Analysis of the state system in Uzbekistan to promote an integrated approach in employment and welfare services delivery for persons with disabilities

Dr. Anette Scoppetta, Eszter Zólyomi
The views expressed in this report do not necessarily reflect the views of the United Nations, including UNDP, or the UN Member States. All reasonable precautions have been taken to verify the information contained in this publication. However, published material is distributed without any warranty, express or implied. UNDP is not responsible for the content of any external website. The designations and terminology used may not be in accordance with United Nations practice and do not imply the expression of any opinion by the Organization.

The United Nations Development Programme (UNDP) is the leading UN organization fighting injustice caused by poverty, inequality and climate change. Working with a wide network of experts and partners in 170 countries and territories, we help to create integrated, long-term solutions for people and the planet. Find out more about us at undp.org/uzbekistan or follow @UNDPUzbekistan on social networks. © UNDP 2024.

The National Agency for Social Protection under the President of the Republic of Uzbekistan was established by the Decree of the President of the Republic of Uzbekistan “On a set of measures to provide high-quality social services and assistance to the population, as well as to establish a system of their effective control” dated 01.06.2023.

The European Centre for Social Welfare Policy and Research has been commissioned by UNDP to carry out research, analysis and mapping of integrated approaches applied in employment and welfare services in Uzbekistan within the joint initiative of the Ministry of Employment and Poverty Reduction of the Republic of Uzbekistan and UNDP “Addressing socio-economic inequalities in a time of global and regional instabilities”.

All rights reserved. The contents and information of this report may be reproduced elsewhere in whole and/or in part, provided the source is acknowledged. Source Citation: Analysis of the state system in Uzbekistan to promote an integrated approach in employment and welfare services delivery for persons with disabilities. UNDP, National Agency for Social Protection of Uzbekistan, European Centre for Social Welfare Policy and Research, Authors: Anette Scoppetta and Eszter Zólyomi, 2024.

Acknowledgments

This report was prepared within the framework of the UNDP project “Addressing socio-economic inequalities in a time of global and regional instabilities” with the financial support of the governments of Luxembourg and the Republic of Korea, channelled through the UNDP “Poverty and Inequality Funding Window”. It was prepared by the United Nations Development Programme (UNDP) in Uzbekistan, the Inclusive Growth Cluster. The report was prepared by a team of European Centre for Social Welfare Policy and Research experts (Dr. Anette Scoppetta and Eszter Zólyomi) and was led by Nargiza Khamidova (Project Manager at UNDP) with the extensive support of Diana Kurbanbayeva. Invaluable contributions were received from Hudoykul Hafizov (UNDP Uzbekistan), Gregory Mctaggart (UNDP RBEC), and representatives of the National Agency for Social Protection (NASP). The visual content and layout were designed and produced by the European Centre for Social Welfare Policy and Research.
Table of Content

1 Introduction .............................................................................................................................................. 5

2 The situation of persons with disabilities, national legislation and policy framework ................................................................. 6
   2.1 Employment ................................................................................................................................................. 6
   2.2 Social protection ............................................................................................................................................. 11

3 Application of integrated case management in Uzbekistan ...................................................................................... 14

4 Promising international practices ....................................................................................................................... 18
   4.1 Case management model in Lithuania ........................................................................................................ 19
   4.2 Active Inclusion Integration Platform (AIIP) in Kosovo ............................................................................. 21
   4.3 Integrated Social Service Centres (ISCCs) in Armenia .............................................................................. 23
   4.4 Job Carving and Job Crafting in Malta ..................................................................................................... 24

5 Policy recommendations ......................................................................................................................................... 26

6 Conclusions ....................................................................................................................................................... 32

7 References and further reading ........................................................................................................................... 33
## List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADA</td>
<td>Austrian Development Agency</td>
</tr>
<tr>
<td>BB countries</td>
<td>Bridge Building countries of the European Centre</td>
</tr>
<tr>
<td>CSW</td>
<td>Centres for Social Work</td>
</tr>
<tr>
<td>European Centre</td>
<td>European Centre for Social Welfare Policy and Research</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>ICM</td>
<td>Integrated Case Management</td>
</tr>
<tr>
<td>ILO</td>
<td>International Labour Organization</td>
</tr>
<tr>
<td>MoU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>NASP</td>
<td>National Agency for Social Protection</td>
</tr>
<tr>
<td>PES</td>
<td>Public Employment Service</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedures</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>UNDP RBEC</td>
<td>United Nations Development Programme Regional Bureau for Europe and The Commonwealth of Independent States</td>
</tr>
<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
</tr>
<tr>
<td>UZSTAT</td>
<td>Statistics Agency under the President of the Republic of Uzbekistan</td>
</tr>
<tr>
<td>WB</td>
<td>World Bank</td>
</tr>
</tbody>
</table>
Executive Summary

The government of Uzbekistan is engaged in drafting and implementing reforms and strategies in employment and social protection by introducing integrated approaches. The situation of vulnerable groups of society, especially persons with disabilities, however, is of concern in many respects including their disadvantage in the integration into the labour market. Social and labour market services are still scattered and targeted employment measures for persons with disabilities frequently missing. There is a need for comprehensive and well-coordinated programs and partnership between stakeholders in employment and social welfare. Vulnerable groups such as persons with disabilities should be supported more holistically on their path to integration into society and the labour market, including an integrated case management approach.
1 Introduction

This analytical report is prepared as part of the project “Addressing socio-economic inequalities in a time of global and regional instabilities,” a joint initiative of the government of Uzbekistan and the UNDP. The project aims to contribute to inclusive, resilient economic growth and reduced regional inequalities by improving capacities of public institutions and private entities and developing policies to support job creation and employment opportunities. In this regard, adopting an integrated approach in employment and welfare service delivery would help the government of Uzbekistan to ensure that citizens have access to a range of services needed to address the barriers they face.

The European Centre for Social Welfare Policy and Research (European Centre) has been commissioned by the UNDP to carry out research, analysis and mapping of integrated approaches applied in employment and welfare service delivery in Uzbekistan with a focus on enhancing employability of persons with disabilities. By offering services, the European Centre provides guidance towards integrated policies based on UNDP’s technical leadership in integrated case management between employment and social protection, in particular.¹

The project objectives are to 1) conduct overall assessment of the current existing mid-term or longer-term state programs in social protection and labour systems with a focus on persons with disabilities; 2) analyse the current system of employment services for persons with disability regarding integrated case management; 3) carry out desk research on international promising practices; 4) contribute to the design of a pilot by suggesting an integrated service delivery model; and 5) carry out trainings in the format of a train-the-trainer model.

The report at hand is the first analytical deliverable offered to the UNDP and the government of Uzbekistan. It aims to set the overall frame for designing pilots at local governance level in Tashkent. To build a common understanding among stakeholders for an Integrated Case Management (ICM) model to be applied, the European Centre explored perceptions of different stakeholders during a mission in April 2024, which included a participatory ICM Scoping workshop and a workshop with national stakeholders. Recommendations for piloting ICM in Uzbekistan will build on findings gathered during this mission and will be included in the analytical paper to be drafted in May 2024. Finally, trainings will be conducted with key staff of the pilots and other people.

This analytical report builds on desk research, including a review of relevant government and legal acts, academic papers, reports and websites. It is structured as follows: after the introduction, the situation of persons with disabilities, national legislation and the policy framework are presented in chapter 2. Chapter 3 informs on findings of the analysis for a (potential) application of ICM in Uzbekistan. International practices are presented in chapter 4 and policy recommendations provided in chapter 5. This is followed by conclusions (chapter 6).

2 The situation of persons with disabilities, national legislation and policy framework

In this report, **ICM is understood as an innovative practice employed collectively by the agencies of employment and social security to serve the most vulnerable with all available resources from both the labour market and the social protection system, and even beyond.** It distinguishes from the case management approach implemented, for instance, in social service by applying case management specifically at the interface of the policy area of employment and social protection and thus offering a holistic approach to managing cases.

The section presents a brief overview of the national legislation and policy framework in the core policy fields of such ICM (employment and social protection), with the focus on persons with disabilities.³

2.1 Employment

On 15 October 2020, the President of the Republic of Uzbekistan signed the Law on the Rights of Persons with Disabilities (Government of Uzbekistan, 2020b), which incorporates international standards and the requirements of the United Nations (UN) Convention on the Rights of Persons with Disabilities (CRPD) (ILO, 2020).³ A

---

² This definition was already used within the projects Improving coordination of social protection and employment service delivery in Armenia and Tajikistan (see https://www.euro.centre.org/projects/detail/4261) and Integrated Case Management for Employment and Social Welfare Users in the Western Balkans (see https://www.euro.centre.org/projects/detail/205).
³ As was agreed between partners during the kick-off meeting (11 January 2024).
⁴ https://lex.uz/acts/1446995; Uzbekistan is a party to seven of the nine core international human rights treaties and is constantly expanding its treaty obligations. Uzbekistan has ratified the Convention on the Rights of Persons with Disabilities in June 2021 (UN General Assembly, 2023).
National Action Plan (NAP) on the implementation of the CRPD has been signed for 2023–2025. This NAP is expected to operationalise the CRPD in all policy areas and domains (WB, 2023).

Uzbekistan’s population is 34.6 million people. 60% of them are under 30 years old (WB Group, 2022). According to the CERR and UNDP Country Office in Uzbekistan (2023) around 18.4% of the adult population (4.2 million) are multidimensionally poor. There were 13.7 million people employed in the economy and 1.3 million unemployed persons in 2022. The numbers of employed persons with disabilities varies between sources and range between 5% (ILO, 2020) and 7% (UN Uzbekistan, 2019) of disabled working age population. Data however show that persons with disabilities are four times less likely to be employed than persons without disabilities. Notably, the situation is worse in rural areas where only 5.8% are employed and only 4.4% of women with disabilities are in the workforce compared to 8.9% of men with disabilities (Yusupov & Abdukhalilov, 2022 in referring to UN Uzbekistan, 2019).

### Table 1: Key data Uzbekistan

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Data</th>
<th>Sources and remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>34.6 million</td>
<td>WB Group (2022)</td>
</tr>
<tr>
<td></td>
<td>60% are below 30 years old</td>
<td></td>
</tr>
<tr>
<td></td>
<td>13.7 million people are employed</td>
<td>2022 (latest data available); UZSTAT</td>
</tr>
<tr>
<td></td>
<td>1.3 million are unemployed</td>
<td>2022 (latest data available); UZSTAT</td>
</tr>
<tr>
<td></td>
<td>4.2 million (18.4%) of adult population are multidimensionally poor</td>
<td>Multidimensional Poverty Index for Uzbekistan (CERR and UNDP UZB, 2023)</td>
</tr>
<tr>
<td>Persons with disabilities</td>
<td>845,300 people with certification (2.3%)</td>
<td>WB, 2023</td>
</tr>
<tr>
<td></td>
<td>287.763 beneficiaries of disability group I and II</td>
<td>NASP (2024)</td>
</tr>
<tr>
<td></td>
<td>162,200 persons (25%) from all three disability groups were recognised as ‘fit for work’</td>
<td>WB Group, 2022</td>
</tr>
</tbody>
</table>

---

5 See for instance https://labourcentralasia.org/en/news/uzbekistan-we-now-have-rights-but-how-to-implement-them/?f=sANwmylp

6 UN entities have launched a joint initiative to establish a Multidimensional Poverty Index for Uzbekistan. The index should enable better pro-poor policy formulation measures and improve social protection mechanisms. Please see also here: https://hdr.undp.org/sites/default/files/Country-Profiles/MPI/UZB.pdf

7 According to the Uzbekistan Statistics Agency, the employment rate (as ratio of the number of people in employed to the working-age population) was 67.2% in 2022 and the unemployment rate 8.9%; please see https://stat.uz/en/official-statistics/labor-market (Data as of 28 July 23).

8 https://disabilityin.org/country/uzbekistan/
The three disability categories assigned (I, II and III disability groups) are associated with the degree of loss of capacity to work. The responsible state body is the National Agency for Social Protection (NASP). The Uzbekistan Medical Social Expert Commissions (MSEC) are implementing the disability assessment and provide disability certificates containing professional as well as labour recommendations. In December 2022, 845,300 people were certified as having a disability, representing 2.3% of the total population (WB, 2023). According to NASP (2024) there are 287,763 beneficiaries of disability group I and II who receive payments. According to NASP, MSECs recommends industries where persons with disabilities can work but usually considers persons with certain types of impairments ‘unemployable’ (WB Group, 2022). Only persons of group III are considered partly capable to work. However, less than 162,200 persons from all three disability groups were recognised as ‘fit for work’; they account for about 25% of all registered adults with disabilities in Uzbekistan. Of these, roughly 6% (21,100) are officially employed. Other sources claim the average is 2% (WB Group, 2022). It is frequently this label that restricts the formal employment of persons and makes them dependent on disability benefits, as reported by participants of the survey conducted by Yusupov & Abdukhalilov (2022).

Despite the ratification of the UN CRPD, the legal definition of disability is still conflated with physical, intellectual, mental and sensory impairments in Uzbekistan, informs Yusupov & Abdukhalilov (2022). Many participants of a survey conducted by Yusupov & Abdukhalilov (2022) confirmed that the current legal and policy framework, as well as the design of the social protection system, have become the most significant barrier to disability inclusion in the labour market of Uzbekistan. The scholars suggests that the government should radically reform the existing institutional and policy framework of disability assessment and social protection and enable access of person with disabilities to the labour market. This can be achieved through meaningful involvement of persons with disabilities in the decision-making processes and collaboration with their representative organisations to remove all existing barriers (Yusupov & Abdukhalilov, 2022).

