits and approach knowledge management in a participatory manner with all stakeholders.”

- 4.9** UNDP will seek to more deeply embed knowledge generation and systematic approaches to capacity building through the application of tried and tested toolkits. UNDP will adopt a more deliberate approach to ensure that individual and organizational learning takes place at all stages within and across its programmes. More poignantly still, partner institutions shall play an increasingly prominent role in participatory monitoring and evaluation exercises that make greater use of full stakeholder consultation processes, through which learning is generated and harnessed to inform future activities. To complement this new approach to learning, and as per the ADR recommendation, UNDP will increasingly apply the implementation its corporate capacity development toolkit into the operating context in Uzbekistan. This will enable a stronger framework of diagnostics, design, implementation, measurement and accountability to be applied to the critically important work of capacity building.

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4.10 These principles and processes have been fully considered in the preparation of the monitoring and evaluation section outlined below and introduced into the results and resources framework annexed to this CPAP. As in the case of the two other cross-cutting areas, UNDP will conduct internal strengthening of its programme and project personnel to support the application of the Capacity Building Assessment methodologies and produce a more definitive target for its roll out across the programme by the end of 2010. The CPAP information sharing and best-practice exchange will continue to be sourced through the ongoing close engagement of UNDPs regional centre based in Bratislava, and through various channels including ‘south-south’ and learning emanating from the Central Asian region. The principles of knowledge management and capacity development are universally capable of being applied to the whole of UNDPs programme.

4.11 UNDAF/UNDP Alignment

At the forefront of its programme UNDP has sought to develop a range of outcome and outputs that will make a major contribution to the attainment of the UNDAF outcomes. The relationship between the UNDAF outcomes and the respective UNDP outcomes and outputs is set out at the introduction to each programme area described below.

COMPONENT ONE - ECONOMIC GOVERNANCE AND POVERTY REDUCTION

4.12 UNDAF Outcome #1:

“Economic well-being of vulnerable groups is improved (residents of economically under-developed, mainly rural areas; women, particularly home-based workers; labour migrants and their families; children, particularly most-at-risk adolescents; the elderly; HIV-positive people; and people with disabilities)”³⁹.

4.13 Within this outcome area UNDP will continue its work in supporting the Government’s strategy to improve living standards and attainment of the Millennium Development Goal targets through contributing towards improved economic governance and initiatives that lead to welfare improvement.

4.14 UNDP Outcomes:

In order to achieve the UNDAF outcome outlined above, UNDP Uzbekistan has set the following two programme outcomes:

Outcome 1.1: “Capacity of the central and local authorities enhanced to develop and implement economic and social security policies aimed at welfare improvement of vulnerable groups”.

Outcome 1.2: “Increased employment opportunities and economic security for vulnerable groups”.

4.15 To achieve this UNDP has specifically targeted three significant areas for intervention: i) support to policy making, public financial management and aid effectiveness; ii) private sector development, including support for establishing platforms for the promotion of public-private dialogue and co-operation, and; iii) comprehensive rural development and employment generation.

4.16 Support to Policy Making

In the area of policy making, UNDP will direct its attention to the achievement of the following output:

Output 1.1.1 “Strengthened government capacity at national and local levels to improve macroeconomic forecasting, innovation, and to collect, analyze and report data in line with the Millennium Development Goals and other international standards”.

4.17 UNDP will continue to work on developing the capacity of the Government to formulate and implement economic policies, expand the demand for data collection, electronic processing and

³⁹ United Nations Development Assistance Framework for the Republic of Uzbekistan (UNDAF) 2010-2015.

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improved analysis of statistical information at regional and sectoral levels to feed into effective policy making aimed at human development both at national and sub-national levels. This work-stream builds on earlier UNDP co-operation with central government ministries and institutions responsible for economic and social planning, policy making, statistical data collection, electronic processing and analysis, appraisal of development scenarios and forecasting.

4.18 UNDP will seek to advance the policy research agenda and remain responsive to the emerging priority requests of the Government. Research and policy areas for example might include, but will certainly not be limited to, labour market policies, urban and rural livelihoods, the impact of social, economic and human development policies and programmes, regional analysis, international trade, macroeconomic forecasting, the issues of stable economic growth and transition to an innovation-based development model, analysis of the consumption basket and the living standards of population.

4.19 With the 2015 MDG deadline looming towards the end of UNDPs current plan of co-operation with the Government of Uzbekistan, UNDP attaches particular attention on monitoring and reporting progress on the attainment of the Millennium Development Goals. Further efforts will be made to strengthen the capacities at national and regional levels to improve the system of electronic processing, analysis and application of statistical information for monitoring and evaluation of national development programmes and the MDG oriented activities, aimed at improving economic governance and the well-being of vulnerable groups. UNDP will continue providing assistance to further development and promotion of innovation in the economy.

4.20 Public Finance Management and Aid Effectiveness

In this area UNDP will direct its attention towards:

Output 1.1.2: “Improved Public Financial Management and Aid Co-ordination”.

4.21 UNDP will seek to deepen its support to the Government through assisting a broad range of public finance management enhancements. For example, the adoption of a medium-term budgeting framework linked with macroeconomic indicators and fiscal policy, improving state procurement for more efficient use of public funds, creation of system of external audit with a view of gradual transition to medium-term and results-based budgeting. UNDP will help improve aid coordination in the country by building the capacities of the newly established ‘Department for Coordination and Control of Targeted Use of Humanitarian Aid and Technical Assistance’ under the Ministry of Finance, thereby creating an effective dialogue platform between the Government, development community, private sector and the civil society institutions on main development issues.

4.22 Private Sector Development

In this respect UNDP will dedicate its efforts to the achievement of:

Output 1.1.3: “Inclusive microfinance and business advisory and support services facilitated”.

4.23 The Government's efforts to advance private sector development will be supported through, small and medium sized enterprise development, facilitation of public-private co-operation at the national and sub-national level, and promotional activities for enhanced trade and investment. In order to ensure more inclusive growth UNDP will extend support in promoting an enabling environment for public-private dialogue, leading to greater understanding, co-operation and collaboration between public and private sector interests. Assistance will be provided in rendering business advisory services, including business to business mediation and arbitration services in the regions through the establishment of Business Facilitation Centers. Through the outreach provided by such centers UNDP will ensure links with its rural area-based programme (outlined below), as well as drawing on its extensive international experience in the application of area-based approaches, to promote enterprise and jobs in niche markets among populations on low incomes in the regions. UNDP also aims to build the capacity of relevant institutions in support of international trade and investment promotion, thereby strengthening Uzbekistan's access to markets and contributing to sustainable job creation.

4.24 Rural Development and Employment Generation

In this respect UNDP intends to support:

Output 1.1.4: “Community-based infrastructure rehabilitated to improve access to basic social services”.

4.25 UNDP recognizes that good local governance contributes directly to sustainable local development. By involving all major stakeholders in the planning, consultation, selection and management of initiatives prioritized at the local level significant progress can be accomplished to the benefit of the local population. The ELS-ABD project has adopted these principles and integrated them into a successful area-based approach that applies a comprehensive framework for rural development in Karakalpakstan, Kashkadarya and the Ferghana Valley, including through the elaboration of social sector capacity development. Such exemplar programmes are an asset within the broader context of regional development, as they build practical partnerships among all development stakeholders. UNDP will continue to mobilize local communities and civil society organizations for local infrastructure development and community based construction works. The revival of support to the development of microfinance to the rural and urban poor will take place by improving both the framework and the legislation relating to micro-credit, thereby strengthening the capacities of institutions operating in the sector. Moreover, support will be provided to the application of innovative microfinance products which target vulnerable groups. In the context of rural enterprise and employment, capacities at Mahalla/community level will be developed, and employment generation schemes that target the poor will be piloted. Lessons learned from these interventions will be more rapidly transmitted into policy engines to inform future government programmes. These efforts intend to contribute to Government initiatives designed to create additional income-generating opportunities in some of the lesser-developed regions.

