This action is funded by the European Union

**ANNEX 2**

of the Commission Implementing Decision on the financing of the annual action programme in favour of Uzbekistan for 2018

**Action Document for Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan**

<table>
<thead>
<tr>
<th>1. Title/basic act/CRIS number</th>
<th>Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan, CRIS number ACA/2018/041-534 financed under Development Cooperation Instrument</th>
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</table>
| 2. Zone benefiting from the action/location | Uzbekistan  
The action shall be carried out at the following location: Uzbekistan with focus on at least 5 pre-identified pilot regions |
| 4. Sector of concentration/thematic area | Rural Development | DEV. Aid: YES |
| 5. Amounts concerned | Total estimated cost: EUR 10,154,980  
Total amount of EU budget contribution EUR 10,000,000  
This action is co-financed in joint co-financing by UNDP for an amount of USD 180,000 |
| 6. Aid modality(ies) and implementation modality(ies) | Project Modality  
Indirect management with UNDP |
| 7 a) DAC code(s) | 43040 - Rural development |
| b) Main Delivery Channel | 41000 - UNITED NATIONS AGENCY, FUND OR COMMISSION (UN) |

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1. C(2018)4741 of 20/7/2018  
2. At UNORE exchange rate for June 2018 – Euro/USD = 0.861
### 8. Markers (from CRIS DAC form)

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<thead>
<tr>
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<td>Aid to environment</td>
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<tr>
<td>Gender equality (including Women In Development)</td>
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<tr>
<td>Trade Development</td>
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<td>Reproductive, Maternal, New born and child health</td>
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#### RIO Convention markers

<table>
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<td>Biological diversity</td>
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<tr>
<td>Climate change adaptation</td>
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### 9. Global Public Goods and Challenges (GPGC) thematic flagships

| N/A                              |

### 10. SDGs

This programme contributes to the progressive achievement of SDG Goal 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all",

and 8.2: "Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors".

and 8.5: "By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value"

As secondary Goal:

**SDG N° 5:** "Achieve gender equality, empower all women and girls."

and 5.5: Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life

and 5.7: Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws

It contributes primarily to the progressive achievement of SDG Goals 5 and 8, but also promotes progress towards Goals 10 and 16
**SUMMARY**

In December 2016, newly elected Uzbek President Shavkat Mirziyoyev started a massive reform in public administration and state building. The ultimate objective of the President’s reform programme is to transform government around the concept of ‘serving the people’ while ensuring better accountability, transparency and improved well-being of the population. Building on the Uzbek government’s recent legal and institutional reforms that support citizen-centric service delivery, this proposal outlines a project with a series of activities that will contribute to the effective functioning of one-stop shops for public service delivery for vulnerable and at-need populations in rural areas, which will lead to improved public service delivery across the country through interventions at legal, institutional and implementation levels. The proposed project responds to government demand, and is designed to address institutional effectiveness, transparency and participation, and change management, with a clear link between project objectives and the country’s reform strategies. The project aims to contribute to enhanced service-delivery by government agencies through improving the reach of public services, integration of systems, improved organisational structure and decentralised service delivery, strengthening of strategic management tools, and necessary enabling mechanisms to support these changes. By improving delivery of public services, the project will contribute to improving the quality of life of vulnerable sectors of the population in rural areas - such as women, youth and children, elderly, and people with disabilities - by enhancing their access to and the quality of service-delivery. The project will also strengthen beneficiary participation through a variety of outreach and social accountability mechanisms that enhance their voice and increased access to information, enhancing the transparency of Uzbekistan’s public service delivery system. Effective governance, strong institutions, and efficient and transparent management of public services will help Uzbekistan to achieve sustainable long-term growth for equitable economic and social development while also supporting greater social expenditure, assisting in employment creation, and enhancing living conditions.

1 **CONTEXT**

1.1 **Sector/Country/Regional context/Thematic area**

In December 2016, newly elected Uzbek President Shavkat Mirziyoyev started a massive reform in public administration and state building. In early 2017, the President stated: "It is not the people who should serve the government, but the government who should serve our people". Since then, dialogues between citizens and government have been pursued to ensure better accountability, transparency and improved well-being of the population, which have been declared as the ultimate objective of the President’s reform programme.

One of the essential elements for the government to better serve the people is an improved access to quality public services. A major step toward improved public service delivery was the launch of a Single Portal of interactive state services with initial 40 online services. As of today, over 2 million applications have been received through this Portal, which were mostly completed. Today, the number of online public services delivered through this portal exceeds 290. On 28 December 2016, a Virtual Reception of the President of Uzbekistan (www.pm.gov.uz) was established, along with the opening of People’s reception offices throughout the country. During the first year period, over 1.5 million citizens’ appeals were
received through these offices, which allowed to identify the most pressing problems and needs of the population and to assess the most important deficiencies in the delivery of public services.

Notwithstanding these positive achievements with online delivery of a number of public services, the key challenge that remains is the low quality of the services overall and the unavailability of a number of them, especially in rural areas. Taking into account that only 44% of households have computers and only 3 million people (less than 10% of the population) are connected to the Internet through fixed-line subscription, while 3G and LTE provide coverage for 45% and 17% of the population respectively\(^3\), as well as the fact that the majority of existing online public services are still lacking online payment methods (only around 5% of services can process payments\(^4\)), it is clear that in addition to online solutions, professional one-stop shops for public service delivery should be in place to satisfy the needs of population, especially in remote and rural areas. In a nutshell, at the stage when the digital transformation in Uzbekistan is just at its outset, one-stop shops, or single places for public services, that would effectively meet citizens’ needs in a timely manner, simplify the interaction between the government and citizens, and increase transparency and clarity of procedures, would be a feasible solution to overcome existing challenges and ensure access to quality public services for all.

The idea of one-stop shops for effective public service delivery is set as a high priority by the President. In his recent address to the Parliament, he said: “The next important issue standing in front of us in creating even more favourable conditions for the population is a substantive improvement in the quality and extension of public services”\(^5\). The inability of the traditional, bureaucratic public administration to effectively meet citizens’ needs, triggered the creation of the new Public Services Agency aimed at dramatically improving the quality, efficiency, transparency and accessibility of public services, and coordinating provision of public services to citizens and businesses based on “One-stop shop” model through Public Service Centres (PSCs) across the country.

Through introduction of PSCs, the Government intends to promote a contactless interaction with civil servants that will ensure improved public services without delays, reduce bureaucracy and eliminate situations inducing corruption. According to Transparency International, Uzbekistan is ranked 157 among 180 countries in the Corruption Perceptions Index 2017. Combatting corruption is one of the key objectives of the comprehensive reforms of the President and the introduction of Public Service Centres with further digitalisation of public service delivery is featured by the President as an effective approach to prevent and combat corruption. Along with transparency, PSCs will provide simplification of procedures and internal business processes, reduce time and money spent by people to get an access to public services and ultimately, contribute to improved well-being and better opportunities especially for people living in remote areas.


\(^4\) According to expert’s opinion provided during evaluation of previous UNDP and MITC joint project “E-Government Promotion for Improved Public Service Delivery”

\(^5\) The address of the President of Uzbekistan to the Legislative Chamber of the Oliy Majlis (video). YouTube. December 22, 2017 [https://www.youtube.com/watch?v=wFihSfly0LM&app=desktop]
At the same time, to enable effective public service delivery in the regions, it is essential to streamline and improve the system of local governance. In fact, the key reason of the inefficiencies of public service delivery at the local level is related to the inefficiencies in the system of planning and decision-making in local governments. Uzbekistan has maintained highly centralised governance and top-down decision-making system. Under this system, all decision-making has been concentrated at central level, whereas local governments have been viewed as mere conduits of the central government’s will. This in turn has made local development programmes and policies detached from the real problems of people in rural areas. In order to decrease the excessively centralized management of budgeting for local authorities and expand financial and other opportunities for them, the President signed the Decree “On measures to expand the power of local authorities in the formation of local budgets” (7 June, 2017) focused on strengthening the revenue base of local budgets, increasing their revenue powers, and allowing independence in using revenues from excess revenues. As per this Decree, based on the experiment on expanding of powers for local authorities in formation of local budgets that will start in Tashkent city, the Government will further apply it to all regions of the country. This is a very new approach for local authorities that provides more opportunities for Khokims, but also creates more responsibilities. The khokimiyats will need to better identify local community needs, effectively approach local budget planning and management, enable an environment for wider local community engagement, and determine key burdens on the public service delivery system. To ensure that the public service delivery system addresses the needs of people in the regions, the system of people engagement should be transformed through creating a meaningful and functional two-way feedback mechanism. In other words, the local governments should use new participatory planning modalities which would take into account the environmental, social and economic concerns of citizens and foster sustainability of planning and governance to make one-stop shops and the public service delivery system responsive to the needs and wishes of the population.

As of now, the potential of women’s participation in the system of public administration and economic life is not fully utilised, especially in rural areas. Women are underrepresented in bodies of local authority; there are no female Khokims (governors), although there are female deputy khokims. In its report for 2015, the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) Committee noted that women head only 9 per cent of all farms, rural women occupy only 4.2 % of senior posts in the agricultural sector, and earn 82 % of men's earnings. Also, lack of formal property ownership and lack of collateral, the need to balance business with domestic responsibilities, as well as lack of access to information, business opportunities, skills, and resources poses women constraints in realising their economic rights.