In Uzbekistan, disability is still legally intertwined with illness and an inability to work. Persons with disabilities can formally register as unemployed but are not eligible for unemployment benefits at the same time as they receive disability benefits (ILO,

---

<table>
<thead>
<tr>
<th></th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>21,100</td>
<td>(6% of the 162,200) are officially employed</td>
</tr>
<tr>
<td>WB Group, 2022</td>
<td></td>
</tr>
<tr>
<td>5-7%</td>
<td>of people with disabilities of working age are employed</td>
</tr>
<tr>
<td>ILO, 2020; UN</td>
<td>Uzbekistan, 2019</td>
</tr>
</tbody>
</table>

---

9 Information received by NASP on 12 March 2024.
10 It is noticeable that negative language is used ("partly lost their ability to work") which might refer to the still practiced ‘medical model’ of disability assessment (compared to the ‘social model’ more recently introduced in Uzbekistan).
Consequently, many persons experience institutional and structural barriers to entering the labour market on an equal basis with others (WB Group, 2022). The current design of the social protection system furthermore discourages persons with disabilities from being employed in the open labour market. Disability benefits are not provided as compensation for disability-related costs but as a form of a monthly income. Employed persons with disabilities also fear losing their benefits during their regular MSEC medical assessments and therefore tend to work more in the informal sector where discrimination is worse and salaries are roughly half of those in the formal sector (WB Group, 2022; see also UN, 2022). Nevertheless, all the benefits of employed persons with disabilities are preserved; disability allowance is lost only when moving from the disability group II to III.11

The Law on the Rights of Persons with Disabilities (Government of Uzbekistan, 2020b) requires local government bodies to establish the minimum number of workplaces for the employment of persons with disabilities in the amount of at least 3% of the total number of employees.12 The law obliges public institutions and private enterprises, where at least 20 individuals are employed, to reserve jobs for persons with disabilities.13 However, disability employment quotas are not enforced and there is no monitoring and evaluation (M&E) mechanism in place, making it difficult for the Ministry of Employment and Poverty Reduction (MEPR)14 to assess the effectiveness of this policy (WB, 2023). The Labour Inspection under the MEPR has limited staff and capacity to monitor and enforce the employment quota (Yusupov & Abdukhalilov, 2022). Due to the lack of data and monitoring of the quota system it is difficult to assess whether the quota system has been effective to secure employment for persons with disabilities in Uzbekistan.

Evidence on quota systems applied in EU countries shows that fulfilment of the quota varies between 30% and 70% (Fuchs, 2014). Even in countries with relatively high fulfilment, such as Austria, Germany and France where there are sanctions for non-compliance, quotas are only partially filled (Fuchs, 2014; ILO, 2019). While quota systems are relatively simple to implement and place a low burden on public finances, available empirical data indicates only small net employment gains (Fuchs, 2014; ILO, 2019). As the quota can be filled by already employed persons who become disabled, they are more likely to be retained in the job as opposed to be filled by hiring a disabled jobseeker (Fuchs, 2014). Also, sanctions applied in case of unfilled quota in the form of levies or fines, represent a minor cost for employers compared to costs involved in workplace adaptations (ILO, 2019). A comparison of employment levels

---

11 Information received by UNDP Uzbekistan on 12 March 2024.
12 https://labourcentralasia.org/en/news/uzbekistan-we-now-have-rights-but-how-to-implement-them/?f=sANwmylp
13 https://disabilityin.org/country/uzbekistan/
14 Former Ministry of Employment and Labour Relations (MELR)
of persons with disabilities across OECD countries found no correlation between employment quotas and higher employment rates (OECD, 2010).

Although incentives are provided to enterprises when hiring a person with disability (e.g. tax incentives such as flat tax rate for individual entrepreneurs, wage subsidies, subsidies to cover the costs of adapting jobs for persons with disabilities), the respective section of preferential treatment of persons with disabilities in the Labour Code of Uzbekistan\(^\text{15}\) could discourage employers to hire them (WB Group, 2022; Yusupov & Abdukhalilov, 2022). Negative stereotypes and prejudices further affect opportunities for persons with disabilities in finding a job. As mentioned above, quotas tend to provide little incentive for employers to hire disabled jobseekers and might even limit their chances to gain employment in the open labour market. The Labour Code provides additional measures of positive discrimination including the entitlement to full-time salary while working, reduced working hours, extended annual leave and other privileges (Yusupov & Abdukhalilov, 2022; WB Group, 2022).

Employment policy is part of social protection in Uzbekistan with employment targets being included in the National Social Protection Strategy and its goals (Government of Uzbekistan, 2022d; see below). The Public Employment Service (PES) forms part of the MEPR, which oversees activities of the 14 regional and 206 district PES centres.

It was noted by ILO that the PES is not yet delivering all core functions of a modern public employment service (ILO, 2020). Moreover, there are only limited Active Labour Market Programs (ALMP) available, comprising mainly the public works program (which absorbs the highest share of funding) and the training/retraining program (ILO, 2021). Targeted employment measures for persons with disabilities are frequently missing and ‘disability mainstreaming’\(^\text{16}\) not practised. According to the targets set by the government of Uzbekistan (2022b) 12,146 persons with disabilities should have received employment support in 2022, of which 3,759 placed in vacancies\(^\text{17}\) and reserved jobs, 2,993 persons received vocational and entrepreneurial skills and financial literacy training, 3,010 been involved in paid community service and 2,384 been engaged in subsidized employment.\(^\text{18}\)

The PES is responsible for the administration of the quota system and for the registration of the unemployed. The institution is reported to undertake registration mainly as an administrative task for job referrals rather than an individualised service

\(^{15}\)Government of Uzbekistan, 2022e


\(^{17}\)An online vacancy database is available at https://ish.mehnat.uz/

\(^{18}\)See also Presidential Decree No. PQ-57 dated December 21, 2021 “On additional measures to provide comprehensive support to persons with disabilities, support their employment, and further increase their social activity”.

---
to clients (ILO, 2021). PES are noted to not adequately classify clients due to e.g. a missing distinction between unemployed persons and jobseekers. Information generated by the PES system is reported by the ILO to not be systematized, analysed, or disseminated and not used to guide and change program delivery. Also, counselling and guidance are not tailored to the individual needs of jobseekers. Services provided to employers are minimal, limited to job vacancy registration and to the legal requirements for recruitment (ILO, 2021). PES officials note the limited number of job vacancies reported to the PES despite an employer obligation to do so (ILO, 2021). There is very limited staff employed at regional/local PES offices. Skills of employment counsellors might need to be updated to respond to the varied needs of target groups adequately and effectively. Finally, data problems persist. For example, there is no information found on the transition of the unemployed into employment. Such data inadequacies restrict adequate monitoring and evaluation of the PES performance (ILO, 2021). A general conclusion drawn by ILO (2021) is that the PES is serving a small segment of its potential market. Nevertheless, according to ILO (2020), the MEPR is expanding both passive and active labour market measures.

Monocenters (Ishga Markhamat) are part of the structural system of the MEPR, having the status of a legal entity (limited liability company).¹⁹ They provide services, particularly training, to the unemployed population. On April 13, 2023, a Memorandum of Understanding (MoU) was signed between the Monocenter “Ishga Markhamat” in Tashkent and the Public Association of Disabled People “Sharoit plus” in Tashkent. The purpose of this cooperation is to train persons with disabilities modern professions and provide them with comprehensive support in finding decent work in the open labour market.²¹ As one of its measures, Sharoit plus has a disability-inclusive recruitment portal.²²

### 2.2 Social protection

The National Social Protection Strategy (NSPS,) which was adopted in 2022 and runs until 2030, sets out priority areas and goals for social protection with the aim to ensure a minimum level of social protection for all citizens. In line with the strategy, the country has introduced several legislative and policy changes in the governance, financing and provision of social welfare to expand social protection coverage of the population with special focus on socially vulnerable groups such as persons with disabilities. These reforms were necessitated by the low coverage of the social protection system. According to a joint report of ILO, UNICEF and the World Bank

---

²² https://ishplus.uz/summaries?lang=en
(2020), 55% of the population was covered by the social protection system, primarily through social insurance that reached 44% of the population, and one out of three persons living in poverty received some of the existing social protection benefits. Regarding persons with disabilities, based on administrative data of the 484,000 registered persons with disabilities receiving one of three main disability benefits, 66% received the contributory social insurance Disability Pension, 30% received the Disability Allowance for those who have been recognized as having a disability since childhood and only 4% had access to the Disability Social Pension (WB Group, 2022). According to the WB Group (2022), persons with disabilities and their families reported that the disability allowances were inadequate and did not consider the severity of impairments and the associated extra costs.

In order to expand social protection coverage, the strategy identifies the following priority areas: ensuring mandatory social guarantees and expanding social assistance programmes for families and persons in need; digitalising mandatory social guarantees; providing social services at the mahalla level; and improving state support for persons with disabilities including transition towards a social model for the assessment of disability, promoting labour market integration and access to rehabilitation and other means of social support.

Among the targets stated in the NSPS is the reduction of the overall poverty rate from 17% in 2021 to 5% by 2030, by increasing public spending on social protection (from 6% in 2020 to 7% by 2030) and increasing the share of low-income families receiving social assistance (from 59% in 2020 to 98% by 2030). Achieving these targets requires on effective coordination of different social protection programs and cooperation between institutions involved in the design and delivery at all governance levels.

To this end, an important step taken by the government was to establish a single national body responsible for the development and implementation of social protection, the National Agency for Social Protection (NASP). Figure 1 below presents the different benefits (including the disability benefit and the child disability benefit) under the mandate of the Agency, which currently provides coverage for 10.8 million people.

---

23 Social protection referred here includes social insurance, social assistance and labour market programmes.

24 The legal framework for the provision of social protection is outlined by respective laws, presidential decrees and resolutions (see References). For example, the Law on social services for the elderly, disabled and other socially vulnerable categories of the population (Government of Uzbekistan, 2022/2016) prescribes the mandate of central and local government bodies in establishing, maintaining and funding social services.
Another key measure concerns the creation of digital information systems, which includes the Unified Register of Social Protection, and the Single Registry (see Figure 1). The latter integrates 12 types of data gathered from different ministries and departments including income data, data on civil status, information on persons with disabilities such as disability group and duration, information on benefits. This has already yielded positive results increasing the number of beneficiaries. In 2023, 10.8 million persons were in payment of 12 social assistance programs of the NASP (NASP, 2024). Also, the number of families and children that received social benefits and material support increased (e.g., the number of low-income families receiving child benefits and material support increased by 75%, from 1.2 million in 2021 to 2.1 million including 4.6 million children in 2022) (UN, 2022).

The 12 data types are (NASP, 2024): 1) Income (salaries, property income, other income specified by the legislation of the Republic of Uzbekistan, entrepreneurial activity, including individual entrepreneurial activity); 2) Civil status (marriage registration, dissolution of mirage, information about birth and death); 3) Ownership of real estate; 4) On beneficiaries and amounts of pensions and benefits from the Pension Fund; 5) Sending electronic pre-payroll statements, returning unclaimed funds to the local budget; 6) Vehicle ownership (manufacturing date, plate registration number, technical condition, general power of attorney, type of vehicle); 7) Family members in prisons; 8) Services provided to the applicant/ family members by the labour authorities, participation in public works, recognition as unemployed, the amount of unemployment benefits paid, income from participation in public works; 9) Status of family members as students (higher education institution, college, technical school, lyceum, vocational school, field of study, course of study); 10) Paid and received alimonies; 11) Persons with disabilities (disability group and duration); 12) Financial securities (quantity and market value, nominal value is obtained in the absence of market value).

Recent measures implemented to improve the delivery of social services at the local level include: 1) formalisation and professionalisation of social work, specifically legislation on establishing standards and criteria for social work was adopted; 2) implementing a new system of social services by setting-

---

25 The 12 data types are (NASP, 2024): 1) Income (salaries, property income, other income specified by the legislation of the Republic of Uzbekistan, entrepreneurial activity, including individual entrepreneurial activity); 2) Civil status (marriage registration, dissolution of mirage, information about birth and death); 3) Ownership of real estate; 4) On beneficiaries and amounts of pensions and benefits from the Pension Fund; 5) Sending electronic pre-payroll statements, returning unclaimed funds to the local budget; 6) Vehicle ownership (manufacturing date, plate registration number, technical condition, general power of attorney, type of vehicle); 7) Family members in prisons; 8) Services provided to the applicant/ family members by the labour authorities, participation in public works, recognition as unemployed, the amount of unemployment benefits paid, income from participation in public works; 9) Status of family members as students (higher education institution, college, technical school, lyceum, vocational school, field of study, course of study); 10) Paid and received alimonies; 11) Persons with disabilities (disability group and duration); 12) Financial securities (quantity and market value, nominal value is obtained in the absence of market value).

26 Recent measures implemented to improve the delivery of social services at the local level include: 1) formalisation and professionalisation of social work, specifically legislation on establishing standards and criteria for social work was adopted; 2) implementing a new system of social services by setting-
Additional measures recently implemented to improve the delivery of social services at the local level include the formalisation and professionalisation of social work by adopting a guideline on standards and criteria for social work; providing trainings, including on case management, for those involved in the provision of social welfare services and benefits (see chapter 3 of the report); and implementing a new system of social services by setting-up INSON Social Service Centers at district level. INSON Social Service Centers are expected to be the focal points in local social services provision with community specialists acting as a bridge in providing integrated social protection tailored to the needs of individuals or family, including children and adults with disabilities. Among their tasks are outreach to the target group, i.e. identifying vulnerable groups eligible for social services, referring them to the respective public administration and informing citizens about benefits and services available to support them.