COMPONENT TWO - ENVIRONMENT AND ENERGY

4.26 UNDAF Outcome # 3:

“Principles of sustainable development integrated into country policies and programmes”⁴⁰.

4.27 UNDP Outcomes:

In order to achieve the UNDAF outcome, UNDP Uzbekistan has set the following two programme outcomes:

Outcome 2.1: “Increased availability of institutional products and services for the conservation and sustainable and equitable use of natural resources”.

Outcome 2.2: “Preparedness and responsiveness to natural disasters strengthened.”

4.28 To complement the national approach, UNDP will also work closely to engage local communities identify, design, implement and manage sustainable solutions to local challenges. More generally, UNDP will support the creation of an enabling environment for public participation in environmental protection. UNDP worldwide also seeks to build national capacities in host governments to ensure that crisis management and environmental and energy priorities feature appropriately within national planning regimes. Extensive utilization of the UNDP global practice network will help to facilitate the pursuit of good domestic practice founded on current international standards.

4.29 Sustainable Natural Resources Management

In this respect UNDP will pursue a programme intent on the attainment of:

Output 2.1.1 “Concrete interventions on sustainable natural resources use, including water, land, biodiversity resources, and on climate change (mitigation, adaptation and carbon financing) complemented with environment education/ training component”.

4.30 Under this theme UNDP will focus particular attention on assisting the Government and local communities in achieving sustainable land, water (including groundwater) and biodiversity conservation and management. Underpinning these efforts is the core principle that any human activity involves either production or consumption which in turn creates a demand for natural resources on the one hand and brings about environmental degradation on the other. Unsustainable production and consumption practices are those which ultimately reduce readily available natural resources and impact negatively on the social and economic wellbeing of the population. UNDP will assist the Government meet its international environmental obligations

⁴⁰ United Nations Development Assistance Framework for the Republic of Uzbekistan (UNDAF) 2010-2015.

and will advocate for a more comprehensive and holistic approach to the treatment of the environment in national planning and policy making with special attention paid to raising awareness about the social and economic dimensions. Geographic locations under particular environmental stress, such as the Aral Sea sub-region, offer prospective areas for UNDP intervention. UNDP will also seek to tap Global Environment Facility (GEF) financing to help accelerate its interventions in the sector. Pertinent to accomplishing prudent and sustainable natural resource management, there are three broad, inter-related areas of concern:

i) Land: UNDP will provide continuous support to the Government in combating land degradation, salinization and desertification by promoting the best soil conservation practices, sustainable pasture management and efficient water use methods available in the region. UNDP will support the introduction of integrated land-use planning and management.

ii) Water: Particular concern is growing over the inefficient use of water as a scarce and precious resource. In addition, competition for water has intensified between different sectors of the economy. These include irrigated agriculture, hydro-power generation, clean-drinking water and municipal water supply and sanitation, and not least a broad corpus of industry-related demands. UNDP will seek to support the Government address these challenges by helping mainstream Integrated Water Resources Management (IWRM) and water efficiency principles into national policies and strategies. UNDP will continue to assist local communities gain access to safe, clean drinking water through its ELS-ABD programme.

iii) Bio-Diversity Conservation: In this important area of work, UNDP will assist the Government in meeting the requirements under various global conventions through achieving sustainable management of natural resources, expansion and improved management of the protected area system and other developing landscapes. Institutional mainstreaming activities will witness the internalizing of biodiversity considerations into the policies and operations of national institutions and foster innovative partnerships and approaches to conservation.

4.31 Climate Change and Sustainable Energy

In this respect UNDP will pursue a climate change and sustainable energy sub-programme that also contributes to the same output as above, namely in the pursuit of:

Output 2.1.1 “Concrete interventions on sustainable natural resources use, including water, land, biodiversity resources, and on climate change (mitigation, adaptation and carbon financing) complemented with environment education/ training component”.

4.32 UNDP will expand its work in the area of climate change to support the adaptive capacities of Uzbekistan. Acknowledging the wide-ranging and cross-sectoral nature of climate change impacts, UNDP will assist with identification and implementation of strategies, policies and measures to address problems of the populations most vulnerable to climate change impacts. Moreover, support will be rendered for creating an enabling environment for adaptation

assessment, development of national and local adaptation plans, monitoring and review of adaptation measures across regions and sectors of the economy in order to build a climate resilient country.

4.33 Inextricably linked to climate change is the issue of energy consumption and energy efficiency. UNDP will support the efforts of the Government in achieving its long-term sustainable development goals through assistance in developing sound policy, strengthening the institutional and legislative framework in energy efficiency and renewable energy. With the dual and interconnected goal of reducing energy consumption and environmental pollution (associated GHG emissions), UNDP will support the evolution of policies for improved technologies and regimes that assert energy efficiency measures among public and private, domestic and commercial users.

4.34 The scope of this undertaking is broad and long-term both on the production and consumption side across all major energy-intensive sectors of the economy. These will include, among others, public buildings, irrigation works, public transport, utilities and industry. UNDP will provide policy advice in energy-efficient standards, codification and labeling, assist in identifying and removing technical, institutional and legal barriers to energy efficiency, and raise awareness amongst policymakers, manufacturers, distributors and end-users in order to promote a raft of energy-efficient and effective consumption incentives. Within the framework of UNFCCC international discussions on climate change, UNDP will also offer its assistance in harnessing potential future financing flows and clean technology transfer opportunities. Building on UNDP's support in tapping into the Clean Development Mechanism (CDM) and MDG Carbon Facility, innovative market based approaches to environmental finance will be analyzed and, where found suitable, promoted in Uzbekistan.

4.35 Institutional and Community Partnerships

In this respect UNDP will ensure that its interventions support the goals of:

Output 2.1.2 “Strengthened legal and institutional frameworks and enhanced government capacities to meet international commitments and obligations”

Output 2.1.3 “Community based approaches to addressing environment security and socio economic development of vulnerable groups”.

4.36 Within all areas outlined above UNDP will provide two parallel and complementary avenues of support. The first at the national institutional level, and the second via engaging with local communities directly. At the institutional level, systematic capacity building will be provided through recommendations for legislation, policy strengthening, and other enabling activities to improve management effectiveness. Institutional, legal, regulatory, policy and programme implementation support will be provided. Simultaneously, community based approaches, including through GEF Small Grants Programme, will also be used to identify and implement local solutions on the ground for land, water and bio-diversity conservation.

4.37 Disaster Risk Management

In this respect UNDP will pursue:

Output 2.1.4 “Enhanced capacity of the Ministry of Emergency Situations and other stakeholders for disaster risk reduction in Tashkent and in other high-risk locations in Uzbekistan”.

- 4.38** In terms of disaster risk management UNDP will assist the Government in building capacities for the prevention and mitigation of natural and human-induced disasters both at the national and local levels. UNDP will build on the existing institutional, technical and human capacities of national agencies responsible for disaster risk reduction, enhance coordination between key stakeholders and promote innovative community based disaster prevention approaches.

COMPONENT THREE - DEMOCRATIC GOVERNANCE

- 4.39 UNDAF Outcome # 4 states:**

“Effectiveness, inclusiveness, accountability of governance at the central and local levels enhanced”⁴¹.

- 4.40 UNDP Outcomes:**

In order to achieve UNDAF outcome 4, UNDP Uzbekistan has set the following programme outcomes:

Outcome 3.1 “Enhanced accessibility, transparency, fairness of justice system and legislatures to promote rule of law, including increased harmonization of national legislation”.

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

- 4.41** UNDP maintains a global objective to successfully foster the deepening of democratic governance. This involves improving the functioning, efficiency and effectiveness of national and sub-national governance institutions, processes and services. These in turn impact directly on the overall aim of achieving social and economic outcomes that are beneficial to all of the citizens of Uzbekistan.