One-stop-shops for public services delivery, if properly organised, are key to ensure the basic rights of citizens, especially of women, to public services, right to information and right to participation in accordance with the ICCPR and ICESCR, which were ratified by Uzbekistan. During the 3rd cycle of the Universal Peer Review, Uzbekistan has accepted a number of recommendations related to the ensuring the respect of transparency and equity in the granting of land and real estate facilities to investors as well as application of innovative approaches

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6 The Decree of the President #UP-5075 (07.06.2017) “On measures to expand the power of local authorities in the formation of local budgets” [http://www.lex.uz/pages/getpage.aspx?lact_id=3232503]
and technological innovations in the efficient delivery of public services. Since the Constitution of Uzbekistan acknowledge the supremacy of international law over national legislation, the recommendations as well as requirements of relevant international human rights treaties will be implemented throughout the project implementation period with focus on the following parameters of a rights-based approach:

- Business process re-engineering will address not only optimisation of internal processes and workload of government agencies, but also the accessibility and affordability of public services to all, including the vulnerable groups, such as women, children, people with disabilities, elderly and those in rural areas are who facing the digital divide and exclusion.
- Transparency and openness of public services delivery will be ensured through introduction of anti-corruption measures, real-time monitoring the delivery of services and elimination of human participation in decision making processes, when such processes can be automated without harm to quality and speed of the service as well as fundamental rights and freedoms, such as right to information and right to privacy.
- The project will focus not only on business related public services, but also on social related public services which are needed by citizens. The complaints mechanism will be integrated into both digital and offline procedures of One-Stop-Shops, so that everybody who is not satisfied with service quality or misconduct of government officials can submit complaint or appeal.
- The specific recommendations HRC/UPR, Human Rights Committee, CEDAW Committee and CESCR Committee with regard to the access to basic services in Uzbekistan will be taken into account during modelling and piloting of new digital public services.

1.1.1 Public Policy Assessment and EU Policy Framework

The policy objectives of the Government on public service delivery are reflected in the Priority Area 1 “Improving the system of state and public administration” of Development Action Strategy 2017-2021 that envisages introduction of more effective, inclusive and accountable public service delivery for citizens and businesses by strengthening public administration, increasing citizen participation and supporting accountability and transparency. To this end, a series of reforms are being introduced to decrease the disparity in the level of socio-economic development between the rural and urban areas as well as between the regions.

On 8 September 2017, the Government adopted the Concept of Administrative Reform of Uzbekistan that outlined priority reforms aimed at creating an effective and transparent public administration system that also envisaged further improvement of the public service delivery system through creation of one-stop shops and streamlining public services delivery. On this basis, on 12 December 2017, the Presidential Decree “On measures to reform the national system of providing public services to the population” established the above mentioned Public Services Agency with about 200 PSCs throughout Uzbekistan. The Agency, under the responsibility of the Ministry of Justice, is tasked with the provision of quality public services to individuals and legal entities on the principle of one-stop shop through the creation of a single register of public services, the development of unified administrative regulations for

each type of public services and the introduction of information systems, resources, databases and hardware and software products in all PSCs. On 11 April 2018, to further strengthen reforms for improved public service delivery, the President signed the Resolution “On additional measures for accelerated development of public service delivery system” that ordered state agencies, among primary tasks, to widely implement ICTs in service delivery, speed up with the digitisation of archives, redesign and simplification of operational and business processes in public service delivery. With this decree, all PSCs are going to be connected to the Internet through optical fibre channels (broadband) by the end of 2018. Also a multimedia centre under the Ministry of Justice is going to be created with the aim to raise awareness of the population on every activity of the reform in public services delivery. These decrees define a set of organisational, legal, and technical measures to improve the quality, efficiency, transparency and accessibility of public services.

To streamline effective public service delivery in the regions, it is expected that important elements of streamlining local governance and decentralisation will be reflected in the new edition of Law “On Local Government”. In particular, the Law is expected to enforce accountability of the local government bodies to general population and mass media and strengthen legislative oversight by local councils over the activities of local executive authorities.

The proposed action is also in line with the strategic objectives of the EU with respect to Uzbekistan and Central Asia as outlined in the 2014-2020 Uzbekistan MIP, whose overall objective is to “contribute to sustainable and inclusive growth in the rural sector in Uzbekistan in the context of a changing climate.” In particular, the proposed action will help achieve the MIP’s Specific Objective 3 “Employment and income generation in rural areas” and Specific Objective 4 “Contribute to the enhancement of socio-economic living standards in the rural areas, with focus on the most vulnerable groups” to ensure provision of efficient, transparent, and accountable public services and to effectively address specific needs to the most vulnerable groups of population. As stated in the MIP, "Adequate reforms to improve the overall system of public governance are still to be put in place, in particular to ensure transparency and openness of government bodies". This is achievable through quality development and digital transformation of public services delivery system. This transformation offers an anticipated window of opportunity for international organisations to support the Government’s initiatives and efforts in reforming public services delivery system and assisting in piloting Public Services Centres with the view to being able to support and input into policy-making to improve access to high quality public services for all in Uzbekistan.

These objectives are also reconfirmed in the 1999 EU-Uzbekistan PCA8 and the 2007 EU Strategy for Central Asia. The proposed action is also in line with the 2017 European Consensus on Development9 and its policy priorities of PEACE, PROSPERITY and PEOPLE as well as with the Agenda 203010. Other EU frameworks relevant to this action include the 2016 EU Global Strategy on Foreign and Security Policy11 and the 2013 EC Communication on "Empowering local authorities in partner countries for enhanced governance and more

11 ees.europa.eu/archives/docs/top_stories/pdf/eugs_review_web.pdf
effective development outcomes”\textsuperscript{12}. Moreover, the project will support gender equality as stipulated in the EU Gender Action Plan 2016-2020 in social, economic and public spheres by ensuring girls’ and women's physical and psychological well-being, empowering girls and women in social and economic matters and strengthening girls’ and women's voice and participation.

In particular, to address the issues of gender equality and women empowerment in the public services delivery mechanism the project will propose the following:

- Collection and analysis of gender-disaggregated statistics on all public services which are delivered through Public Service Centres. It will allow to concentrate on those services which are most popular among female clients, analyse the patterns of accessibility and quality of services and ways to improve those services to cover more women in need.
- Select and target those socially important public services to reach out the vulnerable categories of women, such as unemployed rural women, women who take care of kids and persons with disabilities, young female graduates of colleges and lyceums, and women-led start-ups.
- Promotion of alternative ways of services delivery, such as online e-services and outreach programmes through social media to encourage those who are in need of public services, and who do not have access to these services due to different reasons (proximity of Centers, cost of services, time to be spent in queues, household duties etc).
- High level advocacy on women empowerment in rural areas and gender equality on access to public services without discrimination in accordance with the National Action Plan on implementation of CEDAW committee recommendations, which were adopted in 2017.

1.1.2 Stakeholder analysis

The key partners of the proposed action are the Office of the President and the Ministry of Justice. The other main partners are the Public Services Agency, General Prosecutor’s Office, Cabinet of Ministers, Ministry of Innovative Development, Ministry for Development of Information Technologies and Communications and Women's Committee of Uzbekistan.

The Service for Human Rights Protection, Grievance Redressal Monitoring and Coordination within the Office of the President will provide macro level guidance and strategic prioritisation of public service delivery reform. It will coordinate the vertical policy planning and implementation process across all relevant ministries and agencies as well as the local authorities.

The Ministry of Justice is undergoing functional reform aimed at increasing the role of judicial bodies in conducting a comprehensive and critical analysis of the effectiveness of public administration, the quality of administrative procedures and public services, further improvement of legislation and law enforcement practice in these areas. The Ministry of Justice will therefore ensure the horizontal coordination among territorial responsibilities of all relevant ministries and agencies as well as local authorities in the area of public administration and public service delivery.

\textsuperscript{12} ec.europa.eu/europeaid/sites/devco/files/communication-local-authorities-in-partner-countries-com2013280-20130515_en_4.pdf
Local authorities (Khomimiyat) headed by Khokims combine executive and representative functions. Local Authorities comprise of Regional, District and City administrations. They are responsible for economic and social development in their regions, districts and cities, including for the formation and execution of local budget. The Khokim (governor) of the region is the head of both the region’s representative and executive bodies and is accountable to the President of Uzbekistan. The local authority as a partner and a beneficiary will ensure establishment of effective interaction among ministries, self-governing bodies, and civil society in the management of the region.

The Public Services Agency with its republican network of Public Service Centres as well as Khokimyats will be the main beneficiary and channel to deliver quality services to the population.

The target groups are those who will have improved access to quality public services in remote and rural areas and are the final beneficiaries. Specific attention will be given to the most vulnerable groups, such as women, children and youth, elderly, and disabled people.

General Prosecutor’s Office (GPO) is the key and most active body in charge of anti-corruption work in Uzbekistan also responsible for monitoring and supervision of execution of the laws by the state agencies. GPO is also quite actively studying international best practices on implementation of information and communication technologies in public administration as preventive mechanism to fight against corruption. In early 2018, General Prosecutor's Office Information and Analytical Multimedia Centre was established with aim to timely inform the population about the political and legal events, reforms, crime preventive measures, prompt reaction to fake, misleading information in the media and the Internet and to raise the legal literacy of the population. The GPO, as the responsible state entity for implementation of the Concept of Administrative Reforms, will ensure overall supervision and cross sectoral coordination of project activities.