3 Application of integrated case management in Uzbekistan

Despite recent reform efforts in Uzbekistan, the above analysis of national legislation and the policy framework about persons with disabilities shows that further reforms are needed. Social and labour market services are still scattered and coordination mechanism between institutions and policies of these two policy fields are frequently missing. Case management pilots, primarily practised in Uzbekistan in the social field to provide integrated social services, might serve as important entry points for an integrated case management to be set up between employment and social policy.

The need for improved coordination of programs and between institutions is highlighted by many international organisations (ILO, 2021; ILO, UNICEF & WB, 2020; UNPRPD, 2022, WB Group, 2022, etc.). ILO, UNICEF & WB (2020), for instance, recommend enhanced coordination between programs and institutions concerning the NSPS. The situation analysis on persons with disabilities in Uzbekistan (UNPRPD, 2022) notes that multidisciplinary coordination among medical, rehabilitation, social support and education services is not adequate. As for employment, ILO reports on
limited coordination of labour market programs and “too many isolated units responsible for portions of the delivery of PES services” (ILO, 2021, p. 47).

Limited cooperation between employment and social policy programs and institutions at the central level has a vast impact on beneficiaries and on cooperation mechanisms practiced at sub-national levels such as between respective actors at mahalla level. There is a need for developing a common understanding between actors at all levels of government that working on their own cannot solve complex societal problems such as inequality and poverty. Partnership is understood as an advanced form of cooperation (Scoppetta, 2013) and goes beyond relationships between public agencies. Partnership describes joint efforts taken by partners and includes, for instance, alliances with Non-governmental Organisations (NGOs), specialised in providing support for persons with disabilities such as personal assistants of persons with disabilities and private firms offering jobs and tailoring workplaces for persons with disabilities that are adjusted to their specific needs (see ‘Job Carving and Job Crafting’ below). Partnership is key in improving employment and social welfare policy delivery and is practiced in many countries (see, for instance, Scoppetta et al, 2024; Davern et al, 2021; Scoppetta, 2013). Within the European Union (EU), working in partnership with stakeholders is one of the key principles of the management of EU funds and legally enshrined in the European Code of Conduct on Partnership (European Commission, 2014)\(^27\). Partnership is recognized in contributing to the UN Agenda 2030 and its SDGs. Goal 17 calls for revitalising the global partnership for sustainable development.\(^28\)

Developing partnership where stakeholders join forces to better assist persons with disabilities throughout their entire integration chain is a precondition for ICM. As outlined above, ICM is understood as an innovative practice employed collectively by actors to serve the most vulnerable with all available resources from both the labour market and the social protection system, and even beyond. Institutions thereby liaise and contribute to ICM implementation with skills, time, funding, and knowledge to the benefit of the target group.

Currently, there is a lack of case-managed support for persons with disabilities at both micro and macro levels in Uzbekistan. In addition, integrated case management, i.e. a tailored service to the needs of individuals from both employment and social policy is not available. Evidence however suggests that case management is a particularly effective approach for people with disabilities, as they often require tailored and specialised supports and services from more than one provider (OECD, 2023).

\(^27\) The Code is intended to be revised. The DRAFT proposal builds on recommendations developed by subgroup members of the European Community of Practice on Partnership (ECoPP) - see: https://ec.europa.eu/regional_policy/policy/communities-and-networks/ecopp_en.

\(^28\) https://www.un.org/sustainabledevelopment/globalpartnerships/
As mentioned, the country’s social and employment services are still fragmented and inadequate communication between various ministries and departments compromises their effectiveness and efficiency (WB Group, 2022). “A well-coordinated legal and policy framework is necessary in order to achieve integration and strengthening of Uzbekistan’s system of social protection at the strategic, institutional, and programme levels” (ILO et al., 2020). Fostering interagency coordination is highly relevant to better assist persons in need at community level and support the country in its efforts to fully implement the CRPD. Next to enhanced coordination of programs developed in employment, social protection, health, education – to just name some of the relevant policy fields to better be coordinated amongst each other -, integrated case management is required.

**Case management in social services** is specifically recommended by various international organisations and scholars. UN Uzbekistan (2019), for instance, refers to community-based interventions and case management approaches that need to be developed and rolled out. Specific attention is thereby drawn on the need for case-managed social support of persons with disabilities. The use of the case management method is referred to in the Decree of the President in relation to the tasks of social workers employed in INSON Social Service Centers of the Agency’s districts/cities specifically to organize the provision of social services at the mahalla level. Groups of social workers should “organize effective work with needy segments of the population, including using the case management method” (Government of Uzbekistan, 2023b).

In the WB’s project ‘Strengthening the Social Protection System’ (2019-2024), the capacity of job counsellors at PES to conduct effective and sustainable job placement is aimed to be enhanced, with them paying special attention to disadvantaged groups (WB Group, 2022). This support includes developing a methodology for individualised case management and effective profiling tools and providing wage subsidies for employers hiring socially vulnerable jobseekers above the quota (WB Group 2022). The WB Group (2022) recommends strengthening social services and case management practices at community level by implementing the WHO community-based rehabilitation guidelines using existing community structures such as mahallas.

As part of the Joint Work Programme of UNDP, ILO, and UNICEF (2020-2022), a case management approach and model were introduced with the aim to facilitate *integrated provision of social services*. The specific components of this work included the development of a concept note on applying case management in delivery of integrated social services and the drawing-up and signing of joint work plans. A pilot project was launched on case management together with the UNICEF in 2021 to test case management models for the integration of social services. The
pilot covered 106 families, including 192 children (101 boys and 91 girls), inter alia 12 children with disabilities (8 boys, 4 girls). It started with a training course for specialists (see below) located in Tashkent city and Angren city. Moreover, training sessions were designed and provided to social sector managers in the pilot districts: these trainings aimed at familiarising participants with the case management approach, informing them about case management standards, and how they could apply these when providing social services. The participating specialists mainly worked with vulnerable population groups including persons with disabilities. The evaluation report on the Joint Work Programme informs that the pilot and trainings produced positive results. However, as of the time of the report, there was no scaling-up of the pilot on case management (Konterra group, 2022).30

The UN 2022 Annual country report on Uzbekistan (UN, 2023) also informs that case management for social workers who provide social services for families in need of social protection was rolled-out in 200 communities in the Surkhandarya region. 681 women activists and district-level specialists were trained in case management. More recently, as part of a bilateral work program between the NASP and the UNICEF (and supported by the EU), 3-day lasting training sessions were delivered for 350 specialists (e.g., local government officials, community social workers). The training focussed on effective case management in social work regarding child protection services (e.g., conducting needs assessments, skills in identifying vulnerable situations and providing support to families and children).31

**Although Uzbekistan has experiences with case management in providing integrated solutions in social services, they primarily link to social services and frequently miss an integrated approach applied between employment and social protection.** Nevertheless, these experiences are very valuable and might serve as important entry points for an integrated case management to be set up between employment and social policy (see below). Our review of literature on laws and policies, including mid-term and long-term state programs in social protection and labour systems, confirms the need for integrated approaches applied at various levels of governance. This includes strengthened cooperation between respective policy fields at the central level to provide integrated services to persons with disabilities that assist them in their integration pathway.

30The lesson learnt by evaluators on the scaling up is as follows (Konterra group, 2022, page x): scaling up models require clear frameworks agreed with the Government since the onset of modelling intervention. Experience from modelling of approaches and mechanisms in Uzbekistan shows the relevance and need for a time-bound transition framework or a handover plan designed together with the Government. Such plans should contain clear milestones and benchmarks of what is desired to be achieved and how it would be scaled up. As such it should represent the foundation of modelling interventions. Such plans should be reviewed and discussed on a regular basis with national stakeholders is a good way forward to ensure scaling up of models.

In the next section of the report, we describe promising international practices that provide insights into experiences of other countries when designing and implementing integrated services.

4 Promising international practices

Both ICM and partnership is frequently applied in UNECE countries (see, for instance, Akilova et al., no date; Birtha et al., 2022; Scoppetta & Sandu, 2022; Scoppetta et al., 2018; Stott & Scoppetta, 2011, 2013a and b). Numerous case management practices exist within Europe such as Digitalised Case Management in Denmark and Cooperation with clients with complex problems in Slovenia (Scoppetta & Sandu, 2022). Also, single points of contact are practiced (e.g., the Norwegian Labour and Welfare Administration (NAV) reform\textsuperscript{32}). The European Centre’s Bridge Building (BB) countries\textsuperscript{33}, employ specific partnership components such as open consultation mechanisms (e.g. Armenia), and multi-level governance (e.g. Kosovo). Efforts have been made by various actors including the European Centre\textsuperscript{34} to assist the countries in applying ICM models, adapted to the countries’ contexts and needs of the target groups.\textsuperscript{35} Initiatives fostering intense collaboration between actors of several policy fields such as employment, social protection and local economic development, include, among others, the OECD LEED Forum on Partnership and Local Development\textsuperscript{36}, the Partnership Brokers Association\textsuperscript{37} (2019; Tennyson 2004, 2005) and the Partnering Initiative & UN Department of Economic and Social Affairs (UN DESA)\textsuperscript{38}. At national level, Partnerships in the European Social Fund+ (ESF+) Flanders can serve as an example (Meyers, 2023).

We present four promising practices below, which have been identified to assist the country in setting up ICM (see 4.1. and 4.3) and related required actions such as digital platforms accessible by municipalities (see 4.2) and targeted employment programs for persons with disabilities (see 4.4.). As informed above, ICM is

\textsuperscript{32} https://www.nav.no/hva-er-nav/en
\textsuperscript{33} The BB countries of the European Centre include from the Western Balkans Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia and Serbia and from the Eastern Partnership countries Armenia, Azerbaijan, Georgia, Moldova and Ukraine (see https://www.euro.centre.org/aboutus/bridging).
\textsuperscript{34} This includes UNDP, ILO, ADA (Austrian Development Agency) as well as the Austrian Federal Ministry of Social Affairs, Health and Consumer Protection.
\textsuperscript{35} See, for instance, Improving coordination of social protection and employment service delivery in Armenia and Tajikistan (https://www.euro.centre.org/projects/detail/4261) and Integrated Case Management for Employment and Social Welfare Users in the Western Balkans (https://www.euro.centre.org/projects/detail/205)
\textsuperscript{36} https://www.oecd.org/fr/cfe/leed/forumpartnerships.htm
\textsuperscript{37} https://partnershipbrokers.org/
\textsuperscript{38} https://sustainabledevelopment.un.org/partnerships/guidebook
understood as an innovative practice employed collectively by the agencies of employment and social security to serve the most vulnerable with all available resources from both the labour market and the social protection system, and even beyond. The examples are from Lithuania, Kosovo, Armenia and Malta and were selected based on their potential for transfer.

4.1 Case management model in Lithuania

The practice serves as a promising practice for Uzbekistan regarding the case management approach applied between employment and social policy although the target group differs from that of Uzbekistan. Relevant key information is provided in table 2 below.

Table 2: Key information on the practice in Lithuania

<table>
<thead>
<tr>
<th>Key features</th>
<th>Pilot implemented by PES as driver for case management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives</td>
<td>• to coordinate services and measures</td>
</tr>
<tr>
<td></td>
<td>• to ensure close cooperation between authorities, NGOs and employers</td>
</tr>
<tr>
<td></td>
<td>• to increase social and labour market integration of unemployed with multiple problems</td>
</tr>
<tr>
<td>Target group</td>
<td>30+ years old long-term unemployed or unemployed, social support beneficiaries</td>
</tr>
<tr>
<td>Year/Duration</td>
<td>January 2020 - June 2022</td>
</tr>
<tr>
<td>Partners</td>
<td>Municipal administrations, PES, NGOs, and employers</td>
</tr>
<tr>
<td>Outcome</td>
<td>900 participants were engaged in the model</td>
</tr>
<tr>
<td>Transferability elements</td>
<td>Hands-on ICM model with partnership established between different actors including NGOs.</td>
</tr>
</tbody>
</table>

Source: Kamandulienė, 2022

In Lithuania, several case management models are implemented, for example, in child welfare services for families with children and young people in vulnerable situations (OECD, 2023). The aims of the case management pilot described here, implemented under the lead of the PES, were to coordinate services and measures provided jointly by municipalities and PES and to ensure close cooperation between authorities, NGOs and employers with the purpose to increase social and labour market integration of unemployed with multiple problems. The model used a single point of contact, enabled for intensive support and activation and applied an individual approach with personalised plans.

---

10 Unless mentioned otherwise, the information presented here derives from the Power Point slides of the PES Lithuania (Kamandulienė, 2022).
A partnership agreement was signed between partners (municipal administrations, PES, NGOs and employers). Regulations supported pilot implementation. The target group included 30+ years old long-term unemployed and social support beneficiaries as well as the unemployed receiving a job search allowance. The pilot engaged 900 participants and ran for 2.5 years (January 2020 - June 2022). PES and almost all municipalities have dedicated case workers to support service users – including the involvement of in-house specialists to assist with more complex cases (OECD, 2023).

The model aimed at tracking and providing sustainable employment (see Figure 2). Jobseekers were selected by using the PES information system via a data exchange with the Social Insurance Fund and municipalities, by results of evaluation of employment possibilities and by direct contacts with social support offices on possible candidates. Sustainable employment was targeted by 30% of participants employed within 28 days after participation in the project activities and, as an additional challenge, to maintain at least 25% of participants employed for 6 months.