- 4.42 Promotion of Human Rights**

In this respect UNDP will work for the attainment of:

Output 3.1.1 “Enhanced capacities of the national human rights institutions and other relevant bodies, including legal clinics to better fulfill their mandates and thus promote and effectively protect human rights”.

- 4.43** UNDP assistance will support the pursuit of equitable, accessible, transparent systems of human rights promotion as set out in the major universal conventions. This will be achieved

⁴¹ United Nations Development Assistance Framework for the Republic of Uzbekistan (UNDAF) 2010-2015.

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through enhancing the capacities of national human rights institutions, including relevant civil society organizations. Attention will focus on the implementation and reporting of progress towards the UN human rights conventions entered into by the Government of Uzbekistan. The programme will also seek to engage and train a broad range of relevant public bodies and civil society organizations concerned with human rights. Legislation relating to the legal clinics/legal aid, with particular targeting of the poor, will be supported and promulgated. Allied to this a number of legal aid clinics will be piloted, with a view to further expansion of the service.

4.44 Supporting Improvements to the Public Service

In this respect UNDP will implement a programme that aims to advance:

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”.

- 4.45** UNDP proposes to support programmes aimed at strengthening national and sub-national governance and service delivery. UNDP has offered to expand its public sector development programme to include elements that would contribute to the effectiveness and efficiency of both houses of the parliament. Currently under discussion, this programme can include assistance to strengthening the legislative process, the functioning of the parliamentary secretariat, the capacities of various thematic development related sub-committees, supporting the parliament undertake its oversight function, and improving mechanisms for consulting third parties, such as the private sector, civil society, the media. The component will operate and be guided in close collaboration with government partners. Support is intended to advance the formulation of local development policies and services that assist regional and local development through participatory planning and development activities.
- 4.46** The use of ELS-ABD methodologies, such as the UNDP exemplar currently in operation in five provinces will continue to be unfolded as a live example of good participatory governance from which important lessons can be derived. Institutions and departments that engage will benefit from additional training and application of results based management, strategic planning, participatory approaches, advanced budgeting, and the adoption of techniques for enhancing productivity and performance. UNDP will be working on enhancement of external control by introducing audit, developing its legislative, regulatory and methodological framework to create an enabling accountable and transparent environment in government agencies. Audit toolkits and measures to counter-corruption can be piloted and lessons learned for roll-out. The establishment of more integrated service lines can be further innovated through the creation of one-stop shops, which have so far proved successful, including the introduction of ICT applications that enhance information flows, exchange, reporting and accountabilities.
- 4.47** The programme will also assess the civil service training curriculum and recommend adjustments to ensure that Uzbekistan continues to have a steady medium term supply of highly qualified professional staff required to underpin an effective public administration. The skills

of relevant complementary educational institutions that contribute expertise to the public sector will be further enhanced in line with international standards. In particular, UNDP will be active in supporting the delivery and performance of pro-poor services that ensure equality of access for specifically targeted beneficiaries, such as rural women, disabled people and people infected with HIV.

4.48 Participation and Civil Society

In this respect UNDP will work with a variety of partners towards an environment in which:

Output 3.2.3 “Citizens are better informed about development challenges, policy making and empowered to better participate in decision-making”.

4.49 Under the auspices of its democratic governance portfolio, UNDP will continue to advance its agenda of work with civil society organizations. This will entail several strands of work. Capacity development will focus on building the core competencies of NGOs to support their organizational development, fundraising, networking etc, to better enable them fulfill their functions. Under this component UNDP will work with specialized NGOs to help raise awareness of human rights, and equal access and opportunities for people with disabilities and HIV. UNDP will seek to promote civic education and engagement initiatives that enable young people participate constructively in self-help groups and volunteerism within local and national NGOs on important development issues. Finally, as human development lies at the heart of UNDPs mandate, we will be working in partnership with educational establishments, academies, professional societies and civil society in general, to further advance a more holistic understanding of the concepts and practical application of human development in all educational and development arenas.

4.50 Achieving Gender Equality

UNDP will continue to make investments in institutions, processes and services that strengthen state and non-state actors in their work to promote the equal status and opportunity for men and women. To these ends UNDP have concluded to work towards the following:

Output 3.2.4 “Improved legislative and institutional environment for equal rights and opportunities for women and men of Uzbekistan.”

4.51 Within the democratic governance area UNDP will further extend its work on women’s empowerment and advocating for gender equality. The promotion of women’s rights and the cultivation of leadership, exemplars and role models in all sectors will contribute towards the creation of a more progressive gender-friendly enabling environment for women.

4.52 The advancement of women will be measured across a spectrum of perspectives including an increase in the percentage of women in executive power and in senior management positions. Legislative reforms will continue to promulgate the ‘equal rights and opportunities’ law and the ‘domestic violence’ law. Implementation and enforcement of these statutes will be emboldened and made effective in practice through systematic programmes of training for the judiciary, police, civil servants, as well as for relevant private sector, civil society and community based organizations.

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- 4.53** Monitoring the efficacy of the gender related effect will be supported by the proper disaggregation of cases. The concept of gender mainstreaming will be promoted within government through setting up of gender focal points within linear ministries to better coordinate gender equality efforts. Educational curricular will be reviewed to improve the image and role of women to promote general awareness on gender equality, challenging negative and harmful stereotypes and traditions through the mass media and Mahalla work.
- 4.54** To achieve these objectives UNDP will support the capacity development of national institutions on women's rights, and, in parallel, will work with divisions of civil society. Additional attention will be paid to the implementation of the UN Convention on the Elimination of All Forms of Discrimination against Women. More support will be provided to enhance gender inputs into the legislative process and to support the activities of women in decision making. Efforts will also be made to strengthen the protection or women's rights in the curriculum of training institutes for teachers, healthcare professionals, law enforcement and penitentiary bodies. Finally, mechanisms that improve legal and psychological aid to women who become victims of crime will be supported.

PART V. PARTNERSHIP STRATEGY

- 5.1** UNDP's strategy in Uzbekistan seeks to fully engage its partners for the successful implementation of this CPAP. The prioritization of development issues in this CPAP is based on the UNDAF and CPD which involved a substantial level of strategic and technical consultations with the Government of Uzbekistan, as well as with other partners. The partnership with the host Government is particularly important for the success of the CPAP. UNDP will continue to perpetuate the excellent collaboration that has come to characterize its relations with all levels of the Government of Uzbekistan.
- 5.2** Within the United Nations system UNDP will seek to consolidate its joint programming work with other UN agencies on initiatives targeting MDG attainment. UNDP also seeks to continue very strong partnerships with the World Bank, the Asian Development Bank, the International Finance Corporation (IFC), the European Commission, Gesellschaft für Technische Zusammenarbeit (GTZ) and the Global Fund for AIDS, Tuberculosis and Malaria (GFATM). UNDP hopes to deepen project associations with international donors who share mutual development co-operation interests, such as JICA, KOICA, TIKA, MASHAV and the Embassy of Switzerland, along with other Embassies, agencies and partners. In achieving the UNDAF outcomes for the programme period UNDP will seek financial and technical contributions from its partners. Additional financing will be also sought through global and regional programmes, as well as with various thematic trust funds and other funding windows.
- 5.3** In line with international best practice UNDP will continue to support the government's aid effectiveness efforts, in particular through capacity building and strengthening of the development aid coordination mechanism and consultative architecture in Uzbekistan.
- 5.4** UNDP will continue to cultivate partnerships with private sector business associations as well as with academia in relevant areas of its work. Civil society organizations play an especially important role and their engagement is expected to gradually increase. Similarly, as UNDP

aims to extend its outreach beyond pilot areas in support of Government decentralization, public administration reforms, local governance and development planning, deepened partnerships with a range of local public, private and civil society sector actors is likely to evolve.