The Cabinet of Ministers has recently established a dedicated Department on socio-economic development of territories. The Department is set to coordinate the work of all relevant ministries and agencies as well as khokimiyats (local executive bodies) and kengashes (local representative bodies). The Department will need to ensure that the khokimiyats participate in the project’s trainings so that the capacity of local governments is substantially improved to manage one-stop shops. In order to reinforce its efforts, in addition to work with the Department, the project will work directly with khokimiyats and kengashes.

The Ministry for Development of Information Technologies and Communications is responsible for coordination and overview of digital transformation initiatives across government agencies at central and local levels. Its support and engagement will be needed to accomplish ICT related activities as part of the proposed action.

Women's Committee of Uzbekistan, as a government body responsible for coordinating and implementing gender related policies, will be the key partner of the proposed action in piloting and scaling-up innovations for women empowerment in remote and rural areas, women entrepreneurship, strengthening the role of women in public administration, gender streamlining in improving legislation and policies on service delivery. Community and non-
governmental groups focused on gender equality and women’s rights will also be important partners.

Other counterparts will include the Statistics State Committee, Ministry of Pre-School Education, State Committee of the Republic of Uzbekistan on Land Resources, Geodesy, Cartography and State Cadastre, Development Strategy Centre, e-Government Centre, Uzinfocom Centre (agency responsible for development e-government infrastructure), State Personalisation Centre (agency responsible for issuance of biometric passports), as well as bar associations, chambers of commerce, academic institutions, youth movements and other relevant non-governmental organisations. Key interlocutors, policy makers and implementers have been identified and will be engaged in the action based on relevance and assessment of potential impact.

1.1.3 *Priority areas for support/problem analysis*

The abovementioned efforts of the Government of Uzbekistan to improve public service delivery have focused on introducing e-governance and moving the delivery of public services to digital channels. While online service delivery promises many benefits in terms of increased transparency, quality, and accountability, this strategy has not yielded and will not reach expected outcomes in the short and medium term. The key problems are as follows: digital divide (the share of Internet population in Uzbekistan in 2008-2016 averaged 33%), lack of stable electricity in rural areas (in 2014 electricity consumption per capita in Uzbekistan was 1,645 kWh well below 5,372 kWh average in Europe and Central Asia), and poor coordination and monitoring of service delivery at the level of local governments. As a result, the uptake of public e-services is at the moment mostly limited to the population of Tashkent and some other urban areas, while the rest of the country remains ‘offline’, unaware of or unable to benefit from modern technologies and innovations in service delivery. The service delivery system at the regional level has suffered from agency-centric approach with different citizens and businesses having to interact with numerous public authorities, fragmentation of the government with agencies often operating in isolation from others, lack of information of rules and procedures, poor service quality, and other shortcomings affecting well-being in rural areas. As a result, most of the services are still unavailable or of poor quality in all remote rural regions. Given that anywhere between 16 and 17 million people currently live in rural areas of Uzbekistan, there is a significant need to address the deficiencies in public service delivery to these people who may not have easy access to online services or the physical service centres in large cities.

To ensure better access and enhance quality, accessibility and transparency of public services delivered to citizens in urban and rural areas of the country, *one-stop shops seem to be the most vital and feasible solution*. This rationale has been underpinning the Government of Uzbekistan's recent decisions on creating and empowering the Public Services Agency under the Ministry of Justice, developing a network of Public Service Centres across the country and adopting roadmaps for digital transformation and ‘one-stop shop’ delivery of an increasing number of public services to the population. The main priority highlighted by the President at this stage of development is to ensure the effective, streamlined and people-centred functioning of the one-stop shops for improved public service delivery.

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13 The State Committee of the Republic of Uzbekistan; UN DESA/Population Division, 2018.
The main challenges that a wide introduction of the one-stop shop approach in the regions would face can be summarised as follows:

1) Insufficient development of legislative and institutional framework in the area of public services, obsolete regulations inconsistent with the modern pace of development. For example, Registration of Property in Uzbekistan requires 9 procedures and 46 days, whereas the average for Europe & Central Asia is - 5 procedures and 20 days. Registration of property rights in Uzbekistan requires conducting a survey of the property which experience of other countries demonstrates to be unnecessary. In addition, in the “Dealing with Construction Permits” category, the Khokim is required to approve act of acceptance signed by members of Working Commission within 2 days for each completed new building. In practice, this takes up to 14 days. Experience of foreign countries shows that there is no need for such a procedure at all. Optimisation of abovementioned and other procedures will require a number of legislative changes. Moreover, legislative changes will also create an enabling room for deployment of information systems in the public service delivery;

2) Public Services Agency, Ministry of Justice and associated agencies do not have adequate institutional capacity to develop, plan, implement and monitor policies on public service delivery via Public Service Centres network;

3) Lack of optimisation and digitalisation and, as a result, dependence on paperwork in state administrative bodies, which leads to unnecessary delays in processing and inefficient use of financial resources for citizens leading to corruption, red tape and bureaucracy. For example, as of today, out of 444 public services offered in the new Register of Public Services\(^\text{14}\), only 16 services were redesigned and launched through Public Services Centres. Thus, there is extensive work to be done to review and optimise operational/functional processes for the delivery of existing public services and design and processing of over 420 public services that still need to be put in place. Moreover, the majority of state archives are still in paper. For instance, about 95% of documents of State Civil Registry Offices that hold about 60 million records of vital events (births, marriages, and deaths) of citizens and residents remain in paper and not digitised. “UzArchive” State Agency, which holds over 200 million documents, faces similar problems.

4) Inconsistency of the local governance and planning system with the new people-centred mechanism of public service delivery: directive top-down approach to local governance is not compatible with the new approach to public service delivery and new model of one-stop shops putting people’s needs and interests at the centre of decision-making.

To cope with these problems, the proposed project will support ongoing efforts of the Government of Uzbekistan to reform local public service delivery and ensure effective implementation of the one-stop shop principle through interventions at legal, institutional and operational levels and piloting and prototyping the efficient modalities of the one-stop shops. The support will focus on:

1) **Streamlining regulatory framework, relevant policies**, data management and evidence-based policy-making to create an enabling environment for improved public service delivery.

2) **Enhancing institutional capacities of the Public Services Agency, Ministry of Justice** and associated agencies to develop, plan, implement and monitor policies on public service delivery via Public Services Centres network.

3) **Building technical capacity of at least five Public Services Centres in pilot regions** to showcase exemplar model of public service delivery to win population trust and overcome concerns with regard to viability of one-stop shops. In order to cover people in remote areas offline methods of delivery and citizen engagement will also be supported. The first regional-level Public Services Centre was recently launched in Namangan region (on May 2, 2018) where the President of Uzbekistan paid a personal visit. The Government is looking for support in launching other pilot PSCs, including in Sirdarya, Surkhandarya, Jizzak, Kashkadarya, and Khorezm regions.

4) **Introducing and piloting participatory planning and governance system in local governments (khokimiyats)** in the pilot regions to ensure that the public service delivery system involves the views of the people, with a focus on vulnerable groups and addresses their needs in the regions, with due attention to climate resilience aspects and gender considerations.

### 2 RISKS AND ASSUMPTIONS

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<th>Risks</th>
<th>Risk level</th>
<th>Mitigation measures</th>
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<tbody>
<tr>
<td>1. Political risk of reforms not being pursued or stalled</td>
<td>M</td>
<td>Importance of the reform of public service delivery for sustainable development will be continuously highlighted at all levels (high level meetings, technical meetings, policy dialogues, analytical documents, PR campaign, etc.) to various partners, including ministries, agencies, communities, NGOs, beneficiaries, to preserve political will</td>
</tr>
<tr>
<td>2. Technical assistance projects of donors focusing on PAR, Public Service Delivery, OSS, Digital Transformation and regional development may lack multilateral aid coordination that can result in duplication of certain efforts, lower resource mobilisation opportunities and the level of impact</td>
<td>L</td>
<td>Constantly monitor donor activities in the field and organise regular meetings and consultations with relevant donors to coordinate activities and avoid possible overlapping with the proposed action</td>
</tr>
<tr>
<td>3. Inability of Public Service Agency to</td>
<td>H</td>
<td>Advocacy with key government</td>
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15 [http://www.president.uz/uz/1695](http://www.president.uz/uz/1695)
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<tr>
<th>Ensure proper leadership and interagency coordination on reforming public service delivery</th>
<th>Agencies and local authorities responsible for the majority of rendered public services on the benefits of data sharing and whole-of-government thinking</th>
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<tbody>
<tr>
<td>4. Low population awareness of Public Service Centres resulting in low uptake of public services through one-stop shops</td>
<td>M</td>
</tr>
<tr>
<td>5. Delays in the central and local government bodies to transform and digitalise internal business processes related to service delivery and successfully integrate them with Public Services Agency ICT infrastructure</td>
<td>H</td>
</tr>
<tr>
<td>6. Inability to move beyond capacity development support as compared to application of modern PAR methodologies due to reluctance of key state organisations and lack of administrative / legal provision</td>
<td>H</td>
</tr>
</tbody>
</table>

**Assumptions**

- The Government retains the political will to implement reforms in public service delivery and dedicate adequate resources, time and leadership to implementing necessary activities;
- Smooth coordination between the central government, Public Service Agency, Ministry of Justice, local administration (Khokimiyat) and other key stakeholders;
- Government policies facilitate private activities and integrated market system;
- Private sector will be involved in setting and running the OSS Public Services Centers and constant feedback mechanism to ensure quality of services will be created;
- Citizens and civil society are actively willing and motivated to contribute to transparency and accountability of public service;
- There is a local capacity to introduce and provide continuous support to one stop shops (local governments, Ministry of justice).
3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

The action will capitalise on the results and lessons learnt from the implementation of UNDP projects with local administrations on improving their capacity and demonstrating concept of one-stop shops for citizens in local settings16, with Chamber of Commerce and Industry on probing one-stop shops concept for business services17. Specific lessons learned gained during previous projects are summarised as follows:

- Facilitating the delivery of public services under a single umbrella of One-Stop Shop (OSS) public service center taking advantage of ICTs improves considerably efficiency in public services delivery and greatly enhances citizen convenience. Testing this concept on the example of small-scale prototype in one of the districts of Tashkent city in Uzbekistan has proved its viability in local settings; subsequent piloting of one-stop shop principle on a larger scale in provision public services for business entities only has further proved applicability of the concept and clearly demonstrated benefits it brings. Thus, provision of business registration service through ‘Single window’ Center for business entities enabled Uzbekistan to become a leader in ranking of ‘Doing Business’ in terms of ‘Starting a Business’, ahead of such developed countries as Japan, France, Germany, Italy, Spain, Denmark, and others18. Currently it takes only 30 minutes to register business entity.