Figure 2: Lithuania’s Case management model

According to the PES, the strengths of the model are the coordination of municipal and PES support and the involvement of NGOs. They helped to overcome the capacity that PES might lack. The reported weaknesses were the lack of a common IT platform to keep records (see therefore the example of the AIIP platform below) and to make reporting easier and the difficult target group which came with high costs of integration. The PES stresses the necessity for the understanding of all partners of the urgency of moving from benefits to employment and highlights that realistic performance targets should be set. Tracking the content of the activities was implemented by partners including “soft” results and individual progress.
Transferability elements of the practice for the Uzbekistan context include the applied hands-on ICM model and partnership established between different actors including NGOs.

4.2 Active Inclusion Integration Platform (AIIP) in Kosovo

Although the target group of this practice is jobseekers in general, the practice serves as a promising practice for Uzbekistan due to the integrated platform applied between social protection and employment in Kosovo. While the “Social Protection Single Registry” applied in Uzbekistan is part of the overall strategy of reforming the social protection system in the country, the aim of the AIIP is to foster institutionalised models of integrated and user centred provision of services for marginalised groups through the PES and Centres of Social Work. Moreover, it includes different levels and entities of governance (e.g. municipalities). Relevant key information is provided in table 3 below.

Table 3: Key information on the practice in Kosovo

<table>
<thead>
<tr>
<th>Key features</th>
<th>Integrated platform used by institutions and providing the (employment and social welfare) history of jobseekers</th>
</tr>
</thead>
</table>
| Objectives                                             | • to foster institutionalised models of integrated and user centred provision of services for marginalised groups through the PES and CSW’s  
• to enhance capacities and resources to develop and implement inclusive employment initiatives of local multi-stakeholder partnerships |
| Target group                                           | Jobseekers                                                                                                   |
| Year/Duration                                          | Starting in 2020                                                                                              |
| Partners                                               | Centres for Social Work (CSW), the PES and offices in 37 municipalities, Ministry of Finance, Labour and Transfers |
| Transferability elements                                | To be checked in more detail regarding AIIP features that are of potential interest to Uzbekistan (e.g. digitalising processes within the PES; coordination/implementation of the Youth Guarantee Scheme, usage by municipalities, etc.). |

Source: Scoppetta et al., 2024

The AIIP is an initiative that builds on a joint ICM project between the Kosovo government and the UNDP, ILO and the European Centre implemented in the Western Balkans in 2019. The platform is based on a cooperation between the

40 https://www.euro.centre.org/projects/detail/205
Centres for Social Work (CSW), the Employment Agency (PES) and offices in 37 municipalities together with the Ministry of Finance, Labour and Transfers.

Project objectives comprise fostering institutionalised models of integrated and user centred provision of services for marginalised groups through the PES and CSW’s and enhancing capacities and resources to develop and implement inclusive employment initiatives of local multi-stakeholder partnerships. Like Uzbekistan, Kosovo has a high level of informality. Kosovo’s informal sector is among the highest in Europe with about 35% of employees in the informal sector (data 2017).

The AIIP of the PES and the Department of Social Assistance Schemes is a module connecting the Employment Management Information System (EMIS) and the Social Assistance System (SAS). EMIS communicates with the SAS database and retrieves information on beneficiaries, including payment history. For all existing (and new) jobseekers, the SAS form is developed for transfer/registration from EMIS of jobseekers’ education level, employment/unemployment statuses, ALMP measures history and job refusals (see Figure 3). With this module in place and communication with the SAS database, jobseekers no longer need to get a physical copy of the unemployment document from the PES and deliver it to CSW, as CSW officials retrieve the unemployment document from the EMIS (Scoppetta et al., 2024).

Figure 3: AIIP in Kosovo

Source: PowerPoint used by Kosovo PES (Mujku & Kalludra, 2022).

The participants of a peer review that was conducted on the AIIP found that there is no one-size-fits-all approach for developing/strengthening the integrated policy approaches applied in the Western Balkans and the Eastern Partnership region and

---

41 https://aprkrks.gov.net/
42 https://openknowledge.worldbank.org/server/api/bitstreams/f2b0fcede9309-5184-b56afab34cc000d/content
that partnerships are key for an integrated policy approaches applied (Birtha et al., 2022). The practice is easily transferable and can be adapted to the needs of the country under scrutiny. Improved policy delivery models for vulnerable groups also comprise the Integrated Social Service Centers in Armenia (see below).

4.3 Integrated Social Service Centres (ISCCs) in Armenia

Armenia’s integrated approach applied, including the ISCCs,\(^\text{43}\) have been subject to consultancy services provided by the European Centre in 2022 to assist the country in improving the coordination of social protection and employment service delivery by order of the ILO.\(^\text{44}\) The ISCCs consolidate the functions of five areas: social security, employment, disability, social care services and housing. To operationalise reforms, the authorities are implementing a complex set of measures including new procedures. Social workers and counsellors of the ISCCs were trained on ICM to apply the new tools. Please see relevant key information in table 4.

### Table 4: Key information on the practice in Armenia

<table>
<thead>
<tr>
<th>Key features</th>
<th>The 49 ISCCs consolidate the functions of five areas: social security, employment, disability, social care services and housing</th>
</tr>
</thead>
</table>
| Objectives   | • to unite all 4 bodies of the social protection sphere: the territorial centers of the social security service, the medical and social examination, and the state employment agency;  
• To increase the quality of social services and ensure the provision of a multi-faceted and complete package of social services in accordance with the social needs of the family. |
| Target group | Vulnerable groups of society |
| Year/Duration | In 2010, the unified social service reform was introduced, and the Integrated Social Services Centres (ISSCs) created as part of the reform in 2012. |
| Partners     | Inter-agency cooperation is regulated in Armenia by law. All relevant institutions at national and local level must work as one body to provide prevention and relief from poverty, including through increased employability and combatting labour exploitation |
| Transferability elements | Like in Uzbekistan, one-stop shops for the target group of vulnerable people are aimed at an integrated approach envisaged by including various policy areas such as housing and social care. Uzbekistan might also make use of the knowledge gained with SOP referral forms, SOP Case closure forms, Job description for Case Managers, Performance monitoring models, Certification, etc. |

\(^{43}\) https://socservice.am/
\(^{44}\) https://www.euro.centre.org/projects/detail/4261
Inter-agency cooperation is regulated by law in Armenia. All relevant institutions at national and local level must work as one body to provide prevention and relief from poverty, including through increased employability and combatting labour exploitation. The principle of multidisciplinary should be applied for each client through case management. This principle is explained in more detail in the guide “Improving coordination of social protection and employment service delivery in Armenia and Tajikistan” and in the instructions “Managing Cases and Case Managers” that was developed to assist implementation of new processes for integrated policy approaches such as Standard Operating Procedures (SOP) referral forms, SOP Case closure forms, Job description for case managers, Performance monitoring models, Certification (Sandu & Scoppetta, 2022; Scoppetta & Sandu, 2022). These tools might be supportive for the implementation of ICM in Uzbekistan. The practice can also serve partners in Uzbekistan in their attempt to implementing one-stop shops for the target group of vulnerable people because of the holistic approach taken in including various policy areas such as housing and social care.

4.4 Job Carving and Job Crafting in Malta

The concept of Job Carving and Job Crafting implemented, for instance, in Malta can serve as promising practice for Uzbekistan. **Job carving refers to the practice of rearranging work tasks within a company to create tailor-made employment opportunities.** As opposed to job carving, which is generally done by company managers (i.e. top-down process), **job crafting refers to a bottom-up process driven by employees who are given the autonomy to design and adjust their work and tasks.** The European Centre was contracted by the European Commission to explore the implementation of practices of this kind within the EU. Please see relevant key information in table 5 below.

<table>
<thead>
<tr>
<th>Key features</th>
<th>Job carving and job crafting can be effective strategies to overcome the challenges of the labour market (re)integration of persons facing barriers, and to keep workers employed by creating meaningful and productive employment.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives</td>
<td>• increase of the labour market integration of jobseekers with disabilities; • Change the perspective of employers on the employment of people with disabilities;</td>
</tr>
</tbody>
</table>

---

45 Job Carving and Job Crafting is implemented in various EU countries (see Scoppetta et al., 2019).
Job carving and job crafting can be effective strategies to overcome the challenges of the labour market (re)integration of persons facing barriers and to keep workers employed by creating meaningful and productive employment. It applies an innovative approach to adapt workplaces and/or to create new ones in line with persons’ individual talents, needs and motivations. **Rather than an ICM model, the practice is an example of a targeted employment program for persons with disabilities.** See figure 4 below on the difference between Job carving and crafting.

### Figure 4: Job carving and Job crafting

| Transferability elements | It is a promising practice since it assists in building close relationship with firms and creating tailor-made employment opportunities for persons with disabilities. |

---

<table>
<thead>
<tr>
<th>Target group</th>
<th>Persons with disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year/Duration</td>
<td>2017 onwards</td>
</tr>
<tr>
<td>Partners</td>
<td>Jobsplus, the Maltese PES and Lino Spiteri Foundation (LSF)</td>
</tr>
<tr>
<td>Outcomes</td>
<td>Creation of 278 jobs suitable to jobseekers (as of April 2018; Scoppetta, Davern &amp; Geyer, 2019). In 2020, 236 people with disabilities were placed in employment. Across these roles more than 80% stay in their job and about 52% of workers supported by LSF are placed into carved jobs (OECD, 2021).</td>
</tr>
</tbody>
</table>

Jobsplus, the Maltese PES, entered a partnership with the Lino Spiteri Foundation (LSF)⁶⁶, which is an entity specialised in the labour market integration of job seekers.

---

with disabilities. Project aims included the increase of the labour market integration of jobseekers with disabilities and the change of the perspective of employers to employ persons with disabilities. LSF set up a corporate relations unit to support enterprises in the recruitment of persons with disabilities. The corporate relations executive identifies existing occupations within the enterprise which are potentially suitable for jobseekers with disabilities. The “carving” exercise is driven by enterprise requirements and existing competencies and skills of the registered jobseekers with disabilities. This is coupled with pre-employment efforts such as training and work exposure schemes offered by Jobsplus to improve the employability and preparedness of the registered jobseekers with disabilities (Scoppetta et al., 2019). The enforcement of a minimum 2% employment quota for persons with disabilities in Maltese enterprises motivated many enterprises to actively seek persons with disabilities in their teams (Genova & Davern, 2022).

5 Policy recommendations

Based on our analysis and the selected practices (see above), we have identified four key intervention areas which aim to assist the government of Uzbekistan to address the challenges faced at different intervention levels more holistically and, finally, to adopt an integrated approach in employment and social policy delivery for persons with disabilities. The four identified intervention areas are:

I. Targeted employment programs for persons with disabilities
II. Comprehensive and well-coordinated programs
III. Partnership between actors of employment and social welfare
IV. ICM for persons with disabilities

Table 6 below relates the key findings of the analysis, the international practices and the four intervention areas that are presented in this section.

<table>
<thead>
<tr>
<th>Key findings of the analysis</th>
<th>Intervention areas</th>
<th>Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Persons with disabilities are four times less likely to be employed than persons without disabilities</td>
<td>Few ALMP 12 Social Assistance Programms</td>
<td>Targeted employment programs for</td>
</tr>
</tbody>
</table>

Table 6 Matrix on key findings, related intervention areas and practices
There is no evidence whether the quota system has been effective to secure employment for persons with disabilities. Negative stereotypes and prejudices further affect opportunities for persons with disabilities in finding a job.

| Missing integrated approach applied between employment and social protection | Comprehensive and well-coordinated programs | Practice: AIIP in Kosovo
| PES, Monocentres and Inson Centres established at local/regional governance levels should jointly pilot ICM and thus practice enhanced cooperation/partnership | Partnership between actors of employment and social welfare | Practice: Integrated Case Management in Armenia
| | ICM for persons with disabilities | Practice: Case management in Lithuania

The intervention areas require actions at different levels of governance and by various agencies. For example, to implement comprehensive and well-coordinated programs between employment and social protection, actors designing programs at central governance levels of both policy fields must cooperate. Moreover, in parallel to adjustments made at central level, pilot/s implemented at local level gather practical insights that help to improve coordination and policy application (the pilot/s are foreseen in Tashkent).

**INTERVENTION AREA I**

<table>
<thead>
<tr>
<th>Demands identified</th>
<th>Missing targeted employment measures for persons with disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Entry points in Uzbekistan</strong></td>
<td><a href="http://www.ishplus.uz">www.ishplus.uz</a> project</td>
</tr>
<tr>
<td>Promising international practises</td>
<td>Job Carving and Job Crafting (e.g. in Malta)</td>
</tr>
</tbody>
</table>

The analysis of the literature review showed that targeted measures assisting persons

---

67 During a mission in April 2024, which includes visits to partner organisations and discussions during a Participatory Scoping Workshop and a National Stakeholder Workshop, the possibilities, advantages and disadvantages for piloting of ICM at either Monocentres or at Inson Centres will be explored.
with disabilities in the integration into the labour market are frequently missing in Uzbekistan. The jobseeker/vacancy matching platform www.ishplus.uz might serve as an entry point for tailored services and offers for persons with disabilities that go beyond training for jobseekers with disabilities.

A need is thus seen to design and set targeted offers for persons with disabilities which build on their individual needs. In general, measures empowering persons with disabilities are recommended for implementation. Please note that all measures must comply with the UN CRPD.48

As for policy measures to be introduced, we suggest designing comprehensive programs and making measures available in various formats including integration chains (i.e., measures that follow each other in a sequence, partly provided by different actors). Examples for new measures with a view to the labour market entrance of persons with disabilities include counselling services, workplace integration assistance, inclusion assistance, inclusion bonus for apprentices, start-up funding for the self-employed, youth coaching, and vocational training assistance programs for persons with disabilities.49

The activities should be designed and implemented by the PES under the leadership of the Ministry of Employment and Poverty Reduction (MEPR). To meet the needs of the target group and best use synergies it is recommended to develop measures in partnership with other actors such as the NASP, the Inson Centres, NGOs such as Sharoit plus and the Monocentres (see Intervention Area III on partnership).