- 5.5** As a champion of participatory development UNDP aspires to form new or expanded partnerships for the implementation of the outcomes, outputs and targets contained in this CPAP by engaging more closely with local communities and Mahallas. Implementing UNDPs mandate of engaging citizens as agents of change, local communities will become a more important partner to UNDP. A variety of instruments, agreements, contracting and sub-contracting mechanisms will be considered to formalize the partnership arrangements with these organizations based on the merits and circumstances of the specific programme or project and its objective.

PART VI. PROGRAMME MANAGEMENT

- 6.1** Effective programme management is predicated on maintaining a healthy network of communications and consultations with all partners outlined above through a variety of formal programme and project based governance mechanisms and systems.
- 6.2** At the strategy and policy level this takes place through the formulation and implementation of the UNDAF, CPD, and CPAP which provides increasing levels of analysis and detail in regard to UNDP's programmatic areas, based on priorities mutually agreeable with the Government of Uzbekistan. To oversee implementation of the CPAP, a Joint Government-UNDP Country Programme Board will be established. Board members will comprise of UNDP, senior representatives of national implementing partners, key donors and stakeholders, and United Nations Country Team members. The Board will meet at least once per year in the fourth quarter to consult on monitoring reports of progress towards the outcome, output and financial targets contained in the CPAP. It will discuss any obstacles and challenges and agree the main priorities for the year ahead. In this way the Board is fully engaged in providing direction and support for the successful implementation and adjustment of the CPAP, thereby maintaining its relevance as a strategic and flexible management tool.
- 6.3** The CPAP will be chiefly implemented through project-based Annual Workplans (AWPs) which will detail the activities to be carried out, the responsible implementing agencies, timeframes, and planned inputs from the Government and UNDP. Annual Workplans will be jointly planned and reviewed by the Government and UNDP and provide the basis for Government to request disbursements, supplies or services. Project Boards, co-chaired by the Government and UNDP, will be attended by relevant project stakeholders and usually take place twice a year. Project board meetings enable partners exercise oversight and direction as well as providing a forum for all stakeholders to gauge detailed project progress based on regular qualitative reporting on results, including financial statements over the utilization of project resources. On a project-by-project basis, technical, financial and legal co-operation between UNDP and its partners is cemented by specifically signed project documents, as well as memoranda of understanding, co-financing and cost-sharing agreements, as per usual donor/government/UN based protocols.

- 6.4** Government ministries, NGOs, UN agencies, including UNDP will implement the programme activities, where requested and where appropriate. National execution will remain the main modality for the country programme with UNDP continuing to provide implementation support services to the Government. This ensures that Government capacity is strengthened to enable it to carry out such activities in the future. Direct execution by UNDP may be used selectively in areas where national capacity still needs strengthening. The Annual Workplans referred above describe the specific results to be achieved and will form the basic annual agreement between UNDP and each implementing partner on the use of resources. The reference to “Implementing Partner(s)” shall mean “Executing Agency (ies)” as used in the SBAA of 10th June 1993.
- 6.5** In programme design and implementation, UNDP works closely with key partners. The CPAP builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the UNDAF results matrix, monitoring and evaluation, and programme resources frameworks in the CPAP and the AWP. To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP, project documents and signed AWP to implement programmatic initiatives. In line with the UNDG Joint Programming Guidance Note, the scope of inter-agency cooperation is strengthened to cultivate new programme and geographical convergence.

PART VII. MONITORING AND EVALUATION

- 7.1** Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and monitoring and evaluation plan. The Government and UNDP will be jointly responsible for agreeing and setting up the necessary M&E mechanisms, tools and conducting reviews, in order to ensure continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity. The implementing partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be in accordance with the procedures and harmonized with UN agencies to the extent possible.
- 7.2** Monitoring and evaluation of CPAP outcomes and outputs will be crucial for enhancing development effectiveness and increasing the impact of UNDP/Government interventions. Efforts will be made to ensure national ownership and wider participation of development stakeholders in programme monitoring and evaluation, as per the Assessment of Development Results (ADR) recommendations summarized in the Lessons Learned from Past Co-operation Section IV above.
- 7.3** The Millennium Development Goals and Human Development Reports pertinent to Uzbekistan will serve as an additional means for reporting on UNDAF/UNDP activities, complemented by the Annual Report and Workplan of the Resident Coordinator. A linkage will be established between the indicators used to measure UNDAF outputs and the contribution of these outputs

to the achievement of the MDGs. These joint UN/Government led monitoring and evaluation based reporting streams will also contribute to the national repository of knowledge accumulated by the Government and its partners. This will also provide a useful assist to the Government as the impact of the Government's own Welfare Improvement Strategy is assessed.

- 7.4** To facilitate assurance activities, Implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis. UNDP will commission the audits to be undertaken by private sector audit services. Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

PART VIII. COMMITMENTS OF UNDP

- 8.1** Regular resource allocations from UNDP for the Country Programme for 2010 - 2015 is projected to be around US\$43.32million⁴². UNDP Uzbekistan will aim to mobilize an additional US\$17million as non-core resources, subject to interest of funding partners. Resource allocations will be used for policy advice, technical assistance, capacity building, systems development, and knowledge generation and sharing.
- 8.2** UNDP will ensure coherence between the CPAP, Project Documents and AWP, UNDAF results matrix and MDGs, including M & E reporting. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and implementing partners will be emphasized.
- 8.3** At the Government's request, UNDP will provide the following support services for activities contained in the CPAP:
- a. Identification and assistance with and/or recruitment of project and programme personnel; procurement of goods and services in accordance with the UNDP regulations, rules policies and procedures;
 - b. Identification and facilitation of training activities, including fellowships and study tours;
 - c. Access to the support provided by the network of UN specialized agencies, funds and programmes.

PART IX. COMMITMENTS OF THE GOVERNMENT

- 9.1** The Government will honor its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) of 10th June 1993. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies

⁴² UNDP Country Programme Document (CPD) Resource Mobilization Target Table.

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to UNDP's property, funds, and assets and to its officials and consultants. In addition the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA.

- 9.2** As a contribution to the programme, Government cost sharing arrangements will be pursued.
- 9.3** In accordance with the SBAA, no taxes, fees, tolls or duties shall be levied on supplies, equipment, cash assistance or services furnished by UNDP under this Country Programme Action Plan. UNDP shall also be exempt from Value Added Tax (VAT) in respect of local procurement of supplies or services procured in support of UNDP assisted programmes.
- 9.4** The Government, to ensure the effective and timely execution of this Country Programme Action Plan, will facilitate and accelerate, to the extent possible, minimum procedures for the approval of Work Plans, funds' transfer to partners, implementation of activities and publications agreed in these work plans and supported by competent Government Agencies. Once the Annual Work Plan is agreed upon and signed between UNDP and the counterpart, it will not be subject to over review process and every effort will be made for its speedy implementation. The Government will ensure that the signed project document and Annual Work Plans will not be subject to any scrutiny and or review by special committee/commission(s), and ensure that funds are directly released to the partners for smooth implementation of project activities as agreed in the project document and work plan.
- 9.5** Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.
- 9.6** As per the provision of the SBAA, the Government will be responsible for dealing with any claims, which may be brought by third parties against UNDP and its officials, advisors and agents. UNDP and its officials, advisors and agents will not be held responsible for any claims and liabilities resulting from operations under this agreement, except where it is mutually agreed by Government and UNDP that such claims and liabilities arise from gross negligence or misconduct of such advisors, agents or employees.

PART X. OTHER PROVISIONS

- 10.1** This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until 31st December 2015.