- Implementation of pilot projects should be offered as comprehensive package of capacity improvement trainings (‘soft’ component) and equipments (‘hard’ component. ‘Soft’ and ‘hard’ components should be offered in a balanced manner in order to attain sustainability as trainings as a standalone activity is not sufficient for people to be engaged, whereas the supply of equipment as standalone assistance also is not sufficient to achieve desired change.

- However, in order to operate effectively, OSS, which are the front office in the public service delivery chain, should operate in an enabling public service delivery ecosystem, including the development of a comprehensive legal framework, building human resource, providing ICT and physical infrastructure, and redesigning operations / procedures (including digitisation of documents) of the public service owners (agencies, ministries and others - (back-office)).

- Thus, offering OSS public service delivery model can trigger wider public administration reform.

- Application of OSS public service delivery model provides potential for reducing scope for corruption through separation of ‘front’ and ‘back’ offices of service provision.

16 UNDP’s project “Assisting the Government of Uzbekistan in the formulation and implementation of ICT for development policy” (ICTP) (2004-2010) first demonstrated the advantages and efficiency that ICT can bring to the delivery of public services via setting up first ever One Stop Shop for public services in Uzbekistan in 2010. UNDP’s ‘Local Governance Support: Participation and Partnership Project’ run from 2010 till 2013 in Phase I and provided support to regional administration of Namangan and Jizzak Regions to set up one One-Stop Shop for citizens to test out this model in regional settings.

17 UNDP’s Business Forum of Uzbekistan Project (Phase III) that run from 2014-2017 tested out One-stop shop model in 194 locations for business services.

- The success of the interventions is directly linked to the extent of participation in the process and capacity of local partner. Involvement of the local partner in the process can serve two purposes: 1) it creates sense of relevance, ownership and leads to positive participation, and 2) it has capacity building effect on the participating partner.

Previous pilot interventions have convinced the policy makers of the benefits of delivering public service through one-stop shop principle. Now as it was mentioned above, the Government took the route to improve quality and accessibility of public services to all, not only to business entities, it embraced the one-stop shop principle as a feasible solution. However, piloting has also pinpointed a number of challenges as identified earlier. Building on the successful experience of previous interventions the proposed Action provides solution options through 4 interlinked activities to address those challenges.

The below table summarises the evolution of the interventions.

<table>
<thead>
<tr>
<th>Intervention / year</th>
<th>Objective</th>
<th>Target audience</th>
<th>What it has done</th>
<th>What it has not done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilot One Stop shop in Sergily district of Tashkent City / 2009/2010</td>
<td>Prove the viability of one-stop shop concept</td>
<td>Citizens and business entities</td>
<td>- Proved the viability of the concept - Brought under one umbrella various district public service providers and demonstrated benefits of ICTs (electronic queue and service monitoring system)</td>
<td>- The concept was imposed on existing system without introducing any regulatory or procedural changes (i.e. functional analysis, business process review, and etc)</td>
</tr>
<tr>
<td>Pilot One Stop shop in Namangan and Jizzak Regions / 2011-2014</td>
<td>Prove the viability of one-stop shop concept in a local setting (regions)</td>
<td>Citizens</td>
<td>- Proved the viability of the concept in a local setting - First attempt was made to divide front office (represented by OSS employees) from back office (service providing agencies)</td>
<td>- The concept was imposed on existing system without introducing any regulatory or procedural changes (i.e. functional analysis, business process review, and etc) - The piloting did not develop a coordination mechanism between front and back offices - Issues of self-sustainability of OSS</td>
</tr>
<tr>
<td>Piloting ‘Single window’ business facilitation centers in 4 locations over Uzbekistan in 2011 / 2012</td>
<td>Demonstrate one stop shop concept as a new channel of public service delivery to business entities</td>
<td>Business entities</td>
<td>- A limited set of public services for businesses that were already transformed into digital format (tax returns, quarterly and annual report to statistics) were made available through single window - Business Facilitation Center under Chamber of Commerce and Industry - Limited business process</td>
<td>- Public service delivery did not target citizens - Enhancing institutional capacity of service providers - Single Window Centers covered only limited number of services</td>
</tr>
</tbody>
</table>
review in part of a business registration was done
- It was a pro-type for developing Single window Center for Business Entities

| Proposed One Stop Shops - 2018 - onwards | Expected objective: - To provide an exemplar model for public service deliver for all (citizen and business entities) using ICTs and offline methods | Expected target audience: Citizen (including vulnerable groups) in rural group and business entities | What is expected: - Provision of a wider set of high quality public services to citizen and business - Use one-stop shop principle as catalyst for 1) regulatory reform and facilitation of information systems development (optimisation of services, database development and integration); 2) enhancing institutional capacity of front and back offices to provide citizen-centered approach in the public service delivery system and 3) improvement of local governance providing enabling environment for civil engagement | What is not expected: - Provision of public service only in digital format: offline service will also be provided to include marginalised groups |

3.2 Complementarity, synergy and donor coordination

The proposed action will identify ways to utilise synergies with existing projects in the area of good governance and sustainable economic development in the regions funded by EU, UNDP, UNICEF, ADB, GIZ, World Bank, Turkish International Cooperation Agency (TICA) and others.

UNDP is currently supporting Uzbekistan with a number of initiatives on a national and local level in digital transformation, public administration reform, preventing corruption, empowering women to participate in public administration and socio-economic life, building capacities of government officials. It has recently concluded project with Cabinet of Ministers in enhancing the capacity of regional, city and district executive bodies to ensure sustainable development of the pilot regions (Tashkent, Namangan and Jizzakh). The proposed action will seek synergies with existing UNDP initiatives and expand successful past experiences to increase effectiveness of activities. Important opportunity for synergy with UNDP is in the sphere of empowering women participation in public administration in partnership as it currently works with the Women's Committee of Uzbekistan.

The World Bank is developing a project aimed at accompanying the efforts of the Government of Uzbekistan to strengthen the local governance system and decentralisation process through a comprehensive set of analytical instruments. The World Bank is also working with Uzbek counterparts to examine which citizen engagement mechanisms can be selected and mainstreamed across public sector agencies (DG REGIO funded the development of indicators of citizen-centric public service delivery).

A USAID project increasing the role and the significance of the judicial system of Uzbekistan in protection of rights and legal interests of citizens at central and local levels is also underway.
The EU Rule of Law Programme for Central Asia entering its Phase III (including programmes financed by individual Member States, in particular DE), is also partly embracing the proposed activities in so far as deals with governance and decentralisation, administrative procedural law and consumers' rights and vulnerable population' rights.

Some EU Member States (notably France, Germany and Latvia) are engaged in a few small scale activities dealing with public administration.

Two EIDHR projects by the International Commission of Jurists (one regional and one national) timely tackle the legal defence aspects of economic, social and cultural rights of the population at national and local levels.

Complementarity with EU Budget Support measures will be pursued.

3.3 Cross-cutting issues

In its resolution 25/8, the Human Rights Council underlined that States have the primary responsibility, including through their constitutional provisions and other enabling legislation, and consistent with their international obligations, to ensure that professional public service upholds the highest standard of efficiency, competence and integrity, and are predicated on good governance principles, including impartiality, rule of law, transparency, accountability and combating corruption. It reaffirmed the right of every citizen to have access, in general terms of equality, to public service in his/her country. Therefore, the proposed action is designed with a rights-based approach to public services in order to promote the realisation of the basic, social and economic rights of citizens in rural areas, including of women, children and youth, elderly, persons with disabilities, and other vulnerable groups.

Gender equality considerations will be embedded across all activities, including integrating gender-centric enhancements to regulatory and policy frameworks, re-designing public services, provision of capacity development support, and selection of public services and pilot regions. Establishment of special Women Advisory Groups within the Public Service Centres Public under Activity 3 is envisaged as an affirmative action measure to ensure the space for civic engagement of women. Also, because of labour migration of rural population (particularly young and adult men) to cities and outside the country, women assume additional responsibilities in the society, including realisation of property rights, social protection and others – all of which requires increased interaction with government entities. Therefore, capacity development and awareness raising activities will address specific needs of women with regards to interacting with government entities.

Benefits in environmental sustainability are also built into the activities. Introduction of paperless work modality is expected to eliminate / reduce paper waste, while offering public services through one-stop shops is expected to decrease travel time to obtain services, leading to fuel savings.