Next to disability mainstreaming, which is proposed, specifically targeted measures for persons with disabilities should be implemented. The implementation of Job Carving and Job Crafting program would assist in overcoming the challenge of missing job offers from firms (see above). The strength of this concept is that workplaces are “carved” or “crafted” together with firms by building on the needs of them and the talents of persons with disabilities. It however is an advanced concept which requires substantial investment.

**INTERVENTION AREA II**

<table>
<thead>
<tr>
<th>Demands identified</th>
<th>Few programs and limited coordination between ALMP and social policies &amp; services</th>
</tr>
</thead>
</table>

---

48 Laws and measures must comply with the Universal Declaration of Human Rights (UDHR) and the UN CRPD.

49 See, for instance, Scoppetta (2023).
Promising international practices

Regarding national policies and offers for unemployed persons with disability in Austria see, for instance, Scoppetta 2023 [50]

About coordination mechanisms see AIIP Kosovo

For an effective ICM which results in positive changes in a client’s situation (i.e., having basic income and inclusion into the labour market) two key preconditions in the service offered need to be met: the availability of adequate monetary and non-monetary benefits and services for both employment and social assistance beneficiaries/clients (Scoppetta & Sandu, 2022). Available ALMP measures however are limited in Uzbekistan and mainly refer to the public works program and training offers (see also above). Consequently, we suggest investment in targeted employment measures for persons with disabilities (see above).

Another major challenge identified by the ILO is the organisation of the service. At present, there are too many isolated units responsible for portions of the delivery of PES services (ILO, 2021). According to ILO (2021), the areas in most need of attention are individualised counselling and guidance services; the systemisation and analysis of available labour market information; the availability of an adequate system of active and passive labour market policies; and the review of funding mechanisms for labour market policies. Because supported employment measures including individual development plans as well as vocational rehabilitation, which for persons with disabilities has shown to be especially effective, are almost entirely not available in Uzbekistan, we strongly recommend raising capacities of both labour market and social protection programs and developing offers such as the ones mentioned above that assist the groups in their pathway to integration into the labour market.

Finally, a need is seen to apply coordination mechanisms between stakeholders (PES, NASP, Monocentres, INSON Social Service Centers, NGOs, research, etc.) to improve outreach, onboarding, service offers, registrations, referrals, Standard Operating Procedures (SOPs), monitoring and evaluation, etc.

The responsibility for integrating people with disabilities into the labour market is shared by the various stakeholders (e.g., PES for employment programs under the lead of the MEPR, NASP, INSON Centres, Monocentres, etc.). Moreover, each partner is responsible for enhanced coordination mechanisms and plays its part in ensuring good coordination. Coordination can be achieved by various means such as regular meetings between the partners, case conferences [52] and the setting up a coordination

---

50 https://ec.europa.eu/social/BlobServlet?docId=23162&langId=en

51 They include amongst others counselling services, workplace integration assistance, inclusion assistance, inclusion bonus for apprentices, start-up funding for the self-employed, youth coaching, and vocational training assistance programs for persons with disabilities.

52 Case Conferences are multidisciplinary meetings of professionals working with a client to share necessary information on the client (socio-economic status, history of benefits, services offered, etc.)
body\(^2\) (see also Scoppetta & Sandu, 2022). Capacity building activities such as trainings of department staff might be needed to update skills of staff at partner organisations (nationally as well as regionally/locally). Moreover, specific dedicated training is recommended to enable for building up partnership at local levels, as described in the intervention area III.

**INTERVENTION AREA III**

<table>
<thead>
<tr>
<th>Demands identified</th>
<th>Few practiced cooperation between PES, NASP offices, Monocentres, INSON Social Service Centers, etc.</th>
</tr>
</thead>
</table>
| Entry points in Uzbekistan | Government of Uzbekistan (2023a)  
MoU signed by the Monocenter “Ishga Markhamat” and “Sharoit plus”\(^54\) |
| Promising international practises | European Code of Conduct on Partnership  
Integrated Social Service Centres in Armenia |

We recommend strengthening the systemic link between employment and social protection by **formalising cooperation between stakeholders responsible at all levels of governance via standard procedures, rules and protocols**. Measures and services available from these stakeholders should jointly be offered to clients. International experience confirms the usefulness of formalising agreements between partners. **Partnership agreements** should be developed and made available informing about agreements on targets, jointly or individually used tools, roles and functions of each agency, resources as well as interests and other contributions.

Partnership formation is characterized by joint objective setting, shared commitment and cooperative decision making. Alliances can help to improve workflow processes between the partners. **Bilateral cooperation of employment and social protection agencies should thus also be expanded to other actors such as NGOs offering**

---

\(^2\) Coordination Bodies encompass all actors involved in the design, implementation and evaluation of interventions. This includes interventions jointly agreed to be implemented such as individual action plans, referral processes, etc. The body clearly defines actions to be taken within the ICM system.

services, municipalities assisting in embedding measures to local contexts, enterprises offering jobs and research institutes assisting in measuring effectiveness of the policies jointly implemented by partners.

Uzbekistan can already build on established cooperation as laid down, for instance, in the Decision On additional measures to ensure the rights of the population to receive social protection and to provide state social assistance and services, (Government 2023a), which refers to cooperation of the "Inson" Social Services Center with local executive authorities, regional state bodies and organizations, and citizens' self-government bodies. The MoU signed by the Monocenter “Ishga Markhamat” and Sharoit plus might serve as another entry point for partnership formation. What is noticeable here is that an NGO, the Public Association of Disabled People, is the key partner for delivering services. NGOs have specialised know-how on the target group and can easier access them. Recommendations for working arrangements among stakeholders, including PES, Inson centres, Monocenters, NGOs, employers and employees will be part of the analytical paper (as of May 2024; see also below).

**INTERVENTION AREA IV**

<table>
<thead>
<tr>
<th>Demands identified</th>
<th>ICM for persons with disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Entry points in Uzbekistan</em></td>
<td>Decree of the President in relation to the tasks of social workers employed in INSON Social Service Centers (Government of Uzbekistan, 2023b)</td>
</tr>
<tr>
<td></td>
<td>WB project ‘Strengthening the Social Protection System Project’ (2019-2024) at PES</td>
</tr>
<tr>
<td></td>
<td>Joint Work Programme with UNDP, ILO &amp; UNICEF (2020-2022), for social services</td>
</tr>
<tr>
<td></td>
<td>Case management in the Surkhandarya region</td>
</tr>
</tbody>
</table>

Promising international practises

ICM applied in Lithuania

Kosovo’s AIIP

Suggestions for an Uzbekistan ICM model to be tested will be part of the analytical paper, which will be drafted following the mission in May 2024. As first step, the need for enhanced cooperation between potential partners and the requirement to set up

---

*The European Parliament underlines the importance civil society is playing in supporting reforms and good government (European Parliament, 2023).*
an ICM model for persons with disabilities (piloted at a Monocenter and/or INSON Centre) will be discussed with all stakeholders. A Participatory Scoping Workshop\textsuperscript{56} will be conducted on 18 April 2024 in Tashkent, which is followed by a national stakeholder workshop\textsuperscript{57} on 19 April 2024.

A consequent next step will be the training and hiring of case managers, which are a core function for an effective ICM since they make use of all locally available measures and services. Their goal is to assist the client progressively in the social inclusion and labour market integration processes. \textit{Suggestions for the design of the model and necessary qualification and roles of case manager will be detailed in the upcoming analytical paper.}\textsuperscript{58}

\section{Conclusions}

Despite efforts taken by the government, the situation of persons with disabilities in Uzbekistan needs improving. Only 43% of persons with disabilities perceive themselves to be fully enjoying their rights as provided by the Constitution and laws of Uzbekistan (in comparison, 74% of persons without disabilities inform they enjoy their rights). Persons with disabilities (and their carers) have a lower welfare level than others due to lower pay levels, exclusion from the formal job market, insufficient disability allowances and disability-related expenses (UN Uzbekistan, 2019).

Consequently, the right of persons with disabilities to work and be protected from social risks such as unemployment is an important area for reforms. The government is engaged in implementing reforms and strategies with other partners to help overcoming Uzbekistan’s complex development challenges by integrated cross-sectoral solutions.\textsuperscript{59} Today, employment and social protection are still fragmented

\textsuperscript{56} Envisaged attendees of the \textit{Participatory Scoping Workshop} include PES counsellors, social workers, INSON Social Service Centre staff, VET trainers from Monocentres, service providers (NGOs such as Sharoit plus), beneficiaries (persons with disabilities and/or organisations representing their interest), employers, social partners, research institutes, and evaluators. Further partners can be identified in WB Group (2022, p. 20ff.). The aim of the workshop is to set the scene together with the partners for the development of the service delivery model in Tashkent, receive a common understanding on the need for partnership, agree on joint targets and first steps for an ICM model in Uzbekistan.

\textsuperscript{57} Envisaged attendees of the \textit{National Stakeholder Workshop} include civil servants from the MEP, NASP, UNDP (and others such as WB), other public authorities, umbrella organisations/NGOs representing persons with disabilities and social partners at central governance level. The aim of the workshop is to jointly discuss and assess the findings of the Scoping Workshop, agree on major cornerstones for the ICM model and on further steps to be taken by actors involved in ICM.

\textsuperscript{58} Please see ICM Standards and Guide, for instance, here: https://www.cmsuk.org/files/CMSUK%20General/000Standards%202nd%20Ed%20Nov%202009.pdf

\textsuperscript{59} United Nations (2021): Executive Board of the UNDP, the UNFPA and the UN Office for Project Services. 1st Session of 2021, New York.
across various institutions with no one being responsible for the coordination or integration of interventions and establishing horizontal links across programs and schemes. This results in the lack of integrated approaches to the provision of benefits and services.

Based on the conducted analysis of the literature review four European practices have been identified and are presented in this report. Moreover, four intervention areas have been singled out which aim to assist the government and its partners in adopting an integrated approach in employment and welfare services delivery for persons with disabilities. The four intervention areas are: 1) Targeted employment programs for persons with disabilities; 2) Comprehensive and well-coordinated programs; 3) Partnership between actors; and 4) ICM for persons with disabilities.

Integrated approaches are to be applied at various levels of governance and include strengthening cooperation between policy fields and partners. Because targeted measures in entering the labour market are frequently missing for persons with disabilities in Uzbekistan, a need is seen to design offers that meet the needs of both persons with disabilities and firms. Measures that empower persons with disabilities such as counselling offers, comprehensive integrated programs that enable for disability mainstreaming and targeted employment measures such as workplace integration assistance are recommended for implementation to support persons with disabilities in their integration path. These measures should be made available in various formats including integration chains. Suggestions for an ICM model to be tested in Uzbekistan will be part of the analytical paper that will be drafted following the mission in May 2024.

7 References and further reading


---


Laws and resolutions (selection):

Laws and regulations are published online at the Portal for discussion of projects of regulatory and legal documents here: https://ishplus.uz/summaries?lang=en

Government of Uzbekistan (2024). Presidential Resolution On measures to improve the system of providing social services and assistance to the elderly and persons with disabilities who need outside care, December 27, 2023. No. 410. https://lex.uz/docs/6725094

Government of Uzbekistan (2023a). Decision of the cabinet of ministers of the Republic of Uzbekistan On additional measures to ensure the rights of the population to receive social protection and to provide state social assistance and services, October 14, 2023. No. 539. https://lex.uz/docs/6636282.

Government of Uzbekistan (2023b). Decree of the President of the Republic of Uzbekistan On a set of measures to provide high-quality social services and assistance to the population, as well as to establish a system for their effective control, June 1, 2023. No. UP-82.


Government of Uzbekistan (2021a). Resolution of the President of the Republic of Uzbekistan On additional measures to comprehensively support persons with disabilities, promote their employment and further increase social activity, December 21, 2021. No. PP-57.


Figures

Figure 1: Overview of social protection in Uzbekistan
Figure 2: Lithuania’s Case management model
Figure 3: AIIP in Kosovo
Figure 4: Job carving and Job crafting

Tables

Table 1: Key data Uzbekistan
Table 2: Key information on the practice in Lithuania
Table 3: Key information on the practice in Kosovo
Table 4: Key information on the practice in Armenia
Table 5: Key information on the practice in Malta
Table 6: Matrix on key findings, related intervention areas and practices
Participatory ICM Scoping Workshop - Integrated approach in employment and welfare service delivery in Uzbekistan

18 April 2024

Anette Scoppetta | Eszter Zólyomi
Welcome to the Participatory Integrated Case Management (ICM) Scoping Workshop !!!
Who are we in the room?

- NASP offices: Social workers and management from local/regional offices, experts working on persons with disabilities
- Public Employment Service (PES)/Employment Facilitation Centre/s: counsellors, recruitment specialists and managers, experts working on persons with disabilities
- Monocentre/s: VET trainers, management, experts working on persons with disabilities
- Inson Centres: staff and management, experts working on persons with disabilities
- Social service providers such as NGOs (e.g. Sharoitplus) and community-based services
- Associations, foundations, etc. working in partnership with public authorities on the integration of persons with disabilities (e.g. providing case managed support)
- Beneficiaries: persons with disabilities and/or organisations representing their interest
- Good practice employers
- Social partners
- Governmental research institute/Evaluators/private research institutions
- ...
Why are we here?