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- 10.2** This CPAP supersedes any previously signed CPAP between the Government of Uzbekistan and UNDP.
- 10.3** This CPAP may be modified by mutual consent of both parties on the recommendations of UNDP/Government of Uzbekistan joint strategy meetings, or Government/UNDP Programme Board.
- 10.4** The UN agencies in the country will periodically review its operational activities to better respond to the priorities of the Government and development of the United Nations system assistance to the country. The UN will consider having a common operational framework for transferring cash to government and non-government Implementing Partners in the future. This approach is also called Harmonized Approach to Cash Transfers (HACT). However, the introduction of HACT will require certain preparatory works including assessment of capacity of counterpart agencies in proper handling of cash assistance from UN agencies. Following this, consultations at appropriate level will be held to reach on mutual agreement between the Government and respective UN agency for introduction of HACT and or similar cash assistance procedure.
- 10.5** Nothing in this CPAP shall in any way be construed to waive the protection of UNDP accorded by the contents and substance of the United Nations Convention on Privileges and Immunities to which the Government is a signatory.

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IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day 15 January 2010 in Tashkent, Uzbekistan.

For the Government of Uzbekistan

For the United Nations Development Programme
Uzbekistan

Signature: _____

Signature: _____

Name: Galina Saibova

Name: Anita Nirody

Title: First Deputy
Minister of Economy

Title: Resident Representative



COUNTRY PROGRAMME ACTION PLAN - RESULTS & RESOURCES FRAMEWORK**Page****Result Area**

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Annex II

Public Finance Management & Aid Co-ordination

Annex: CPAP Results and Resources Framework													
Expected UNDAF Outcome #1: Economic well-being of vulnerable groups is improved (residents of economically under-developed, mainly rural areas; women, particularly home-based workers; labour migrants and their families; children, particularly most-at-risk adolescents; the elderly; HIV-positive people; and people with disabilities.													
UNDP Programme Component	Expected Outcomes	Expected Outputs	Annualized Output Targets	Implementing Partners	Indicative Resources by Programme component (US\$) millions								
Global UNDP Strategic Plan - Goal 1: Achieving the MDGs and reducing human poverty.	Component 1: UNDP Uzbekistan Country Programme Action Plan: Economic Governance and Poverty Reduction.	Outcome 1.1: Capacity of the central and local authorities enhanced to develop and implement economic and social security policies aimed at welfare improvement of vulnerable groups. Outcome 1.1 Indicator: Number and quality of government policies and programmes promoting inclusive growth in line with Millennium Development Goals. Outcome 1.1 Baseline: Welfare Improvement Strategy exists. Outcome 1.1 Target: At least three development policy documents promoting inclusive growth in line with Millennium Development Goals.	Output 1.1.2: Improved Public Financial Management and Aid Co-ordination.	Output 1.1.2 Indicator 1: Performance based and Multi-year budgeting framework introduced into budgeting in selected sectors Baseline: Conceptual basis of PBB and MTBF implementation is developed Target: PBB and MTBF applied in budgeting of at least 3 targeted Government programs Output 1.1.2 Indicator 2: Percent of donor development assistance (technical assistance and grants) effectively coordinated by Aid coordination unit of the Ministry of Finance Baseline: not assessed Target: at least 75% by the end of 2010, and increasing to at least 95% by 2015	Implementing Partners for Output 1.1.2: Ministries of Economy, Finance, World Bank, Asian Development Bank, United Nations Organizations	Regular Resources							
							2010	2011	2012	2013	2014	2015	Total
						TRAC 1							
						TRAC 2&3							
						Sub-total	0.3	0.3	0.2	0.2			1
						Other Resources							
						Sub-total							
Total	0.3	0.3	0.2	0.2			1						

Private Sector Development

Annex: CPAP Results and Resources Framework												
Expected UNDAF Outcome #1: Economic well-being of vulnerable groups is improved (residents of economically under-developed, mainly rural areas; women, particularly home-based workers; labour migrants and their families; children, particularly most-at-risk adolescents; the elderly; HIV-positive people; and people with disabilities.												
UNDP Programme Component	Expected Outcomes	Expected Outputs	Annualized Output Targets	Implementing Partners	Indicative Resources by Programme component (US\$) millions							
<p>Global UNDP Strategic Plan - Goal 1: Achieving the MDGs and reducing human poverty.</p> <p>Component 1: UNDP Uzbekistan Country Programme Action Plan: Economic Governance and Poverty Reduction.</p>	<p>Outcome 1.2: Increased employment opportunities and economic security for vulnerable groups. Outcome 1.2 Indicator: Number of poor communities who benefit from increased employment opportunities, as well as from improved access to microfinance, business advisory facilities and basic social services. Outcome 1.2 Baseline: 200. Outcome 1.2 Target: 500.</p>	<p>Output 1.2.1: Inclusive microfinance, business advisory and support services facilitated, as well as investment attraction capacities increased.</p>	<p>Output 1.2.1. Indicator 1: Number of regions covered where public private dialogue platform further promoted. Baseline: Platform exists at central level but limited outreach in regions. Target: 2 regions per annum and all regions of Uzbekistan by 2015.</p> <p>Output 1.2.1 Indicator 2: Recommendations on improving the regulatory environment of the microfinance sector developed. Baseline: Legal and regulatory framework is not adequate. Target: Draft revisions for Laws on "Microfinance" and "Microcredit organizations" developed by 2011 and law implemented by 2013.</p> <p>Output 1.2.1 Indicator 3: # of rural people, including women, benefiting from micro-finance products and business advisory services. Baseline: 4,000. Target: At least 2,000 a year</p> <p>Output 1.2.1.Indicator 4: Number of Business facilitation centers established Baseline: Zero Target: At least 12 (2 per annum).</p>	<p>Implementing Partners for Output 1.2.1: Cabinet of Ministers, Ministry for Foreign Economic Relations, Investments and Trade; Central bank; State Committee on De-monopolization, support of competition and entrepreneurship; Chamber of Commerce and Industry; National association of microfinance and credit organizations, GTZ, EU, United Nations Organizations</p>	Regular Resources							
						2010	2011	2012	2013	2014	2015	Total
					TRAC 1							
					TRAC 2&3							
					sub-total	1	1	1	1	2	2	8
					Other Resources							
					other		0.4	0.4	0.4	0.4		1.6
					sub-total							
Total							9.6					

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Rural Development

Annex: CPAP Results and Resources Framework													
Expected UNDAF Outcome #1: Economic well-being of vulnerable groups is improved (residents of economically under-developed, mainly rural areas; women, particularly home-based workers; labour migrants and their families; children, particularly most-at-risk adolescents; the elderly; HIV-positive people; and people with disabilities.													
UNDP Programme Component	Expected Outcomes	Expected Outputs	Annualized Output Targets	Implementing Partners	Indicative Resources by Programme component (US\$) millions								
Global UNDP Strategic Plan - Goal 1: Achieving the MDGs and reducing human poverty.	Component 1: UNDP Uzbekistan Country Programme Action Plan: Economic Governance and Poverty Reduction.	Outcome 1.2: Increased employment opportunities and economic security for vulnerable groups. Outcome 1.2 Indicator: Number of poor communities who benefit from increased employment opportunities, as well as from improved access to microfinance, business advisory facilities and basic social services. Outcome 1.2 Baseline: 200. Outcome 1.2 Target: 500.	Output 1.2.2: Community-based infrastructure rehabilitated to improve access to basic social services.	Output 1.2.2 Indicator 1: Number of community projects co-funded by communities for improved access to basic services. Baseline: 200 community infrastructure projects so far completed in 5 regions where income poverty is compounded by lack of access to utilities and basic services. Target: 400 projects by end 2015, or between 60-70 projects per annum. Output 1.2.2 Indicator 2: # of people in rural areas with improved equitable and sustainable access to water and municipal utilities. Baseline: Up to date 500,000 people are provided with access to water and communal services. Target: At least 150,000 people per annum.	Implementing Partners for Output 1.2.2: Ministry of Economy, local authorities, communities.	Regular Resources							
							2010	2011	2012	2013	2014	2015	Total
						TRAC 1							
						TRAC 2&3							
						sub-total	2	1	1	1	1	1	7
						Other Resources							
						sub-total		0.5	0.5	0.3	0.3		1.6
Total							8.6						