Participatory planning system in local governments (envisaged under Result 4) to ensure that the public service delivery system addresses the most pressing needs of people in the regions, especially of women, children and youth, elderly, and persons living with disabilities in rural
and remote areas is also considered as a cross-cutting strategy which is grounded in the human rights based approach.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

The overall objective of the proposed action is enhanced empowerment of the population, including disadvantaged groups, in all regions of Uzbekistan, particularly in rural areas.

The specific objective of the proposed action is improved public service delivery across the country, especially in rural areas.

By the end of action, the following results (outputs) are expected to be achieved through four interlinked activity results:

Result (output) 1. Assistance in building an enabling environment for improved public service delivery is provided.

Result (output) 2. The institutional capacity of the Public Services Agency to develop, plan, implement and monitor the responsiveness of policies on public service delivery for all is enhanced.

Result (output) 3. Exemplar models of one-stop-shops increasing population trust are supported.

Result (output) 4. Participatory planning systems in local governments in pilot regions are introduced and supported.

This programme is relevant for the Agenda 2030. It contributes primarily to the progressive achievement of SDG Goals 5 and 8, but also promotes progress towards Goals 10 and 16. This does not imply a commitment by the country benefiting from this programme.

4.2 Main activities

The following main activities are planned in order to achieve Activity Result 1:

Activity 1.1. Review of the regulatory and policy framework of public service delivery at central and local levels

As the Government of Uzbekistan is still in search for the most suitable approach to improve its public service, regulatory and policy framework of public service delivery has been an area of continuous adjustments. Some public service delivery mechanisms to citizens and the business community, such as using information and communication technologies (ICTs) and the Internet, had been tested on an experimental basis making alterations to regulatory framework just to allow such experiments. Other adjustments, such as creating National Agency for Public Service, include a more fundamental change. As a first step, therefore, it is necessary to carry out a review of existing regulations related to public service delivery and based on the review findings to formulate proposals to amend existing or adopt new legislation on multichannel service delivery (using experience of Portugal’s Public Services Reform Agency), interagency data exchange and interoperability both horizontally and vertically (using experience of Estonian legislation on digital platforms and registers),
collecting user feedback on service quality (France, customer satisfaction surveys), proactive service delivery (based on the experience of Austria), collecting and analysing service data (based on the experience of Germany), making public services accessible (based on the experience of Italy and Finland), performance evaluation of civil servants (using the experience of Italy), and other areas.

**Activity 1.2. Standardisation of service management**

In order to ensure implementation of real time monitoring and quality assessment and management across different service providing agencies, a Public Service Standard (key quality criteria for all public services), Technology Code of Practice (technology requirements for public services), Service Design Manual (guidelines on designing public services for digital and offline channels) based on best EU and international practices will be developed.

**Activity 1.3. Assessing quality level of services delivery and developing proposals on their streamlining**

Comprehensive user-centred research (surveys, interviews, field observations, application of design thinking) to identify user journeys with public services will be conducted, quality level and user satisfaction assessed (including satisfaction of women, youth, people with disabilities) iteratively (via applying new data methods) and proposals on streamlining their delivery through Public Service Centres and other channels will be developed (to be done in cooperation with European think tanks).

**Activity 1.4. Conducting functional review of government bodies engaged in service delivery**

Functional review of government bodies (mainly with license issuing authority, Cadastre, Notary services and other agencies, providing most demanded services) engaged in service delivery with the aim to eliminate duplicative, excessive, outdated, inefficient procedures that bring no value to service users. This will also result in vertical alignment of the normative acts (e.g. code - laws - by-laws - agency regulations - service provision procedures) governing these bodies, and re-engineering of internal business processes of engaged agencies (based on the experience of Estonia and other EU countries).

**Activity 1.5. Procurement of digital scanning and data storage equipment, development of databases and information systems**

Support will be provided to the development of action plans on digitisation of paper-based documents and archives used in public service delivery, and on expanding digital scanning capacities. Scanning and data storage equipment will be procured and the development of relevant databases and information systems will be financed.

**Activity 1.6. Introduction of big data analytics tools across public service delivery system**

In key areas, the project will work with line institutions to support real-time and responsive evidence-based decision-making. Big data analytics tools will be procured and deployed to better analyse data (disaggregated by gender, region, and other sensitive criteria, with due regard for data protection and privacy rights of Uzbekistan citizens and residents, through), strategic partnerships with Uzbek universities and data communities. Through this activity the project will build local capacities in harnessing new data sources, and support evidence-based decision-making (to be implemented in cooperation with the European think tanks).

**Activity 1.7. Policy paper on introduction of blockchain technology transforming public services and prototyping blockchain solution**
Policy research will be conducted, investigating the opportunities for transforming selected public services in pilot regions with innovative blockchain technology to ensure integrity, trust, and transparency of service related data and transactions (land registry, businesses registry, notary services, etc.), based on the experience of leading other countries. For instance, the land registry in Sweden is fully digitalised and blockchain-based and acts as a transparent verification and storage service for property transactions. This experience has also been successfully piloted in Armenia, Moldova, Georgia and Ukraine. The result was almost total elimination of paperwork, significant economic benefits and effective fight against corruption practices. The new technology is also set to contribute to gender equality through ensuring better access to public services for women (for example, securing women’s property ownership rights). Paperless modality will also contribute to environmental sustainability. On this basis, the technology will be tested in key areas such as financial inclusion or digitisation of a public service, to provide real life insights into the viability of technology, as well as policy and legal implications of rolling out distributed ledger technologies in Uzbekistan.

To achieve Activity Result 2, the following activities will be carried out:

**Activity 2.1. Conducting capacity development and training activities for PSA and PSC staff**

Capacity building and training activities will be conducted to reinforce the newly established Public Services Agency under the Ministry of Justice as well as its nationwide network of 200 Public Service Centres (organisers of trainings will ensure at least 30% of the participants will be women). Within this activity, a systemised capacity building programme with training modules will be developed based on capacity needs assessment. Needs assessment will look into institutional systems, leadership development, and accountability mechanisms, identify gaps between the existing competence levels and future training needs to meet growing demand from clients and expansion of types of services provided. Training of Trainers will also be conducted to enhance the training capacity of specialised units within Public Services Agency.

It is also planned that international experts will visit Uzbekistan to provide inputs for formulation of capacity building programmes and training modules, as well as conducting trainings in the regions of Uzbekistan. Study tours for key personnel from central and regional offices to EU countries and other leading countries on one-stop-shop and introducing innovations in public service delivery such as introducing land registry based on blockchain (focusing on Georgia) will be organised to enhance understanding of the advanced and evolving concepts in public service delivery. For each study tour, a detailed Terms of Reference (TOR), which includes the requirements for topics covered as well as for target audience, will be prepared in order to maximise the benefits of a study tour.

**Activity 2.2. Trainings for civil servants of agencies responsible for developing and providing public services**

Training needs assessment of civil servants of various public service owners (ministries, agencies that provide services) to identify training needs will be undertaken and trainings conducted on good practices in user centric service delivery with a focus on principles of “one-stop shop”, “once only”, “whole-of-government”, “government as platform” (at least 30% of participants of the trainings will be women). Study tours will be organised to countries like Estonia (to learn X-Road, mobile id), Latvia (IT in regional governance), etc.

**Activity 2.3. Support to development of the Road-map on transferring “front-office” operations of service owners to PSCs**
Within this activity, a situational analysis of interaction between PSCs that will provide front-office services to citizen and businesses, and different government agencies which perform back-office services, will be conducted to identify bottlenecks in the process. This will help to develop a Road-map on transferring the front-office operations to PSCs from public service owners (ministries, agencies, local authorities). In addition to improving efficiency of public service delivery, such division of service delivery into front-office and back-office will work as a practical mechanism for preventing corruption.

**Activity 2.4. Development of the corporate web portal of the Public Services Agency.**

A institutional web portal of the Public Services Agency will be developed to serve as a single information space to ensure effective functioning of all Public Service Centres, information analysis system for Business Intelligence and data analytics, Call-centre platform to handle incoming user messages through telephony and other communication channels, and a situation centre for the Public Services Agency for real-time monitoring and management of the Public Service Centres and using as a feedback mechanism.

**Activity 2.5. PSA introduces a program for local university students to work as interns at PSA or PSC offices**

As a proactive approach to engaging youth, PSA will introduce a program in which students can participate in a two to four-month internship working as support staff at PSA or PSC offices. Those completing the program will be awarded a work certificate. This leads to increased activity at the service centres and growing support for public service. It also provides an opportunity for students to develop skills and be introduced to public service.

**To achieve Activity Result 3, subject to further needs assessment:**

**Activity 3.1. Conducting needs assessment in public services at the pilot regions**

Pilot regions will be identified in consultation with national partners in the inception phase, in close coordination with the EU Delegation, based on an agreed methodology, which takes into account population size, business entities, and extent of public service needs. Priority will be given to Sirdarya, Surkhandarya, Jizzak, Kashkadarya, and Khorezm regions.

An analysis of statistics on applications for specific services in the pilot regions will be conducted to identify the most demanded services. Additionally, an assessment of the current socio-economic and environmental impacts of public services as currently delivered will be undertaken to identify possible interventions to contribute to sustainability. UNDP will scope out innovative ways to expand access to services across the country based on the existing infrastructure, especially to marginalised communities.