Aims of the Workshop

- The aims of the workshop are to **set the scene** for the development of
- the **service delivery model** in Tashkent together with the partners,
- receive a **common understanding** on the need for enhanced cooperation/partnership between stakeholders that builds on the need of the target group,
- agree on **joint goals/targets** and
- **first steps** for an Integrated Case Management (ICM) model in UZB/Tashkent
Who is the European Centre team for this project?

Anette Scoppetta
❖ Labour market and social policies (particularly the interlink between policies, local/regional partnerships, innovative ALMP measures, social inclusion of marginalised groups, social innovation, regional economic development, multi-level governance
❖ Responsible for the Bridge Building (BB) function and Deputy Director at the European Centre

Eszter Zólyomi
❖ Poverty and inequality, social inclusion and labour market integration of vulnerable groups, affordability and access to housing
❖ Senior researcher at the European Centre involved in various BB activities
## Agenda of the Day

<table>
<thead>
<tr>
<th>18/4/2024</th>
<th>Participatory ICM Scoping Workshop</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.30 - 10.30</td>
<td>Registration</td>
</tr>
<tr>
<td>10:30 - 10.45</td>
<td>Welcome and opening</td>
</tr>
<tr>
<td>10.15 - 10.40</td>
<td>Introduction to Integrated Case Management</td>
</tr>
<tr>
<td>10.40 - 11.20</td>
<td>Working groups on the rationale for the pilot implementation of ICM in Tashkent</td>
</tr>
<tr>
<td>11.20 - 11.40</td>
<td>Coffee/Tea Break</td>
</tr>
<tr>
<td>11.40 – 12.20</td>
<td>Presentation of findings from working groups</td>
</tr>
<tr>
<td>12.20 – 13.00</td>
<td>Main findings from the analytical report incl. Q&amp;A</td>
</tr>
<tr>
<td>13.00 – 14.00</td>
<td>Lunch</td>
</tr>
<tr>
<td>14.00 – 14.30</td>
<td>Working groups on joint goals &amp; tasks of partners</td>
</tr>
<tr>
<td>14.30 – 15.30</td>
<td>Presentation from findings and next steps</td>
</tr>
<tr>
<td>15.30 – 15.50</td>
<td>Wrap up and closing</td>
</tr>
</tbody>
</table>
Are you ready for leaving the comfort zone ...

... and for entering the challenge area?
Brief Introduction to ICM

Input Session
Our understanding of ICM

Integrated policy framework (Top down)

- Employment
- Social policies
- Health
- Education & VET
- And others more ...

Integrated Case management system

Integrated services

Multi-level arrangements

Aligned budgets, exchange of tools & know-how

Local actors

- PES, PRES, social partners, etc.
- CSW, NGOs, etc.
- Health & care facilities, NGOs, ...
- Schools, training on & NGOs
- And others more ...

Partnership actions (Bottom-up)
Institutional challenges faced

❖ **Shared** public responsibility for employment and social policies (and for health, education, regional development, etc.); i.e., **Policy silos**

❖ **Missing well-functioning cooperation between institutions**, i.e. interplay between *all relevant actors at the same eye level* including service providers such as NGOs and social partners; i.e.; **Partnerships**
Integration of vulnerable groups & local know-how in policy design & implementation

❖ The needs of vulnerable groups are multi-facetted and to be placed at the heart of any policy intervention

❖ Offers must reflect/be flexible & tailored to the various needs of individuals including their family situation – There is no one-size-fits-all approach applicable

❖ Solutions should create win-win situations for all involved: enterprises, persons and the society as a whole
Integrated case management ...

is understood as an innovative practice employed collectively by agencies of employment and social security to serve the most vulnerable (with the focus on persons with disabilities) with all available resources especially from both the labour market and the social protection system, and even beyond.

Can you agree to this working definition? Any adjustments/remarks?
Working groups on the rationale for the pilot implementation of ICM in Tashkent

Participatory Session
Working group questions

❖ What is the **added value** of working together for the benefit of persons with disabilities?
❖ Where do I see urgent needs for **collaboration**?
❖ What can I **contribute** to the collaboration?
Analytical Report: Findings

Input Session
# Key data

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Data</th>
<th>Sources and remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>34.6 million</td>
<td>WB Group (2022)</td>
</tr>
<tr>
<td></td>
<td>60% are below 30 years old</td>
<td></td>
</tr>
<tr>
<td></td>
<td>13.7 million people are employed</td>
<td>2022 (latest data available); UZSTAT</td>
</tr>
<tr>
<td></td>
<td>1.3 million are unemployed</td>
<td>2022 (latest data available); UZSTAT</td>
</tr>
<tr>
<td></td>
<td>4.2 million (18.4%) of adult population are</td>
<td>Multidimensional Poverty Index for Uzbekistan (CERR and UNDP UZB, 2023)</td>
</tr>
<tr>
<td></td>
<td>multidimensionally poor</td>
<td></td>
</tr>
<tr>
<td>Persons with disabilities</td>
<td>845,300 people with certification (2,3%)</td>
<td>WB, 2023</td>
</tr>
<tr>
<td></td>
<td>287,763 beneficiaries of disability group I and II</td>
<td>NASP (2024)</td>
</tr>
<tr>
<td></td>
<td>162,200 persons (25%) from all three disability</td>
<td>WB Group, 2022</td>
</tr>
<tr>
<td></td>
<td>groups were recognised as ‘fit for work’</td>
<td></td>
</tr>
<tr>
<td></td>
<td>21,100 (6% of the 162,200) are officially employed</td>
<td>WB Group, 2022</td>
</tr>
<tr>
<td></td>
<td>5-7% of people with disabilities of working age are employed</td>
<td>ILO, 2020; UN Uzbekistan, 2019</td>
</tr>
</tbody>
</table>
Main results from the analysis

❖ In UZB, disability is still legally intertwined with illness and an inability to work.
❖ Consequently, many persons experience institutional and structural barriers to entering the labour market on an equal basis with others (WB Group, 2022).
❖ The design of the current policy system still discourages persons with disabilities from being employed in the open labour market.
❖ There is no evidence whether the quota system has been effective to secure employment for persons with disabilities in Uzbekistan. There is a reluctance of employers in hiring persons with disabilities.
❖ It was noted by ILO that the PES is not yet delivering all core functions of a modern public employment service.
❖ Monocenters (Ishga Markhamat) provide services to the unemployed population (mainly training).
❖ Example “Sharoit plus” in Taschkent.
Main results from the analysis

❖ An important step was taken by the government was to establish a single national body responsible for the development and implementation of social protection, the National Agency for Social Protection (NASP).

❖ Another key measure concerns the creation of a digital information system, which includes the Unified Register of Social Protection and the Single Registry.

❖ INSON Social Service Centers are expected to be the focal points in local social services provision with community specialists acting as a bridge in providing integrated social protection tailored to the needs of individuals or family, including children and adults with disabilities.
Key findings on the Application of ICM in UZB

❖ Evidence suggests that case management is a particularly effective approach for people with disabilities, as they often require tailored and specialised supports and services from more than one provider (OECD, 2023).

❖ Social and labour market services are still scattered in UZB and coordination mechanism between institutions as well as integrated polices of these two policy fields are frequently missing.

❖ Although Uzbekistan has experiences with case management in providing integrated solutions in social services, they primarily link to social services and frequently miss an integrated approach applied between employment and social protection.

❖ A common understanding between actors at all levels of governance need to be developed that working on their own cannot solve complex societal problems such as inequality and poverty.

Entry points for ICM:
• Decree of the President in relation to the tasks of social workers employed in INSON Social Service Centers of the Agency’s districts/cities
• WB’s project ‘Strengthening the Social Protection System’ (2019-2024)
• Joint Work Programme of UNDP, ILO, UNICEF and the WB (2020-2022)
• Case management for social workers in the Surkhandarya region
• …
Policy recommendations

The four intervention areas are:

I. Comprehensive and well-coordinated programs
II. Targeted employment programs for persons with disabilities
III. Partnership between actors of employment and social welfare
IV. ICM for persons with disabilities
Comprehensive and well-coordinated programs

- For an effective ICM which results in positive changes in a client’s situation (i.e., having basic income and inclusion into the labour market) **key preconditions** in the service offers need to be met:
  - the availability of adequate monetary and non-monetary benefits and services
  - for both employment and social assistance beneficiaries/clients

- **Demands identified**: Few programs and limited coordination between ALMP and social policies & services

Examples for new measures with a view to the labour market entrance of persons with disabilities include:
- Counselling services,
- Workplace integration assistance,
- Inclusion assistance,
- Inclusion bonus for apprentices,
- Start-up funding for the self-employed,
- Youth coaching, and
- Vocational training assistance programs.

Coordination mechanisms between stakeholders (PES, NAS offices, Monocentres, INSON Social Service Centers, NGOs, research, etc.) to improve outreach, onboarding, service offers, registrations, referrals, Standard Operating Procedures (SOPs), monitoring and evaluation should be applied.

Case Conferences
Regular meetings between partners,
Setting up a coordination body
Info box:

CASE CONFERENCES

Case Conferences are multidisciplinary meetings of professionals working with a client to share necessary information on the client (socio-economic status, history of benefits, services offered, etc.) and discuss risk factors; the needs of the client; required supervision and support interventions; and the roles of the professionals.
Info box:

COORDINATION BODY

Coordination Bodies encompass all actors involved in the design, implementation, and evaluation of interventions. This includes all interventions jointly agreed to be implemented such as individual action plans of clients, referral processes, etc. The board clearly defines the actions to be taken when implementing the ICM system.
Targeted employment programs for persons with disabilities

❖ **Demands identified**: Missing targeted employment measures for persons with disabilities

❖ **Entry points in Uzbekistan**:

www.ishplus.uz project (on matching)

❖ **Promising international practises**: 

 ✓ **Job Carving and Job Crafting (e.g. in Malta)**: The strength of this concept is that workplaces are “carved” or “crafted” together with firms by building on the needs of them and the talents of persons with disabilities.
Example: Job Carving & Job Crafting

- **Job carving** refers to the practice of rearranging work tasks within a company to create tailor-made employment opportunities.

- Innovative approach to adapt workplaces and/or to create new ones in line with peoples’ individual talents, needs and motivations.

Scoppetta, Davern & Geyer (2019)
Partnership between actors of employment and social welfare

❖ **Demands identified**: Few practiced cooperation between PES, NAS offices, Monocentres, INSON Social Service Centers, etc.

❖ **Entry points in Uzbekistan**:
  ✓ Government of Uzbekistan (2023a)
  ✓ MoU signed by the Monocenter “Ishga Markhamat” and “Sharoit plus

**Measures/services available from all stakeholders** should jointly be offered to clients.

**Partnership agreements** should be developed and made available informing about agreements on targets, jointly or individually used tools, roles and functions of each agent/staff, resources as well as interests and other contributions.
Example: Austrian TEPs (1996-2014)

Partnership Agreements signed between all partners
ICM for persons with disabilities

❖ Demands identified: Lack of ICM for persons with disabilities
❖ Entry points in Uzbekistan:
  ✓ Decree of the President in relation to the tasks of social workers employed in INSON Social Service Centers (Government of Uzbekistan, 2023b)
  ✓ WB project ‘Strengthening the Social Protection System Project’ (2019-2024) at PES
  ✓ Joint Work Programme with UNDP, ILO, UNICEF & the WB (2020-2022), for social services
  ✓ Case management in the Surkhandarya region

Case managers: Case managers are a core function for an effective ICM since they make use of all locally available measures and services. Their goal is to assist the client progressively in the social inclusion and labour market integration processes
Working groups on the joint goals & targets as well as next steps for the pilot

Participatory Session
Working group questions

- What are the goals for the ICM pilot on which we can jointly agree on?
- What are the targets we can jointly define for the pilot?
- What are my next steps?
Wrap up for the day and agreements on the pilot
Thank you!

Contact:
Anette Scoppetta
scoppetta@euro.centre.org

European Centre for Social Welfare Policy and Research,
Berggasse 17, 1090 Vienna, Austria

www.euro.centre.org
+43-1-319 4505-49
National ICM Stakeholder Workshop - Integrated approach in employment and welfare service delivery in Uzbekistan

19 April 2024

Anette Scoppetta | Eszter Zólyomi
Why are we here today?

Aims of the Workshop

❖ The aims of the workshop are to present the results of the Participatory Scoping Workshop
❖ and to jointly discuss and agree on the pilot implementation of ICM with a focus on persons with disabilities in Tashkent.
❖ Furthermore, the workshop serves to finetune the ICM model to be applied by the pilot
❖ and to agree on next steps to be taken by policy partners involved in ICM at central governance level.
Who are we in the room?