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Water, Land, & Biodiversity

Annex: CPAP Results and Resources Framework													
Intended UNDAF outcome #4: Principles of sustainable development integrated into country policies and programs.													
UNDP Programme Component		Expected Outcomes	Expected Outputs	Annualized Output Targets	Implementing Partners	Indicative Resources by Programme component (US\$) millions							
Global UNDP Strategic Plan - Goal 4. Managing Energy and the Environment for Sustainable Development.	Component 2: UNDP Uzbekistan Country Programme Action Plan: Environment and Energy.	<p>Outcome 2.1: Increased availability of institutional products and services for the conservation and sustainable and equitable use of natural resources.</p> <p>Outcome 2.1 Indicator: Number of such products and services available.</p> <p>Outcome 2.1 Baseline: Limited at all levels.</p> <p>Outcome 2.1 Target: Significant increase in such products and services.</p>	<p>Output 2.1.1 Concrete interventions on sustainable natural resources use, including water, land, biodiversity resources, and on climate change (mitigation, adaptation and carbon financing) complemented with environment education/ training component.</p>	<p>Output 2.1.1.Indicator 1: # of initiatives on integrated land use planning and management practices piloted Baseline: Lack of integrated approaches to land use planning and management Target: At least one initiative on integrated land use planning and management practices piloted annually</p> <p>Output 2.1.1.Indicator 2: # of elaborated IWRM and water efficiency plans Baseline: Lack of integrated approaches in water use and management Target: IWRM and water efficiency plan developed for at least one river basin by 2015</p> <p>Output 2.1.1.Indicator 3: # of recommendations submitted for government endorsement Baseline: Biodiversity conservation principles are not mainstreamed into sectors of national economy and the national PA system is inadequate to meet international commitments and obligations Target: Recommendations for mainstreaming biodiversity conservation principles into at least one sector of the economy and for improving the PA system elaborated by 2015.</p>	<p>Implementing Partners for Outputs 2.1.1: Ministries of Agriculture and Water Resources, Economy, Public, Higher and Secondary Specialized Education, Finance, Foreign Economic Relations, Investments and Trade, State Committees on Architecture and Construction, Academy of Sciences, Uzhydromet, local authorities, civil society, GEF, ADB, World Bank, UN Agencies</p>	Regular Resources							
							2010	2011	2012	2013	2014	2015	Total
						TRAC 1							
						TRAC 2&3							
						sub-total							
						Other Resources							
						sub-total							
Total							see over						

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Climate Change & Energy Use

Annex: CPAP Results and Resources Framework														
Expected UNDAF Outcome #4: Intended UNDAF outcome #4: Principles of sustainable development integrated into country policies and programs.														
UNDP Programme Component	Expected Outcomes	Expected Outputs	Annualized Output Targets	Implementing Partners	Indicative Resources by Programme component (US\$) millions									
Global UNDP Strategic Plan - Goal 4. Managing Energy and the Environment for Sustainable Development.	Component 2: UNDP Uzbekistan Country Programme Action Plan: Environment and Energy.	Outcome 2.1: Increased availability of institutional products and services for the conservation and sustainable use of natural resources. Outcome 2.1 Indicator: Number of such products and services available. Outcome 2.1 Baseline: Limited at all levels. Outcome 2.1 Target: Significant increase in such products and services.	Output 2.1.1 (continued) Concrete interventions on sustainable natural resources use, including water, land, biodiversity resources, and on climate change (mitigation, adaptation and carbon financing) complemented with environment education/training component.	Output 2.1.1 Indicator 4: # of recommendations on energy efficient and low-carbon solutions based on pilot activities. Baseline: National economy is highly energy intensive. Target: At least two energy efficient and low-carbon solutions demonstrated by 2015 and respective recommendations elaborated. Output 2.1.1 Indicator 5: # of sectoral and inter-sectoral climate change adaptation policies and strategies elaborated. Baseline: Lack of national strategies and policies on adaptation to climate change. Target: Climate change adaptation policies and strategies for at least one sector of the economy developed by 2015. Output 2.1.1 Indicator 6: # of recommendations for improving carbon finance legislation elaborated and submitted for Government consideration, and # of programmatic CDM projects Baseline: Carbon finance legislation requires further improvement and there are no programmatic CDM projects Target: Elaboration of recommendations for at least one legislative document in the area of carbon finance and assistance in developing at least one programmatic CDM project by 2015 Output 2.1.1 Indicator 7: # of projects financed through the Green Investment Scheme (GIS) Baseline: Existing portfolio of CDM projects in Uzbekistan does not sufficiently contribute to sustainable development Target: Provide assistance in establishment and functioning of the GIS, through which at least one project contributing to attainment of MDGs and sustainable development is financed by 2015 Assumptions: 1. Post-Kyoto climate change regime maintains favorable conditions for implementation of CDM 2. Price of CERs allows for sufficient accumulations in the GIS to finance projects 3. GIS does not undermine financial and economic viability of independent projects 4. Ability of UNDP (as an observer) to influence decision making in the framework of GIS is limited	Implementing Partners for Outputs 2.1.1: Ministries of Agriculture and Water Resources, Economy, Public, Higher and Secondary Specialized Education, Finance, Foreign Economic Relations, Investments and Trade, State Committees on Architecture and Construction, Environment, Academy of Sciences, Uzhydromet, local authorities, civil society, GEF, ADB, World Bank, UN Agencies	Regular Resources								
							2010	2011	2012	2013	2014	2015	Total	
						TRAC 1	0,5	0,5						
						TRAC 2&3		0,5						
						sub-total	0,5	1	1	1	1	1	5,5	
						Other Resources								
						sub-total	0,5	0,4	0,4	0,4	0,4	0,7	2,8	
Total								8.3						

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Institutional Strengthening

Annex: CPAP Results and Resources Framework													
Intended UNDAF outcome #4: Principles of sustainable development integrated into country policies and programs.													
UNDP Programme Component	Expected Outcomes	Expected Outputs	Annualized Output Targets	Implementing Partners	Indicative Resources by Programme component (US\$) millions								
Global UNDP Strategic Plan - Goal 4. Managing Energy and the Environment for Sustainable Development.	Component 2: UNDP Uzbekistan Country Programme Action Plan: Environment and Energy.	Outcome 2.1: Increased availability of institutional products and services for the conservation and sustainable and equitable use of natural resources. Outcome 2.1 Indicator: Number of such products and services available. Outcome 2.1 Baseline: Limited at all levels. Outcome 2.1 Target: Significant increase in such products and services.	Output 2.1.2 Strengthened legal and institutional frameworks and enhanced government capacities to meet international commitments and obligations.	Output 2.1.2 Indicator 1: # of reviews with recommendations submitted to government that contribute to strengthened frameworks. Baseline: Institutional and legal framework inadequate to meet international commitments and obligations. Target: At least one institutional and legal framework in the area of environment and energy reviewed and recommendations produced, annually.	Implementing Partners for Outputs 2.1.2: Parliament, Ministries of Agriculture and Water Resources, Economy, Public, Higher and Secondary Specialized Education, Finance, Foreign Economic Relations, Investments and Trade, State Committees on Architecture and Construction, Environment, Academy of Sciences, Uzhydromet, local authorities, civil society, GEF, ADB, World Bank, UN Agencies	Regular Resources							
							2010	2011	2012	2013	2014	2015	Total
						TRAC 1							
						TRAC 2&3							
						sub-total	0,2	0,3	0,3	0,3	0,3	0,3	1,7
						Other Resources							
						sub-total	0,2	0,2	0,3	0,2	0,2	0,2	1,3
Total							3.0						