**Activity 3.2. Streamlining provision of at least 10 public services through PSCs in 5 pilot regions**

Streamlining public services will be implemented through a functional analysis, business process reengineering, design thinking, agile approaches, and gender-sensitive planning. All of these activities will be fully implemented in 5 pilot regions. As per the Decree of the President #UP-5075 (07.06.2017)6 "On measures to expand the power of local authorities in the formation of local budgets", there is a list of 58 public service to be redesigned and optimised within 2018-2020 period with their further provision exclusively through PSCs. The selection of services for streamlining will be based on results of need assessment under Activity 3.1 and in line with the requirements of the Presidential Decree. Possible services for redesigning and optimisation include services related with land title change and registration,
registration of citizens as unemployed, and provision of unemployment benefits. In identifying targeted services, the scope and their impact on social sustainability and well-being of people in rural areas will also be taken into account.

**Activity 3.3. Supporting the establishment of regional Centre for Innovative Ideas (in pilot regions) within Public Service Centres**

Establishment of Centres for Innovative Ideas is envisaged in the recent Resolution of the President of Uzbekistan "On additional measures to create conditions for development of active entrepreneurship and innovation" (as of 7 May, 2018). As Public Service Centres will be present throughout the country with appropriate infrastructure (office space, equipment and communication), the Centres of Innovative Ideas will use this infrastructure to support young people, particularly girls, and entrepreneurs with a focus on women (see below), to formulate their own innovative solutions to development challenges, approbation and introduction of innovative start-up projects, and transfer and commercialisation of innovation results. Public Service Centres will also be supported to offer front office services of Agency for Intellectual property (e.g. provision of patents for inventions, industrial design, registration of software, and others) in order to make such services more readily accessible to young innovators and entrepreneurs in regions.

**Activity 3.4. Promoting engagement of women in improving public administration and service delivery in their regions and in entrepreneurial activity**

The PSCs will create space for creating Women Advisory Group to convene to encourage discussion and exchange with local government authorities and service provides on gender sensitive service delivery. These facilities will be used in piloting innovations for women empowerment to ensure that women fully participate in socio-economic life, public administration, service delivery in their regions, as well as promoting women entrepreneurship. Women advisory groups will also include local Women NGOs and territorial divisions of the Women’s Committee of Uzbekistan, the largest women NGO in Uzbekistan, to empower them to participate in the meetings of Local Councils, monitoring and public oversight of quality of public services, and incorporate feedback from women-led groups in local government decisions and public services delivery mechanism.

**Activity 3.5. Piloting Public-Private Partnership (PPP) in the public service delivery**

A suitable form of PPP for public service delivery will be identified and a working model will be piloted. Proposals (concept, business processes, financial models) on implementing this mechanism for selected public services, as well as recommendations on scaling PPP to other public services and regions will be developed. The design of PPP projects will focus on social, economic and environmental impact on the particular region and segment of industry to avoid any intentional and unintentional spill over effect, which can be adversely impacting on livelihoods of people and nature. Public consultations with communities, stakeholders’ meetings and local NGOs will be conducted to make PPP mechanism as transparent, participatory and inclusive system.

**Activity 3.6. Improving user experience through upgrading design, special arrangement and furnishing of PSCs**

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19 The Resolution of the President (07.05.2018) "On additional measures to create conditions for the development of active entrepreneurship and innovation" [https://www.norma.uz/raznoe/postanovlenie_prezidenta_respubliki_uzbekistan55]
Application of design thinking in understanding user-journeys and behaviours, fundamental rights and freedoms (access to services, information, and participation) and gender-sensitive approach to furnishing, designing and spatial arrangement of the pilot Public Service Centres to maximise user experience will be made. Services will be designed based on current infrastructures and understanding what tools and how they are used by local communities.

**Activity 3.7. Strengthening the material and technical foundation of PSCs**
Equipping the pilot one-stop shops will be based on a capacity needs assessment to identify and fill needs in hardware and software (servers, PCs, network and telecom equipment, electronic queue, video surveillance, user feedback stands, etc.).

**Activity 3.8. Developing digital capacity of the population to utilize public services**
Trainings and capacity building activities will be provided for the rural population, with a particular focus ensuring over 50% participation of rural women in all activities in pilot regions, which aim at developing their computer literacy, basic legal skills and knowledge on public services, in order to make public services more accessible.

**Activity 3.9. Awareness raising campaigns on benefits of PSCs**
Creating and organising public awareness raising campaigns on benefits of using public services will be undertaken via the newly created PSCs, with a particular focus on gender sensitive messaging and engagement of women’s groups directly in design of campaigns.

**To achieve Activity Result 4, subject to further needs assessment:**

**Activity 4.1. Piloting “Digital Office” in the khokimiyats of pilot regions**
Support to development of the “Digital Office” – an online solution integrated into state’s integrated information system “Safe City”\(^{20}\), where Khokims of the regions can view (in real-time) the general activities of Public Service Centres (e.g. KPIs of PSC workers, civil complaints, statistical information of PSCs) and make prompt decisions.

**Activity 4.2. Trainings for civil servants on planning and RBM approach**
Organising training/mentoring/approaches to new public management models for key officials in pilot khokimiyats and other regions on introduction of modern innovative methods in planning and organisation of administrative work, application of result-based management approach to support citizen-oriented planning and governance systems including public service delivery.

**Activity 4.3. Introduction of KPIs and reporting system in pilot khokimiyats**
Supporting development of KPIs and reporting system and their application in evaluating performance of khokimiyats in pilot regions.

**Activity 4.4. Development of manuals and guidelines for pilot region khokimiyats**
Assisting khokimiyats (in pilot regions) in development of manuals and guidelines on local budget planning, mechanisms for estimation of cost and benefits of public services, and methods for wider engagement of local community in budget planning and management.

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\(^{20}\) The Resolution of the President #PP-3245 (29.08.2017) “On measures to further improve the project management system in the field of information and communication technologies” approved the agenda of “Safe City”\(^{20}\) project (until 2019 in Tashkent, and until 2021 in the regions) [http://lex.uz/pages/getpage.aspx?lact_id=3324011]
processes. Opportunities will be developed to "green" the budget planning system, by ensuring that environmental and climate resilience concerns are adequately addressed by budgets.

**Activity 4.5. Facilitating interaction between public authorities and civil society** Support to development and piloting of online system to increase civic engagement and public participation in addressing important issues of socio-economic development in selected regions as well as in strengthening the dialogues between khokimiyats and citizens in order to improve public service delivery through PSCs. The establishment of the Public Advisory Councils (PACs) comprising representatives of civil society but also business community, professionals and others on voluntary basis, will also be piloted. PACs will make recommendations pertaining to public services, use of financial resources, preparation of development plans, and decision-making process thus promoting transparency in administrative decision making.

**Activity 4.6. Introduction of gender-sensitive approach to public service delivery**
Special trainings for khokimiyats and regional branches of the women’s committee on gender-sensitive approach to public service delivery.

### 4.3 Intervention logic

Building on the government’s recent legal and institutional reforms that support citizen-centric service delivery, the proposed intervention foresees a series of activities to support the development of a capable Public Services Agency with its network of Public Service Centres, which serve the most pressing needs of the country’s overall population, including women, youth and children, elderly, and people with disabilities, living in rural areas.

The activities are expected to contribute to improved public service delivery across the country, especially in rural areas (the main output) through achieving four main results (for details, see Indicative Logframe Matrix in the Appendix): 1) Assisting in building an enabling environment for improved public service delivery; 2) Enhancing institutional capacity of the Public Services Agency; 3) Supporting establishment of exemplar models of one-stop-shops; 4) Supporting local governments (khokimiyats) of pilot and other regions in improving participatory planning and governance system. All four of these results will lead to the overall objective of the proposed project, which is enhanced empowerment of the population, including disadvantaged groups, in all regions of Uzbekistan, particularly in rural areas. Moreover, the project will have other important, positive economic, social and environmental outcomes and impacts leading to improved rural livelihoods in Uzbekistan.

### 5 IMPLEMENTATION

#### 5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country.

#### 5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement.
Extensions of the implementation period may be agreed by the Commission’s authorising officer responsible by amending this decision and the relevant contracts and agreements.

5.3 Implementation modalities for an action under project modality

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures.

5.3.1 Indirect management with an international organisation

This action may be implemented in indirect management with the United Nations Development Programme (UNDP). This implementation entails the management of the activities foreseen in this Action Document.

The Action will implement a series of activities that include but are not limited to: review of regulatory and policy of public service delivery, adoption of evidence-based and data-driven policy-making, development of relevant databases and information systems; capacity building activities for the Public Services Agency to develop, plan, implement and monitor policies on public service delivery in rural areas via Public Service Centres network; re-design of services and developing technical capacity (i.e., innovative and pilot programmes) of Public Service Centers in the pilot regions; sensitizing local administration on participatory planning system in selected regions, including using RBM and gender-sensitive approach, application of KPIs, promoting interaction between public authorities and civil society and etc.

This implementation is justified because UNDP has strong expertise in enhancing public service delivery through one-stop shop principle at central and local settings.

The entrusted entity would carry out the following budget-implementation tasks: management of the procurement for supplies, works and services, contracting and payments (liquidation of eligible costs and recovery); financial monitoring, preparation support for audits.

Detailed arrangements will be included in the Contribution Agreement to be signed between the EU and UNDP.

The Contribution Agreement for indirect management will be administered by UNDP according to Financial and Administrative Framework Agreement between the European Community and the United Nations (FAFA) and UNDP rules and procedures.

5.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply subject to the following provisions.