- Ministry of Employment and Poverty Reduction
- National Agency for Social Protection (NASP)
- UNDP and other international organisations working in the field such as WB, UNICEF, ILO, etc.
- Ministry of Finance and other ministries (e.g. Ministry of Mahalla and Family Support)
- Umbrella organisations of NGOs representing persons with disabilities (e.g. Public Association of Disabled People)
- Social partners (central governance level)
- Other public authorities such as from the city/municipality level
- Key partners from the pilot at local/regional governance level
- Human Rights bodies
- Other policy partners
- ...
European Centre’s organisational structure

Board of Directors

**Chair**
Ghada Fathi Waly
Executive Director of UNODC
Director General of UNOV

**Acting Chair**
Angela Me
UNODC

- **International Mandate** up to 12 Members
  - Poland, Spain, Sweden, Switzerland + Finland and Norway (co-opted)

- **Austrian Mandate** up to 6 Members
  - 5 Members

National Liaison Officials

Executive Director: Kai Leichsenring
Deputy Director: Anette Scoppetta

Steering group

- **Employment & Labour Mobility**
  - Sonila Danaj
  - Leonard Geyer
  - Elif Kayran
  - Anette Scoppetta

- **Health & Care**
  - Kai Leichsenring
  - Selma Kadi
  - Mirjam Pot
  - Cassandra Simmons

- **Social Protection & Inclusion**
  - Magdi Birtha
  - Michael Fuchs
  - Sabina Gjylsheni
  - Felix Wohlgemuth
  - Eszter Zolyomi

Administration PR & IT
Judith Schreiber
Monika Hunjadi
Sebastian Ruttner
Sandra Scharf
Amália Solymosi
Our understanding of the project

By offering services to the UNDP and the Government of Uzbekistan, we aim at

❖ working closely with our partners, especially the UNDP Uzbekistan, the National Agency for Social Protection, MEPR and local expert to ensure that the carried-out report consists of valid data and information
❖ assisting the partners to improve coordination of social protection and employment service delivery in Uzbekistan
❖ providing guidance and services towards integrated policies and solutions for an inclusive society where evidence-based policies are holistically addressing problems our society are facing
❖ helping the government in developing accountable and transparent policies, gender responsive institutions, and expanded civic participation aimed towards ensuring the provision of public services that meet the needs of all people of Uzbekistan.
Our understanding of ICM
Institutional frame & freedom of choice

❖ **No single institution** can address the various needs of vulnerable groups alone: **collaborative approaches** taken for **locally embedded services** are needed

❖ **Policy interventions** should reflect the macro-, meso- and micro level:
  ✓ **Macro**: systemic links between policies (e.g. active labour market policy and social assistance)
  ✓ **Meso**: the organisational level, at which stakeholders experience (institutionalised) ways of collaborative work
  ✓ **Micro**: the beneficiary level at which users receive support via services and measures

❖ While **participation is voluntarily**, services must be offered on a broad scale to serve the varying needs of the target group
Policy & practice

Policy and practice solutions should:

✓ Target at inclusion into society (not primarily economic/labour market inclusion)

✓ Include long-term perspectives (over various phases of life, intergenerational, taking into account the life-course perspective)

✓ Follow a preventive approach (from indicated to universal)

✓ Include the family perspective of the target group

✓ Look at the quality and sustainability of jobs created and filled by vulnerable groups

✓ Be embedded in cooperative settings ...
Integrated case management ...

is understood as an innovative practice employed collectively by agencies of employment and social security to serve the most vulnerable (with the focus on persons with disabilities) with all available resources especially from both the labour market and the social protection system, and even beyond.

Can you agree to this working definition?
Any adjustments/remarks?
Policy recommendations

The four intervention areas are:

I. Comprehensive and well-coordinated programs
II. Targeted employment programs for persons with disabilities
III. Partnership between actors of employment and social welfare
IV. ICM for persons with disabilities
# Agenda of the Day

<table>
<thead>
<tr>
<th>19/4/2024</th>
<th>National Stakeholder Workshop ICM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>9.30 - 10.30</strong></td>
<td><strong>Registration</strong></td>
</tr>
<tr>
<td>10:30 - 10.45</td>
<td>Welcome and opening</td>
</tr>
<tr>
<td>10:45 - 10.50</td>
<td>Brief Intro into ICM</td>
</tr>
<tr>
<td>10.50 - 11.30</td>
<td>Stakeholder views – Panel discussion with respective policy partners of ICM at central governance level</td>
</tr>
<tr>
<td><strong>11.30 - 11.40</strong></td>
<td><strong>Coffee/Tea Break</strong></td>
</tr>
<tr>
<td>11.40 – 12.10</td>
<td>Presentation of promising international practices</td>
</tr>
<tr>
<td>12.10 – 12.40</td>
<td>Suggestion on core elements on ICM</td>
</tr>
<tr>
<td>12.40 – 13.00</td>
<td>Wrap up and closing</td>
</tr>
</tbody>
</table>
Stakeholder views

Participatory Session
International promising practices
# Lithuania’s Case Management at PES

<table>
<thead>
<tr>
<th>Key features</th>
<th>Pilot implemented by PES as driver for case management</th>
</tr>
</thead>
</table>
| **Objectives** | • to coordinate services and measures  
                    • to ensure close cooperation between authorities, NGOs and employers  
                    • to increase social and labour market integration of unemployed with multiple problems |
| **Target group** | 30+ years old long-term unemployed or unemployed, social support beneficiaries |
| **Year/Duration** | January 2020 - June 2022 |
| **Partners** | Municipal administrations, PES, NGOs, and employers |
| **Outcome** | 900 participants were engaged in the model |
| **Transferability elements** | Hands-on ICM model with partnership established between different actors including NGOs. |

Source: Kamandulienė, 2022
Lithuania’s Case Management at PES

Case management model – scheme of implementation

Municipality, PES, NGOs - Joint partnership agreement

Primary assessment of the LTU according criteria

Referral to case manager

Assessment of individual needs and possibilities, profiling

CASE TEAM
(representatives of municipality, employment services, services providers)

Preparation and signing Agreement on labour market integration

Implementation of measures in the Agreement

Decision on readiness for the labour market

Integration in the labour market

Termination of Agreement on labour market integration

Changing of Agreement on labour market integration

Monitoring of implementation of the agreement
Example for rooms for improvements from Kosovo

Figure: Information flow between PES and CSWs in Kosovo* concerning referrals according to the administrative instruction

... But practice tells another story!

No regular exchange on data for the target group (social assistance beneficiaries)

Limited interaction between these two databases
Kosovo’s Active Inclusion Integration Platform

- Well-established cooperation between the Centres for Social Work (CSW), the Employment Agency (PES) and offices in 37 municipalities together with the Ministry of Finance Labour and Transfers

Objective:

- to foster institutionalised models of integrated and user-centred provision of services for marginalised groups through the PES and CSW’s
- to enhance capacities and resources to develop and implement inclusive employment initiatives of local multi stakeholder partnerships.
- Kosovo’s informality is among the highest in Europe with about 35 percent of employees in the informal sector (data 2017; World Bank)
# Malta’s Job Carving and Job Crafting initiative

<table>
<thead>
<tr>
<th>Job-carving for jobseekers with disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Country</strong></td>
</tr>
<tr>
<td><strong>Rationale</strong></td>
</tr>
<tr>
<td><strong>Aims</strong></td>
</tr>
<tr>
<td><strong>Impact</strong></td>
</tr>
</tbody>
</table>

- Job carving and job crafting can be **effective strategies to overcome the challenges of the labour market (re)integration of people facing barriers**, and to keep workers employed by creating meaningful and productive employment.
- It builds on **strong collaboration between actors**, especially employers, persons with disabilities, job assistants, etc.

Scoppetta, Davern & Geyer (2019)
Armenia’s Integrated Social Service Centres

- Although Integrated Social Service Centres are established in Armenia, cooperation between employment and social protection agents could be strengthened.
- **49 territorially established ISSCs** (data from 2022)
- However, there are no **measures** jointly designed or implemented by social workers and employment counsellors such as case conferences. (data from 2022)
Suggestion on core elements on ICM
On funding ICM ...

For an effective ICM which results in with positive changes in a client’s situation (i.e., having basic income and inclusion into the labour market) key preconditions in the service offers need to be met:

❖ the availability of adequate monetary and non-monetary benefits and services
❖ for both employment and social assistance beneficiaries/clients (see below).

Questions arising/comments/our suggestions:

❖ Include the employment side (PES/Ministry officials/politicians responsible)
❖ Check availability of funding!
❖ Check availability of know-how (in different regions)
❖ Define joint goals at central governance level
❖ Look at sustainability of measures (funding beyond seed finding)
❖ ...

21
Key functions of case management

Advocacy
Representation of client’s interest

Gate-keeper
Ensuring access and efficient use of resources

Broker
Procurement of needs-oriented services
Suggestion for ICM Standards

Box 4: Case Management Standards

- Definition and the purpose of integrated case management (and each process and action undertaken)
- Needs assessment process
- Selection of the case management model (different actions may be chosen due to various contexts)
- Action/activity plan
- Monitoring and evaluation of the implementation including quality assessment
- Plan update
- (Optional) Crisis intervention; and
- Case closure
ICM-model

→ The selection of the case management model defines the sequence of different actions/activities.

Develop a pool of actions/activities from which the actors can choose fitting practices to their local circumstances:

❖ E.g. workability assessment (see Norwegian case)
❖ And key activities such as needs assessment, individualised action plans and monitoring.

BUT: Leave enough leeway to enable for adaptation according to the needs.
ICM-model

There is a need seen to apply coordination mechanisms between stakeholders (PES, NAS, Monocentres, INSON Social Service Centers, NGOs, research, etc.).

The different actions/activities coordinated should/could comprise:

❖ outreach
❖ onboarding
❖ needs assessments
❖ registrations
❖ referrals
❖ service offers
❖ Standard Operating Procedures (SOPs)
❖ monitoring and evaluation
❖ ...

...
Core elements of ICM

employed widely in integrated case management across Europe. These concern:

✓ the linking of users to the service systems,

✓ the coordination of the various components of the system to achieve a

❖ successful outcome and
❖ the deployment of case managers responsible for arranging, coordinating, and monitoring the package of services best tailored to meet the needs and wishes of individual users.
Five Activities used within the ICM-project

- **Needs assessment** in cooperation with the user;
- Planning (i.e. creation of *individualised action plans*);
- **Linking** (i.e. bringing needed service providers together and agreeing on who is going to do when, with what inputs to achieve overall goal);
- Monitoring (representative of one agency or *case manager* is in charge to monitor the timeliness, adequacy and quality of services provided, and this is done in cooperation with a user); and
- **Advocacy** (case manager is also an advocate for the user needs with other actors involved).
Step-by-Step Model of ICM

✓ serves as first orientation only;
✓ comprises different elements of a potential ICM system that should be adapted to local/regional/national needs

The ICM model implemented must be discussed, developed and agreed upon jointly between all actors at the local level to ensure ownership.

It comprises four distinguished steps:
1. Joint understanding
2. Planning
3. Implementation; and
4. Feed-back: Quality assessment, monitoring and evaluation
The case management cycle

1. Understand client and context
   - ASSESSING

2. Define goals and support measures
   - PLANNING

3. Collect information/experiences
   - MONITORING & EVALUATING

4. Implement individual plan
   - NETWORKING

5. Enhance processes
   - REPORTING & IMPROVING
Finetuning of the model including discussion and agreement on core elements of the ICM model

Participatory Session
Are you ready for leaving the comfort zone ...

... and for entering the challenge area?
Thank you!

Contact: Anette Scoppetta
scoppetta@euro.centre.org

European Centre for Social Welfare Policy and Research, Berggasse 17, 1090 Vienna, Austria

www.euro.centre.org
+43-1-319 4505-49
MECHANISM TO ENSURE THE EMPLOYMENT OF PERSONS WITH DISABILITIES
GENERAL INFORMATION ON PERSONS WITH DISABILITIES

Disability has been persons about information

- 943,000 persons with disabilities.
- 648 thousand people are in the working age.
- 199 thousand people were referred to work.

- Provided with a job
  - 74k people
- Self-employed
  - 55k people
- Private entrepreneurs
  - 11k people
- Are in farming
  - 9k people
For enterprises and organizations with more than 20 jobs, the number of employees in the list 7% of which, for PwDs 3% jobs are reserved.

Reserved jobs for 2023

- Number of employees: 1,811,637
- Reserved jobs: 65,659
- Jobs reserved for persons with disabilities: 8,196

Directions

<table>
<thead>
<tr>
<th>Directions</th>
<th>Plan</th>
<th>In practice</th>
<th>In percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>A single father or mother with children under the age of fourteen or has children with disabilities</td>
<td>14,584</td>
<td>16,476</td>
<td>112%</td>
</tr>
<tr>
<td>“Mehribonlik” houses, graduates of general and special secondary schools, higher education institutions</td>
<td>30,642</td>
<td>32,986</td>
<td>107%</td>
</tr>
<tr>
<td>Law promotion bodies, persons released from military service</td>
<td>4,071</td>
<td>2,745</td>
<td>43%</td>
</tr>
<tr>
<td>Persons with disabilities</td>
<td>8,196</td>
<td>2,745</td>
<td>33%</td>
</tr>
<tr>
<td>Persons of pre-retirement age</td>
<td>3,721</td>
<td>2,884</td>
<td>77%</td>
</tr>
<tr>
<td>Persons released from penal institutions</td>
<td>2,654</td>
<td>1,506</td>
<td>56%</td>
</tr>
<tr>
<td>Victims of human trafficking</td>
<td>522</td>
<td>1</td>
<td>0.01%</td>
</tr>
<tr>
<td>Persons suffering from socially significant diseases that do not pose a danger to others, etc</td>
<td>1,271</td>
<td>1,710</td>
<td>134%</td>
</tr>
</tbody>
</table>

Jobs reserved in the section of routes across the Republic and the state of implementation

- 5,3k Helped to be employed with available empty workplaces
- 4,4k Have done vocational training
- 1,6k Involved in public works
- 1,7k Assistance provided in placement in reserved jobs

Access to the labor market

- 1.7 thousand Subsidies for employers

It is necessary to analyze whether the population in need of social protection is fully covered and the existing directions.

No monitoring mechanism has been introduced to ensure that employed persons in need of social protection continue to work in this enterprise and organization.

After sending a warning letter about the reservation of jobs to enterprises and organizations with more than 20 jobs, no action will be taken if they do not respond about the reservation of jobs.