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Working with Communities

Intended UNDAF outcome #4: Principles of sustainable development integrated into country policies and programs.													
UNDP Programme Component		Expected Outcomes	Expected Outputs	Annualized Output Targets	Implementing Partners	Indicative Resources by Programme component (US\$) millions							
Global UNDP Strategic Plan - Goal 4. Managing Energy and the Environment for Sustainable Development.	Component 2: UNDP Uzbekistan Country Programme Action Plan: Environment and Energy.	Outcome 2.1: Increased availability of institutional products and services for the conservation and sustainable and equitable use of natural resources. Outcome 2.1 Indicator: Number of such products and services available. Outcome 2.1 Baseline: Limited at all levels. Outcome 2.1 Target: Significant increase in such products and services.	Output 2.1.3 Community based approaches to addressing environment security and socio economic development of vulnerable groups	Output 2.1.3 Indicator 1: # of communities participating in addressing environmental challenges and socio-economic well-being of vulnerable groups. Baseline: Weak local community involvement in addressing environmental challenges and socio-economic well-being of vulnerable groups Target: At least one local community (per annum) participates in addressing environmental challenges and socio-economic well-being of vulnerable groups (especially in the Aral Sea area, including through the Global Environment Facility - Small Grants Programme).	Implementing Partners for Output 2.1.3: Ministries of Agriculture and Water Resources, Economy, Public, Higher and Secondary Specialized Education, Finance, Foreign Economic Relations, Investments and Trade, State Committees on Architecture and Construction, Environment, Academy of Sciences, Uzhydromet, local authorities, civil society, GEF, ADB, World Bank, UN Agencies	Regular Resources							
						2010	2011	2012	2013	2014	2015	Total	
						TRAC 1							
						TRAC 2&3							
						sub-total	0,5	0,2	0,2	0,2	0,2	0,2	1,5
						Other Resources							
						sub-total		0,1	0,1	0,1	0,1	0,1	0,5
Total							2.0						

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Disaster Risk Reduction

Annex: CPAP Results and Resources Framework													
Intended UNDAF outcome #4: Principles of sustainable development integrated into country policies and programs.													
UNDP Programme Component	Expected Outcomes	Expected Outputs	Annualized Output Targets	Implementing Partners	Indicative Resources by Programme component (US\$) millions								
<p>Global UNDP Strategic Plan - Goal 4. Managing Energy and the Environment for Sustainable Development. Global UNDP Strategic Plan - Goal 3. Supporting Crisis Prevention and Recovery.</p>	<p>Component 2: UNDP Uzbekistan Programme Action Plan: Environment and Energy.</p>	<p>2.2 Outcome: Preparedness and responsiveness to natural disasters strengthened. Outcome 2.2 Indicator: Capacity of the Min of Emergency Situations and other stakeholder agencies in disaster risk management. Outcome 2.2 Baseline: Capacity and coordination mechanism to be strengthened. Outcome 2.2 Target: Strengthened capacity and better coordination among stakeholders.</p>	<p>Output 2.2.1: Enhanced capacity of the Min of Emergency Situations and other stakeholders for disaster risk reduction in Tashkent and in other high-risk locations in Uzbekistan.</p>	<p>Output 2.2.1 Indicator: Number of institutions and staff trained and equipped Baseline: Insufficient institutional, technical, and human capacities of national agencies responsible for prevention and mitigation, preparedness and response to disasters Target: At least one key national institution trained to prevent and mitigate, prepare and respond to disasters by 2015</p>	<p>Implementing Partners for Output 2.2.1: Ministries of Emergency Situations, Agriculture and Water Resources, Economy, State Committees on Architecture and Construction, Environment, Academy of Sciences, Uzhydromet, local authorities, civil society, UN Agencies</p>	Regular Resources							
							2010	2011	2012	2013	2014	2015	Total
						TRAC 1							
						TRAC 2&3							
						sub-total	0	0,3	0,3	0,3	0,3	0,3	1,5
						Other Resources							
						sub-total		0,3	0,3	0,3	0,1		1
Total							2.5						

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Human Rights

Annex: CPAP Results and Resources Framework														
Expected UNDAF Outcome #5: Effectiveness, inclusiveness, accountability of governance at the central and local levels enhanced.														
UNDP Programme Component		Expected Outcomes	Expected Outputs	Annualized Output Targets	Implementing Partners	Indicative Resources by Programme component (US\$) millions								
Global UNDP Strategic Plan - Goal 2: Fostering Democratic Governance.	Component 3: UNDP Uzbekistan Country Programme Action Plan Democratic Governance.	<p>Outcome 3.1: Enhanced accessibility, transparency, fairness of justice system and legislatures to promote rule of law, including increased harmonization of national legislation.</p> <p>Outcome 3.1 Indicator: General conclusions of Convention committee responses to national reporting on UN Human Rights conventions.</p> <p>Outcome 3.1 Baseline: Reporting is regularly done, but improvement needed for coordination for data collection and implementation follow-up.</p> <p>Outcome 3.1 Target: Further improvement in comprehensive reporting and in following recommendations of the Convention Committees.</p>	<p>Output 3.1.1: Enhanced capacities of the national human rights institutions and other relevant bodies, including legal clinics to better fulfill their mandates and thus promote and effectively protect human rights.</p>	<p>Output 3.1.1 Indicator 1: Quality of reporting and implementation of recommendations on Conventions & Universal Periodic Review (UPR).</p> <p>Baseline: Government reporting exists, but the UPR is a new mechanism.</p> <p>Target: Full reporting and implementation of recommendations.</p> <p>Output 3.1.1 Indicator 2: Mechanism in place on provision of legal aid to the poor and incorporation of legal clinical education into the higher education curricular.</p> <p>Baseline: No legislation in place, 3 legal clinics functioning.</p> <p>Target: Adoption of legislation for legal aid by 2012, elaboration and expansion of legal aid services to the poor in law schools of Universities (Nukus, Samarkand, Namangan and Tashkent).</p> <p>Output 3.1.1 Indicator 3: Number of representatives of stakeholder organizations participating in training and capacity building modules on human rights from civil society, local government, judiciary, law enforcement agencies, other bodies.</p> <p>Baseline: not known.</p> <p>Target: 1000 per year.</p> <p>Output 3.1.1 Indicator 4: Institutional development for national human rights bodies, including clarification of complaint mechanisms.</p> <p>Baseline: n/a.</p> <p>Target: Institutional development programmes implemented with human rights bodies, and complaints mechanism clarified.</p>	<p>Implementing Partners for Output 3.1.1: Ombudsperson's Office, National human rights center, Bar Chamber, Ministry of Justice, Parliament, NANNOUZ and other civil society organizations, General Prosecutor's Office, Federation for Consumer Rights Protection; Law Departments of Universities; local authorities; business associations, Women's Committee, AIDS centers.</p>	Regular Resources								
							2010	2011	2012	2013	2014	2015	Total	
						TRAC 1								
						TRAC 2&3								
						sub-total	0,4	0,4	0,4	0,4	0,4	0,5	2,5	
						Other Resources								
						sub-total		0,1	0,1	0,1	0,1		0,4	
Total							2,9							