The Commission’s authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

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21 www.sanctionsmap.eu Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.
5.5 Indicative budget

<table>
<thead>
<tr>
<th>Description</th>
<th>EU contribution (amount in EUR)</th>
<th>Indicative third party contribution (amount in EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3 - Indirect Management with UNDP</td>
<td>9,800,000</td>
<td>154,980</td>
</tr>
<tr>
<td>5.8 - Evaluation, 5.9 - Audit</td>
<td>100,000</td>
<td></td>
</tr>
<tr>
<td>5.10 – Communication and visibility</td>
<td>100,000</td>
<td></td>
</tr>
<tr>
<td>TOTALS</td>
<td>10,000,000</td>
<td>154,980</td>
</tr>
</tbody>
</table>

5.6 Organisational set-up and responsibilities

Overall guidance will be provided by the Steering Committee / Project Board (SC/PB). This will include representation from the Ministry of Justice, as the Executive and Senior Beneficiary and co-Chair as well as from the EU as the Donor and co-Chair and UNDP as Senior Supplier. Key national governmental and non-governmental agencies, representatives of local governments and industry, and independent third-parties such as international and national NGOs can attend the augmented SC/PB meetings as observers, as well. The SC/PB will be balanced in terms of gender.

At the national level, the project will be executed by the Ministry of Justice as the National Implementing Partner, who will appoint a senior official to be the National Project Coordinator (NPC). The Government of Uzbekistan will form an Inter-Agency Working Group (IAWG), for providing technical support for implementation of project and ensure complementarity and collaboration. The IAWG will be established at the technical level and will comprise of experts from government agencies, local authorities, and NGOs.

EU Delegation’s primary function within the SC/PB will be to provide overall guidance regarding the project implementation and relevant policy dialogue with the Government of Uzbekistan. It will be represented by the Head of Cooperation. The primary function of UNDP Uzbekistan, represented by the UNDP RR/DRR or designated official, will be to provide guidance regarding the technical feasibility of the project.

5.7 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner’s responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix. The report will be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

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22 At UNORE exchange rate for June 2018 – Euro/USD = 0.861. The amount covers the period 2019-2020. UNDP will seek to also co-finance the subsequent years of project implementation.
Within the action implementation using action funds, implementing partner will collect relevant baseline data and update data based on mid-term and final surveys to assess the changes. Comprehensive data on all beneficiaries (gender disaggregated), results achieved, key partners, and region specific interventions will be captured and analysed on a systematic manner.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.8 Evaluation

Having regard to the nature of the action, a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission. It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the implementation of the one-stop-shop approach in the overall frame of enhancing the capacities of the Public Services Agency and its Centres as well as the development of the legislative framework and the piloting participatory planning.

The Commission shall inform the implementing partner at least 30 days in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.


Evaluation services may be contracted under a framework contract. The evaluation will be integrating the gender dimension into the analysis done.

5.9 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent expenditure verification assignments for one or several contracts or agreements.

It is foreseen that audit services may be contracted under a framework contract.

**5.10 Communication and visibility**

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.5 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and contribution agreements.

The EU-UN Joint Visibility Guidelines for join actions in the field\textsuperscript{23} shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

Beyond the standard visibility requirements to be fulfilled by UNDP, the EU Delegation will launch every year an ad-hoc framework contract to cover and increase visibility of all EU funded projects in Uzbekistan.

\textsuperscript{23} The EU and UN have agreed to specific Joint Visibility Guidelines which shall accordingly serve as reference for all EU-UN joint initiatives https://ec.europa.eu/europeaid/funding/procedures-beneficiary-countries-and-partners/fafa-united-nations_en
APPENDIX - INDICATIVE LOGFRAME MATRIX
The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes.

<table>
<thead>
<tr>
<th>Results chain</th>
<th>Indicators</th>
<th>Baselines (incl. reference year)</th>
<th>Targets (incl. reference year)</th>
<th>Sources and means of verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| Overall objective: Impact | Enhanced empowerment of the population, including disadvantaged ones, in all regions of Uzbekistan, particularly in rural areas. | 1. Number of people living in five pilot rural areas who receive public services through one-stop shops (disaggregated by sex, age, and disability)  
2. Number of development plans and budgets drafted and implemented in rural areas with EU support*  
3. Ranking in the Ease of doing business* | 1. In the proposed 5 pilot areas, the number of people living in rural areas who receive public services through one-stop shops is very low due to lack of access to such service centres in their areas (2018)  
2. TBD during the inception phase, 2019  
3. In World Bank’s 2018 report, Uzbekistan was ranked 74th in Ease of doing business | 1. Data collected by project staff (administrative documents) and final evaluation compared to Programme baseline study  
2. EU programme and project progress reports  
3. WB and UNDP statistics |  |
| Specific objectives(s): Outcome(s) | Improved public service delivery across the country, especially in rural areas. | 1.1 Number of quality services offered to rural populations in one-stop shops in the 5 piloted regions  
1.2 Number of one-stop shops directly serving rural areas opened and | 1.1. 0 (with the support of this Action) (2018)  
1.2. 0 (with the support of this Action) (2018) | 1.1 Data collected by project staff (administrative documents) and Final evaluation compared to Programme baseline study |  |

The Government of Uzbekistan will continue to make progress on reforming public administration and public service delivery. Ministry of Justice and Public Services Agency will work closely with UNDP on the project activities.
<table>
<thead>
<tr>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 1</strong>: Assistance in building an enabling environment for improved public service delivery is provided</td>
</tr>
</tbody>
</table>

**Activities:**
- 1.1. Number of regulations amended with the support of this Action to better suit regulations and policies of public service delivery

| 1.1. 0 (with the support of this Action) (2018) |
| 1.1. At least 5 by the end of the Action |

| 1.2 Data collected by project staff (administrative documents) and final evaluation compared to Programme baseline study |
| 1.3. Data collected by project staff (administrative documents) and Final evaluation compared to Programme baseline study |

**Outputs**
- National legislation database
- Documents approved by Ministry of Justice and relevant stakeholders
- Guidelines and tools for collecting user satisfaction data and its analysis

**Relevant government agencies, including Ministry of Justice and PSA, as well as key decision-makers, are receptive to the proposed recommendations and changes. There is an uptake of the guidelines and tools to allow for changes in practice**
<table>
<thead>
<tr>
<th>Service Delivery at Central and Local Levels</th>
<th>One-Stop Shop Modality of Service Provision</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2. Standardisation of Service Management</td>
<td>1.2 Status of Public Service Standard, Technology Code of Practice and Service Design Manual</td>
</tr>
<tr>
<td>1.3. Assessing Quality Level of Services Delivery and Developing Proposals on their Streamlining</td>
<td>1.3. Number of Analytical Tools Developed by the Action for Disaggregated Review of User Feedback, Methodology for Conducting Surveys and Site Visits (Secret Customer)</td>
</tr>
<tr>
<td>1.4. Conducting Functional Review of Government Bodies Engaged in Service Delivery</td>
<td>1.4. Number of Policy Briefs and/or Policy Proposals Elaborated with EU Support Based on Results of Functional Review of Public Service Sector</td>
</tr>
<tr>
<td>1.5. Procurement of Digital Scanning and Data Storage Equipment, Development of Databases and Information Systems</td>
<td>1.5. Number of Regions Receiving Digital Scanning Equipment and Software for Digitizing Their Archives</td>
</tr>
<tr>
<td>1.6. Introduction of Big Data Analytics Tools Across Public Service Delivery System</td>
<td>1.6. Number of Civil Servants Trained by this Action on Big Data Analysis (Disaggregated by Sex)</td>
</tr>
<tr>
<td></td>
<td>1.6. 100 Civil Servants Trained per Year by this Action on Big Data Analysis (Disaggregated by Sex)</td>
</tr>
</tbody>
</table>

- **1.2. Submission to the Government of Drafts** Public Service Standard, Technology Code of Practice Service Design Manual by the end of the Action

- **1.3. Development of at least one analytical tool by the Action by the end of the Action**

- **1.4. At least 2 policy briefs and/or proposals per year**

- **1.5. at least 5 by the end of the Action**

- **1.6. 100 civil servants trained per year by this Action on big data analysis (disaggregated by sex)**

- **1.7. Policy brief is**

- **Policy briefs or proposals shared with decision makers**

- **EU programme and project progress reports**

- **Data collected by project staff (administrative documents)**

- **Reports and assessments by the Development partners**

- **Final evaluation compared to Programme baseline study**
<table>
<thead>
<tr>
<th>Output 2: Support is provided to enhance the institutional capacity of the Public Services Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activities:</strong></td>
</tr>
<tr>
<td>2.1. Conducting capacity development and training activities for PSA and PSC staff</td>
</tr>
<tr>
<td>2.1.1. Number of PSA and PSC trainings held</td>
</tr>
<tr>
<td>2.1.2. Number of training modules developed</td>
</tr>
<tr>
<td>2.2. Trainings for civil servants of agencies responsible for developing and providing public services</td>
</tr>
<tr>
<td>2.2.1. Number of PSA and PSC staff trained (disaggregated by sex and age)</td>
</tr>
<tr>
<td>2.3. Support to development of the</td>
</tr>
<tr>
<td>2.3.1. Number of road-map documents on transferring</td>
</tr>
<tr>
<td>2.3.2. 0 (There have been several resolutions of the</td>
</tr>
</tbody>
</table>
Road-map on transferring “front-office” operations of service owners to PSCs

2.4. Development of the corporate web portal of the Public Services Agency.

2.5. PSA introduces a program for local university students to work as interns at PSA or PSC offices

Output 3: Support to establishment of exemplar models of one-stop-shops is provided.