All enterprises and organizations with more than the limited number of designated jobs are not fully covered.
MECHANISM FOR ACCESSING PEOPLE WITH DISABILITIES TO THE LABOR MARKET

Current situation

Unemployed PwDs → Department of Employment
- Referral to vacant positions
- Referral to reserved jobs
  - PwDs will be sent to study for a profession
  - If there is no acceptable work, it will be rejected
- PwDs will reapply for employment after completing vocational training
  - There is no monitoring of the employment status of graduate PwDs
- Accepts work
- Refuses

The proposed mechanism

SOCIAL WORKER
- Forms a list of PwDs who have been given a job recommendation by MSEK, who live in their “mahalla”
- 2. Visits the PwDs’ homes
- Offers available professions and free(vacant, reserved) jobs to PwDs, taking into account the abilities and needs.

SOCIAL WORKER
- “CASE” will be created for PwDs who want to study or work for a profession
- Makes an online referral to a vocational training center or suitable job through the E-CASE Module

Based on the recommendation, will attract PwDs to study with a scholarship based on the field of interest
- After graduation, supports and monitors employment or entrepreneurial activity of PwDs.
  - Monitors the performance of employed PwDs for 6 months
  - Or refuses with justification

5 days, based on the recommendation, the company will hire employees

Labor inspection
- Investigates and resolves the rejected referral

There is no uptime monitoring
- There is no monitoring of the employment status of graduate PwDs

Vocational training center
- If there is no acceptable work, it will be rejected
HELPING PEOPLE WITH DISABILITIES TO DIRECT VOCATIONAL TRAINING AND EMPLOYMENT

PROPOSED MECHANISM

SOCIAL WORKER

- Recommends to study the profession of interest of PwDs

VOCATIONAL CENTER

- Short-term vocational training

ENTERPRISE AND ORGANIZATION

- At the same time, a suitable manufacturer or service provider will be identified

VOCATIONAL CENTER

- According to the order of the employers, PwDs are vocationally trained

ENTERPRISE AND ORGANIZATION

- Based on the type of activity, it takes measures of individual work with PwDs

- Experienced employees will be involved in the vocational training center and master classes will be held.

- After a certain period during his studies, he will sign a contract with PwDs for the production of semi-finished products

AS A RESULT

- After the completion of studies, the PwDs will have a permanent job, and the employer will have a qualified specialist
TRADE OF PRODUCTS MANUFACTURED BY PERSONS WITH DISABILITIES THROUGH AN ELECTRONIC PLATFORM

PROPOSED MECHANISM

SUPPORTS ONLINE SALES OF PRODUCTS PRODUCED BY PwDs

NASP

1. Negotiating with an online store regarding the establishment of the service of taking products manufactured by PwDs from their homes and creating favorable conditions for PwDs;
2. Assisting in certification of products produced by PwDs;
3. Giving incentives to PwDs in the funds of the commission.

To register as a self-employed person at the expense of the State Social Security Fund expendable expenses in payment one allocation of one-time subsidy system current will be done.

Training of all district (city) employees of the "Hunarmandchilik" association on the use of electronic trading platforms by involving experienced specialists in the training course at NASP.

In order to increase the scope of sales of the products placed on the online platform, the introduction of a system of placing a mark (sticker) distinguishing the fact that they are produced by PwDs.

Help them register as self-employed

Helps to submit Online sales of products point the most near branch

Products made by PwDs will be labelled (sticker)

Online platform work according to PwDs with explanation works take to go
Disability benefits created to support the employment of persons with disabilities.
"... in recent years, the state policy of supporting people with disabilities in our country and creating all necessary conditions for them has reached a new level. In this regard, the large-scale reforms aimed at ensuring equal rights and opportunities for all segments of the population are playing an important role in New Uzbekistan based on the principle of "for human dignity", they said.
915 thousand persons with disabilities officially are registered in Uzbekistan

- Persons with disabilities who can work: 235.8 thousand
- Persons with disabilities over 18 years of age: 716.0 thousand
- Young people under 17 years of age: 159.4 thousand
- Persons with disabilities of retirement age: 219.4 thousand
- Number of people employed in permanent jobs: 71.3 thousand

Persons with disabilities who can work in the regions:

- Republic of Karakalpakstan: 15,567
- Tashkent city: 7,182
- Navoi: 18,685
- Namangan: 19,830
- Andijan: 4,645
- Fergana: 18,884
- Tashkent province: 24,680
- Surkhandarya: 23,589
- Jizzakh: 13,260
- Syr Darya: 6,107
- Bukhara: 29,715
- Khorezm: 16,925
- Samarkand: 11,208
- Navoi: 25,525
- Ferghana: 24,680
### EMPLOYMENT OF PERSONS WITH DISABILITIES: WHY IS THE LEVEL LOW?

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disabilities are still viewed as recipients of charity and rehabilitation assistance, rather than as potential employees of state organizations and the private sector;</td>
<td></td>
</tr>
<tr>
<td>The reasons are negative stereotypes and misconceptions in our society, employers' lack of confidence in the work skills, abilities and talents of people with disabilities, as well as discrimination based on disability, which is often found in the open labor market;</td>
<td></td>
</tr>
<tr>
<td>Have insufficient corporate culture in terms of hiring and providing conditions for persons with disabilities and social protection;</td>
<td></td>
</tr>
<tr>
<td>Effective mechanisms for financial support of employers who employ persons with disabilities have not been established;</td>
<td></td>
</tr>
</tbody>
</table>
Information about persons with working disabilities included in the unified national labor system

The number of employees with disabilities by region.

- Tashkent region: 5,079
- Jizzah region: 4,903
- Ferghana region: 6,014
- Andijan region: 5,519
- Bukhara province: 6,856
- Namangan region: 4,768
- Samarkand province: 6,249
- Surkhandarya province: 5,917
- Khorazm province: 3,914
- Karakalpakstan Res: 3,505
- Syr Darya region: 3,668
- Tashkent city: 4,005
- New region: 4,606

Total number of persons with limited working capacity: 71,393

The number of employers who employ persons with disabilities: 36,889

In state organizations: 28,138 employees (41%)
In the private sector: 42,133 employees (59%)

The number of employees by sector:

- Education: 18,523
- Agriculture: 10,462
- Industry and production: 10,215
- Service: 9,941
- Healthcare: 8,323
- Other fields: 7,161
- Construction: 4,982
- Culture: 738
- Finance and insurance: 584
- Communication, information technologies: 464
The number of PwD located in reserved jobs in Uzbekistan

<table>
<thead>
<tr>
<th>Year</th>
<th>Employed PwD</th>
<th>Number of jobs reserved for PwD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>14053</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>15588</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>19140</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>13131</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>1615</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>3249</td>
<td></td>
</tr>
<tr>
<td>2023</td>
<td>8193</td>
<td></td>
</tr>
</tbody>
</table>
Employers are given a subsidy for adapting their workplaces and conditions to a person with a disability

PURPOSE:

- Creation of suitable jobs and working conditions for persons with disabilities
- Employment of persons with disabilities
- Encouraging employers who hire socially in need people
- Support of socially vulnerable population

- The business entity applies to the labor authority for the allocation of subsidies for adaptation of workplaces and conditions to a person with a disability.
- In the application, the full name of the persons with disabilities hired to the organization, the conclusion of the state examination on the working conditions of the jobs they occupy, the amount of expenses, the account number, and the order on their employment shall be indicated.
- The responsible employee of the labor agency will investigate and issue an order to pay a subsidy not exceeding 40 times the BHM.
- Within 3 working days after receiving the order, the specified amount of money will be transferred electronically to the account number of the requesting organization.
The employer applies to the labor authority for the allocation of a subsidy for an employee of the socially needy population who is hired in excess of the quota.

Attaches to the letter of application an order stating that each employed employee belongs to a socially disadvantaged group and was hired.

The labor body examines the correctness of the information provided in the organization's application within 3 days.

When the information is found to be correct, the order of the head of the labor body to allocate a subsidy to the organization in the amount of 2 times the minimum monthly salary for each employee for 12 months is accepted.

The organization that employs more than the quota shall submit to the labor authority monthly for 12 months the information on the calculation of wages and the payment of income tax for the employee.

For each month, the labor body receives information from the State tax body on the calculation of wages for the employee hired in the organization over the quota for the following month.

The labor agency pays the subsidy every month.
From July 1, 2022, it was decided to introduce a system of allocation of social order funds in the amount of 200 times of the base calculation amount to non-governmental non-profit organizations engaged in social support and increasing the social activity of persons with disabilities at the expense of the State Employment Assistance Fund.

Starting from 2022, the amount of grants allocated on the basis of the current procedures for vocational training of persons with disabilities has been increased by at least 2 times;

"The best social project"; "The best entrepreneur"; "The best student"; "The best athlete"; "The best reader";

Republican contests are organized in the "Best Employer" nominations, and the winners of the contest are encouraged with a one-time cash prize in the amount of 100 times the base calculation amount.

Starting from 2022, the amount of grants allocated on the basis of the current procedures for vocational training of persons with disabilities has been increased by at least 2 times;
After hiring a person with a disability, employers apply to the relevant local labor authority in writing or through the portal of the Unified Interactive State Services to receive a subsidy.

In the application, the family name, first name, patronymic of the person with a disability who has been hired, the disability group, the account of the employer to which the subsidy should be paid, as well as a copy of the order on the employment of the person with a disability shall be added to the application.

The labor body will examine the correctness of the information provided in the organization's application within 3 days.

In the event that the employer has submitted the documents in full, provided all the necessary information, and confirmed that the employment contract concluded with a person with a disability has been registered at the "YAMMT" IDAK, the local labor body issues an order to grant a subsidy to the employer for hiring a person with a disability.

1.5 times the minimum wage for each month worked for 6 months for hiring a person with a disability.

Based on the information about the validity of the employment contract between the person with a disability and the employer, the subsidy amount determined for the following month is paid for each month.
Starting from July 1, 2022, at the expense of the State Fund for Employment Assistance, a social order in the amount of 200 times of the BIM will be issued to non-governmental non-profit organizations engaged in social support and increasing the social activity of persons with disabilities, holding a competition in this regard and complying with its conditions.

Within the framework of social orders, the following is carried out:

1. Based on the professions recommended for persons with disabilities and the interests of such persons, to refer them to state or non-state educational organizations operating in the field of vocational training;
2. To increase the level of use of existing privileges by employers who have employed persons belonging to socially needy population strata in excess of the quota jobs and adjusted their jobs;
3. Involving persons with disabilities in entrepreneurship and self-employment activities, providing them with information and advice on social security.
Implementation of the "National Program" to support the employment of persons with disabilities

<table>
<thead>
<tr>
<th>T/r</th>
<th>Territory name</th>
<th>Total employment was helped</th>
<th>Placed on a permanent job</th>
<th>taught profession and entrepreneurship</th>
<th>involved in paid community work</th>
<th>Employment was provided by subsidizing employers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>15 297</td>
<td>7 194</td>
<td>3 398</td>
<td>2 900</td>
</tr>
<tr>
<td>1.</td>
<td>Republic of Karakalpakstan</td>
<td>1 117</td>
<td>512</td>
<td>382</td>
<td>142</td>
<td>81</td>
</tr>
<tr>
<td>2.</td>
<td>Andijan region</td>
<td>921</td>
<td>355</td>
<td>115</td>
<td>351</td>
<td>100</td>
</tr>
<tr>
<td>3.</td>
<td>Bukhara region</td>
<td>1 303</td>
<td>560</td>
<td>385</td>
<td>158</td>
<td>199</td>
</tr>
<tr>
<td>4.</td>
<td>Jizzakh region</td>
<td>1 082</td>
<td>436</td>
<td>377</td>
<td>176</td>
<td>93</td>
</tr>
<tr>
<td>5.</td>
<td>Kashkadarya region</td>
<td>1 408</td>
<td>622</td>
<td>339</td>
<td>248</td>
<td>199</td>
</tr>
<tr>
<td>6.</td>
<td>Navoi region</td>
<td>891</td>
<td>534</td>
<td>176</td>
<td>88</td>
<td>93</td>
</tr>
<tr>
<td>7.</td>
<td>Namangan region</td>
<td>1 336</td>
<td>789</td>
<td>168</td>
<td>275</td>
<td>104</td>
</tr>
<tr>
<td>8.</td>
<td>Samarkand region</td>
<td>1 536</td>
<td>767</td>
<td>268</td>
<td>313</td>
<td>88</td>
</tr>
<tr>
<td>9.</td>
<td>Syr Darya region</td>
<td>1 283</td>
<td>473</td>
<td>328</td>
<td>336</td>
<td>146</td>
</tr>
<tr>
<td>10.</td>
<td>Surkhandarya region</td>
<td>715</td>
<td>388</td>
<td>133</td>
<td>138</td>
<td>56</td>
</tr>
<tr>
<td>11.</td>
<td>Tashkent region</td>
<td>1 075</td>
<td>525</td>
<td>193</td>
<td>203</td>
<td>154</td>
</tr>
<tr>
<td>12.</td>
<td>Fergana region</td>
<td>971</td>
<td>488</td>
<td>113</td>
<td>195</td>
<td>175</td>
</tr>
<tr>
<td>13.</td>
<td>Khorezm region</td>
<td>985</td>
<td>470</td>
<td>221</td>
<td>176</td>
<td>118</td>
</tr>
<tr>
<td>14.</td>
<td>Tashkent city</td>
<td>674</td>
<td>275</td>
<td>200</td>
<td>100</td>
<td>99</td>
</tr>
</tbody>
</table>
The "Social Service" electronic platform has been developed, and the electronic portals of relevant ministries and departments for providing public services have been integrated.

Information about the number of jobs and the availability of jobs by employers is ensured to be reflected in real time.

Regularly organize training courses for people with disabilities on professions that are in high demand in the labor market, foreign languages, computer literacy, and the basics of computer programming.
THANK YOU FOR YOUR ATTENTION!