Public Service & Parliament

Annex: CPAP Results and Resources Framework													
Expected UNDAF Outcome #5: Effectiveness, inclusiveness, accountability of governance at the central and local levels enhanced.													
UNDP Programme Component	Expected Outcomes	Expected Outputs	Annualized Output Targets	Implementing Partners	Indicative Resources by Programme component (US\$) millions								
Global UNDP Strategic Plan - Goal 2: Fostering Democratic Governance.	Component 3: UNDP Uzbekistan Country Programme Action Plan Democratic Governance.	3.2 Outcome: Strengthened public administration at all levels that exercises efficient, accountable and inclusive governance. Outcome 3.2 Indicator: Progress in civil service reform. Outcome 3.2 Baseline: Comprehensive civil service reform, nor law on public administration adopted. Outcome 3.2 Target: Comprehensive strategy in place for civil service reform and shift towards Results-Based Management.	Output 3.2.1: Strengthened govt and Parliament capacity (legislative, representative and oversight functions) at national and local levels to execute public administration in a more transparent, fair and efficient manner.	<p>Output 3.2.1 Indicator 1: Capacity of key institutions strengthened to deliver equal access and services to vulnerable groups, such as the unemployed, the rural poor (particularly women), young people, people with disability, HIV/TB/malaria affected people. Baseline: Some services exist, but are in need of being strengthened and better targeted. Target: At least 200 communities provided with capacity building programmes on improved public services that benefit vulnerable groups, such as the unemployed, the rural poor (particularly women), young people, people with disability, HIV/TB/malaria affected people.</p> <p>Output 3.2.1 Indicator 2: Number of pilot initiatives undertaken at central and local levels that promote a greater participatory process for legislation, policy making and service delivery, in particular with the private and civil society sectors. Baseline: 19 Mahalla based community information and resource centers in 4 regions using participatory forms of governance for improved rural infrastructures and better access to basic services. Target: A strategy to improve dialogue and participatory processes between the Government and the private and civil societies is consulted and adopted, with at least 3 pilot initiatives undertaken by 2015.</p> <p>Output 3.2.1 Indicator 3: Progress in strengthening the parliamentary process. - functioning, oversight, legislative process, support to sub-committees - including improved relations with media and civil society. Baseline: Parliament functions - baselines to be established in consultation with Parliamentary secretariat to prioritize assistance. Target: Draft laws discussed with stakeholders; Parliament more efficiently reflect views of electorate.</p> <p>Output 3.2.1 Indicator 4: Implementation of ICT innovations such as e-governance that improve efficiency, communications and transparency. Baseline: ICT supports 'one-stop-shop' initiative in Sergeli district, Tashkent. Target: At least, 3 additional ICT enabled 'one-stop-shop' initiatives launched, with the aim of replication and national roll-out by national partners.</p>	Implementing Partners for Output 3.2.1: Cabinet of Ministers, Academy of State & Social Construction, Ministries of Finance, Economy, Communication and Information Agency, local authorities, NANNOUZ, UN Agencies.	Regular Resources							
							2010	2011	2012	2013	2014	2015	Total
						TRAC 1							
						TRAC 2&3							
						sub-total	0,8	1	1	1	0,9	0,8	5,5
						Other Resources							
						sub-total	1,7	1	1	0,4			4,1
Total							9,6						

Participation & Civic Engagement

Annex: CPAP Results and Resources Framework											
Expected UNDAF Outcome #5: Effectiveness, inclusiveness, accountability of governance at the central and local levels enhanced.											
UNDP Programme Component	Expected Outcomes	Expected Outputs	Annualized Output Targets	Implementing Partners	Indicative Resources by Programme component (US\$) millions						
Global UNDP Strategic Plan - Goal 2: Fostering Democratic Governance. Component 3: UNDP Uzbekistan Country Programme Action Plan Democratic Governance.	3.2 Outcome: Strengthened public administration at all levels that exercises efficient, accountable and inclusive governance. Outcome 3.2 Indicator: Progress in civil service reform. Outcome 3.2 Baseline: Comprehensive civil service reform, nor law on public administration adopted. Outcome 3.2 Target: Comprehensive strategy in place for civil service reform and shift towards Results-Based Management.	Output 3.2.2: Citizens are better informed about development challenges, policy making and empowered to better participate in decision-making.	Output 3.2.2 Indicator 1: Number of NGOs provided capacity development support for fundraising, partnering, networking, social management that enables them to better fulfill their functions. Baseline: 200 Mahalla Committees Target: At least 60 per year.	Implementing Partners for Output 3.2.2: NANNOUZ, Kelajak Ovozi, Kamolot, Women' Committee, Ministry of Higher and Secondary Specialized Education UWED, Academy of State & Social Construction, Istiqballi Avlod, Parliament;	Regular Resources						
					2010	2011	2012	2013	2014	2015	Total
			TRAC 1								
			TRAC 2&3								
			sub-total		0,3	0,3	0,3	0,3	0,1		1,3
			Other Resources								
			sub-total								
Total							1.3				

CROSS-CUTTING PROGRAMMES RESULTS AND RESOURCES FRAMEWORK

Mainstreaming Gender

Expected UNDAF Outcome #5: Effectiveness, inclusiveness, accountability of governance at the central and local levels enhanced.				
UNDP Programme Component		Expected Outcomes	Expected Outputs	Annualized Output Targets
Global UNDP Strategic Plan. Cross-Cutting Goals: 2. UNDP programmes and projects integrate gender equality and women's empowerment.	Component 4: UNDP Uzbekistan Country Programme Action Plan: 2. Gender Mainstreaming.	<p>Outcome: <i>UNDP maintains a demonstrable commitment to fully mainstreaming gender and will fully incorporate capacity building and participatory knowledge management in all its programmes</i></p> <p>Outcome Indicator: Number of UNDP Projects that include comprehensive approaches to gender mainstreaming and capacity building.</p> <p>Outcome Baseline: Limited at all levels.</p> <p>Outcome Target: All UNDP projects have adopted comprehensive approaches to gender mainstreaming and capacity building.</p>	<p>Output: All of UNDPs programmes and projects fully mainstream gender equality and the advancement of women.</p>	<p>Output Indicator 1: Number of projects incorporating gender equality and the advancement of women fully into situation analysis, outputs, activities, indicators and M&E.</p> <p>Baseline: Number of projects incorporating gender equality and the advancement of women fully into situation analysis, outputs, activities, indicators and M&E in the design and management in the previous CPAP.</p> <p>Target: Number of projects incorporating gender equality and the advancement of women fully into situation analysis, outputs, activities, indicators and M&E (to be determined at the end of 2010 following a more detailed assessment of qualitative challenges associated with accomplishing full gender mainstreaming into projects).</p> <p>-</p>

Capacity Development

Expected UNDAF Outcome #5: Effectiveness, inclusiveness, accountability of governance at the central and local levels enhanced.			
UNDP Programme Component	Expected Outcomes	Expected Outputs	Annualized Output Targets
<p>Global UNDP Strategic Plan. Cross-Cutting Goals: 3. South-South approaches to development mainstreamed in national development plans and the work of United Nations Organizations.</p>	<p>Component 4: UNDP Uzbekistan Country Programme Action Plan: 3. Capacity Building & Knowledge Management</p>	<p>Outcome: <i>UNDP maintains a demonstrable commitment to fully mainstreaming gender and will fully incorporate capacity building and participatory knowledge management in all its programmes.</i></p> <p>Outcome Indicator: Number of UNDP Projects that include comprehensive approaches to gender mainstreaming and capacity building.</p> <p>Outcome Baseline: Limited at all levels.</p> <p>Outcome Target: All UNDP projects have adopted comprehensive approaches to gender mainstreaming and capacity building.</p>	<p>Output: All of UNDPs projects employ UNDPs Capacity Building Toolkits and approach knowledge management in a participatory manner with all stakeholders.</p> <p>Output Indicator: Number of UNDP projects that have adopted and implemented UNDPs capacity building methodologies and participatory knowledge management.</p> <p>Baseline: Number of UNDP projects that have fully adopted and implemented UNDPs capacity building methodologies and participatory knowledge management.</p> <p>Target: Number of UNDP projects that have fully adopted and implemented UNDPs capacity building methodologies and participatory knowledge management by the mid-point of the CPAP (to be determined at the end of 2010), including (a) Capacity assessments, supporting countries in mapping their capacity assets and needs in relation to what is required to accelerate human development and achieve the MDGs; (b) Capacity development strategies, facilitating partnerships to support the development of national capacity development strategies based on the assessments, and providing policy and technical services in institutional reform and incentives, leadership capacities, training and learning, and accountability mechanisms; (c) Costing capacity development strategies, providing a systematic costing of strategies, thus facilitating advocacy for the investments required in national capacity through national and sector strategies; and (d) Monitoring and evaluation of capacity development, including measurable indicators so that national clients can track progress in capacity development through monitoring and evaluation systems.</p>