Activities:
3.1. Conducting needs assessment in public services at the pilot regions
3.2. Streamlining provision of at least 10 public services

<table>
<thead>
<tr>
<th>Output 3: Support to establishment of exemplar models of one-stop-shops is provided.</th>
<th>Activities:</th>
<th>EU programme and project progress reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Number of needs assessment conducted</td>
<td>3.1. 0 (There have been no assessment conducted of needs for specific services in different regions) (2018)</td>
<td>Data collected by project staff (administrative documents)</td>
</tr>
<tr>
<td>3.2 Number of public services streamlined (with the support of this Action) (2018)</td>
<td>3.2 0 (with the support of this Action) (2018)</td>
<td>Reports and assessments by the Development partners</td>
</tr>
</tbody>
</table>

<p>| 2.4. Availability of a web-based corporate portal of PSA | President and of CM adopted with action plans approved, but there is no comprehensive road-map on transferring “front-office” operations of service owners to PSCs) (2018) | Relevant government agencies, including Ministry of Justice and PSA, as well as key decision-makers, are receptive to the proposed recommendations and changes. There is an uptake of the guidelines and tools to allow for changes in practice |
| 2.5.1 Number of universities involved in the internship program which allows students to work in PSC or PSA offices | 2.5.1 0 (There have been no internship programs which have allowed university students to work in PSA or PSC offices) (2018) | |</p>
<table>
<thead>
<tr>
<th>Public services through PSCs in 5 pilot regions</th>
<th>the support of this Action</th>
<th>5 pilot regions by the end of the Action</th>
<th>Programme baseline study</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3. Supporting to establishment of regional Centre for Innovative Ideas (in pilot regions) within Public Service Centres</td>
<td>3.3 Number of guidelines on building design, interior arrangements and furnishing of centres developed</td>
<td>3.3 Target to be established during the inception phase of the project</td>
<td>Documents approved by Ministry of Justice and relevant stakeholders</td>
</tr>
<tr>
<td>3.4. Promoting engagement of women in improving public administration and service delivery in their regions and in entrepreneurial activity</td>
<td>3.4 Number of innovative plans and ideas submitted by women in improving public administration and service delivery (with the support of this Action)</td>
<td>3.4 Target to be established during the inception phase of the project</td>
<td>Administrative data from PSA and PSC offices</td>
</tr>
<tr>
<td>3.5. Piloting Public-Private Partnership (PPP) in the public service delivery</td>
<td>3.5 Number of PPP pilot projects implemented (with the support of this Action)</td>
<td>3.5 One PPP pilot project is implemented</td>
<td>Report on the results of needs assessment</td>
</tr>
<tr>
<td>3.6. Improving user experience through upgrading design, special arrangement and furnishing of PSCs</td>
<td>3.6 Number of people receiving support for their ideas (disaggregated by sex)</td>
<td>3.6 Target to be established during the inception phase of the project</td>
<td>Reports of PSC and Women’s committee</td>
</tr>
<tr>
<td>3.7. Strengthening the material and technical foundation of PSCs</td>
<td>3.7 Number of PSC offices equipped with relevant IT equipment and software</td>
<td>3.7 5 PSC offices equipped with some relevant IT equipment and software</td>
<td>Report on activities of the Centers for Innovative Ideas</td>
</tr>
<tr>
<td>3.8. Developing digital capacity of the</td>
<td>3.8 Number of rural</td>
<td>3.8 1000 rural inhabitants</td>
<td>Report on the results of the pilot project(s)</td>
</tr>
</tbody>
</table>

Programme baseline study
Documents approved by Ministry of Justice and relevant stakeholders
Administrative data from PSA and PSC offices
Report on the results of needs assessment
Reports of PSC and Women’s committee
Report on activities of the Centers for Innovative Ideas
Report on the results of the pilot project(s)
<table>
<thead>
<tr>
<th>population to utilize public services</th>
<th>inhabitants whose computer literacy, basic legal skills and knowledge of public services has been strengthened through this Action (disaggregated by sex)</th>
<th>who participate in training and capacity building activities for rural populations in each region each year</th>
</tr>
</thead>
</table>
| 3.9. Awareness raising campaigns on benefits of PSCs | 3.9 Number of awareness raising products:  
  a) TV / radio advertisements;  
  b) printed materials (flyers, brochures, newspaper articles)  
  c) web materials (infographics, success stories) | 3.9. 0 (with the support of this Action) (2018) |
| 3.9. Number of awareness raising products:  
  a) TV / radio advertisements;  
  b) printed materials (flyers, brochures, newspaper articles)  
  c) web materials (infographics, success stories) | 3.9 Number of awareness raising products:  
  a) TV / radio advertisements;  
  b) printed materials (flyers, brochures, newspaper articles)  
  c) web materials (infographics, success stories) | 3.9 Number of awareness raising products:  
  a) TV / radio advertisements;  
  b) printed materials (flyers, brochures, newspaper articles)  
  c) web materials (infographics, success stories) |
| 3.9. 0 (with the support of this Action) (2018) | 3.9. 0 (with the support of this Action) (2018) | 3.9. 0 (with the support of this Action) (2018) |
| a) at least 1 TV/radio material per year  
  b) at least 500 copies per year  
  c) at least 4 per year | a) at least 1 TV/radio material per year  
  b) at least 500 copies per year  
  c) at least 4 per year | a) at least 1 TV/radio material per year  
  b) at least 500 copies per year  
  c) at least 4 per year |

**Output 4:** Local governments (*khokimiyats*) in pilot regions are supported in improving participatory planning and governance system.

**Activities:**

4.1. Piloting “Digital Office” in the *khokimiyats* of pilot regions

4.2. Trainings for civil servants on planning and RMB approach

| Output 4: Local governments (*khokimiyats*) in pilot regions are supported in improving participatory planning and governance system. | Activities:  
  4.1. Piloting “Digital Office” in the *khokimiyats* of pilot regions  
  4.2. Trainings for civil servants on planning and RMB approach | EU programme and project progress reports  
  Data collected by project staff (administrative documents)  
  Reports and assessments by the Development partners  
  Final evaluation compared to Programme baseline study  
  Documents approved by Ministry of Justice and relevant stakeholders  
  Relevant government agencies, including Ministry of Justice and PSA, as well as key decision-makers, are receptive to the proposed recommendations and changes. There is an uptake of the guidelines and tools to allow for changes in practice  
  Local governments (*khokimiyats*) have the necessary capacity and resources to introduce participatory planning systems  
  There is active participation from public |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Number of online tools for khokims to see on one dashboard all the vital and up-to-date (real time) information about the region developed and introduced in pilot regions</td>
<td>4.1 Number of online tools for khokims to see on one dashboard all the vital and up-to-date (real time) information about the region developed and introduced in pilot regions</td>
<td>4.1 Number of online tools for khokims to see on one dashboard all the vital and up-to-date (real time) information about the region developed and introduced in pilot regions</td>
</tr>
<tr>
<td>4.1 One online tool developed by the end of the Action</td>
<td>4.1 One online tool developed by the end of the Action</td>
<td>4.1 One online tool developed by the end of the Action</td>
</tr>
<tr>
<td>4.1 0 (absence of online tools for khokims providing information about the region’s public service system) (2018)</td>
<td>4.1 0 (absence of online tools for khokims providing information about the region’s public service system) (2018)</td>
<td>4.1 0 (absence of online tools for khokims providing information about the region’s public service system) (2018)</td>
</tr>
<tr>
<td>4.2 0 (There is no compulsory training program for civil servants)</td>
<td>4.2 0 (There is no compulsory training program for civil servants)</td>
<td>4.2 0 (There is no compulsory training program for civil servants)</td>
</tr>
<tr>
<td>4.2 50 civil servants trained per year in each region</td>
<td>4.2 50 civil servants trained per year in each region</td>
<td>4.2 50 civil servants trained per year in each region</td>
</tr>
<tr>
<td>4.3. Introduction of KPIs and reporting system in pilot khokimiyats</td>
<td>Planning and RBM techniques (disaggregated by sex)</td>
<td>on modern planning and RBM techniques (2018)</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>4.4. Development of manuals and guidelines for pilot region khokimiyats</td>
<td>4.3 Availability of reporting system (with KPIs) developed with the support of this Action</td>
<td>4.3 0 (There is commitment from the government to introduce KPI based system for assessing civil servant’s performance) (2018)</td>
</tr>
<tr>
<td>4.5. Facilitating interaction between public authorities and civil society</td>
<td>4.4 Availability of manuals and guidelines developed by this Action for pilot region khokimiyats on local budget planning and management and citizen engagement in this process</td>
<td>4.4 0 (There is commitment from the government to introduce citizen engagement mechanisms in regional development planning) (2018)</td>
</tr>
<tr>
<td>4.6. Introduction of gender-sensitive approach to public service delivery</td>
<td>4.5.1. 0 (There is no online or offline transparent system to allow wide discussion of service provision practices) (2018)</td>
<td>4.5.2. 0 consultation meetings with civil society in rural areas (with the support of this Action) (2018)</td>
</tr>
<tr>
<td></td>
<td>4.6 Number of guidelines developed to promote the application of gender-sensitive approach in public services</td>
<td>4.6 0 (There are no guidelines on addressing gender-sensitive issues when providing public services) (2018)</td>
</tr>
</tbody>
</table>