

**Uzbekistan Vision 2030 Fund Secretariat Direct Cost  
UNDP Development Services Document**

<b>Development Service Title:</b> Vision 2030 Fund Secretariat – Direct Cost	<b>Recipient UN Organization:</b> UNDP
<b>Project Contact:</b> UNDP: Matilda Dimovska, UNDP Resident Representative, matilda.dimovska@undp.org	<b>Implementing Partner(s) – Name &amp; Type</b> N/A
<b>Project description:</b> The Direct Cost Project will support the establishment of a secretariat to manage the Uzbekistan Vision 2030 Fund in close coordination with national and international counterparts. Dedicated secretariat support will ensure efficient administration of the Fund, which is designed to support principled, transparent, and effective asset restitution via programs aimed at accelerating the national reform agenda and the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). The Direct Cost Project will cover staffing, technical assistance, quality assurance, risk management, monitoring and evaluation, reporting as well as visibility and communication for the Fund. The Direct Cost Project will be directly managed by the Secretariat. It will be administered by one of the Participating UN Organization designated to administer the Direct Cost Project for the Secretariat. UNDP is the designated organization.	<b>Project Location:</b> Uzbekistan
	<b>Total Direct Costs 2022-27<sup>1</sup>:</b> USD 5,680,458.05  <b>Proposed Project Start Date:</b> 01 Oct 2022 <b>Proposed Project End Date:</b> 30 Sept 2027, with the possibility of extension
<b>Purpose of the Revision:</b> N/A	

<b>Representative of the United Nations in Uzbekistan: Munir Mammadzade, UN Resident Coordinator a.i.</b>  Date & Seal 12 NOV 2022	<b>Representative of the UN Recipient Organization: Matilda Dimovska, UNDP Resident Representative</b> DocuSigned by:  92E634FAA99B495 Date & Seal 12 NOV 2022
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<sup>1</sup> The total cost of the Secretariat project will not exceed 2% of the total capitalized amount of the Fund (including the eventual re-imbursement of the Early Secretariat).

## 1 Background

The Uzbekistan Vision 2030 Fund (the Fund) is a UN Multi-Partner Trust Fund to support principled, transparent, and effective asset restitution via programs aimed at accelerating the Government of the Republic of Uzbekistan's (the Government) national reform agenda and the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs).<sup>2</sup>

The Fund is a country-based pooled fund providing a vehicle to enable the UN Country Team members, including UN specialized agencies, to make strategic investments in accelerating Uzbekistan's national SDGs. The Fund draws on multi-sectoral expertise inside and outside the UN to enhance cross-sectoral approaches to national and sub-national policymaking and policy implementation, in line with global best practice and the highest standards of aid effectiveness and transparency.

The Fund will primarily target transformative interventions focusing on the strategic priorities identified and agreed between the Government and the UN within the UN Sustainable Development Cooperation Framework 2021-2025 (UNSDCF) and its subsequent iterations. Additional priorities of the UN specialized agencies (non-signatories to the UNSDCF) or the Government that are fully aligned with the UNSDCF and the national SDGs might also be covered by the Fund.

The Governance structure of the Fund consists of:<sup>3</sup>

**High-level Strategic Committee:** The High-level Strategic Committee maintains political dialogue on the restitution, provides recommendations on the strategic direction and structure of the Fund, and provides oversight over its strategic direction.

**Management Committee:** The Management Committee is responsible for the management of the Fund. It is co-chaired by its members with voting rights, which include one representative of Uzbekistan, one representative of Switzerland and the UN Resident Coordinator in Tashkent. The representative of the Administrative Agent is an ex-officio member without voting rights and shall provide advice on technical issues related to Fund management and administration.

The chairs of the UNSDCF Results Groups (which are composed of PUNOs) and one representative of the UN Specialized Agencies (non-signatories of the UNSDCF) may have the status of observers without voting rights.<sup>4</sup>

**UN Resident Coordinator:** The UN Resident Coordinator in Uzbekistan plays an important function in the management of the Fund, bearing the overall responsibility to coordinate the activities of the UN development system in Uzbekistan in line with the UNSDCF and provides governance and oversight of any UNCT-wide funding and financing instruments.<sup>5</sup> The UN Resident Coordinator directly supervises the Secretariat.

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<sup>2</sup> The closing date of the fund is 31 December 2030.

<sup>3</sup> This text, provided for background, is taken from the draft Operations Manual for the Fund. As the Operations Manual is under discussion, the text is subject to change. The final, approved version of the Operations Manual shall be the guiding text; in case of any discrepancy between the two documents, the Operations Manual text shall prevail.

<sup>4</sup> Three seats are allotted to the chairs of the UNSDCF Results Groups for any given meeting (one per group). Where there are two chairs for a single group, both may serve as observers on a rotating basis. Results Groups chairs are selected in consultation with the UNCT in line with the MAF. Observers may join in person or remotely, enabling chairs from non-resident agencies to participate.

<sup>5</sup> "RC provides governance and oversight of any UNCT-wide funding and financing instruments." Management and Accountability Framework of the UN Development and Resident Coordinator System Consolidated version, 15 September 2021.

**Secretariat:** The Secretariat is housed in the UN Resident Coordinator's Office in Tashkent and supervised by the UN Resident Coordinator in Tashkent. The Secretariat supports the Management Committee and the High-level Strategic Committee in all their tasks and is responsible for the daily management of the Fund.

**Administrative Agent:** The Administrative Agent is the UNDP Multi-Partner Trust Fund Office in New York. It administers the funds transferred to the Uzbekistan Vision 2030 Fund.

**Civil Society Advisory Council:** The Civil Society Advisory Council is composed of representatives of national and international civil society organizations, and academia. It ensures interaction between the Fund and civil society through a consultative role.<sup>6</sup>

**Implementing Organizations:** Programme implementation is the responsibility of Implementing Organizations, which include Participating UN Organizations (PUNOs) and any UN Specialized Agencies that have a signed MOU or equivalent with the Administrative Agent. Each Implementing Organization will assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent. The designated lead agency for each Joint Programme will be responsible for coordination of interventions between Implementing Organizations. Allocated funds will be administered by each Implementing Organization in accordance with its own regulations, rules, directives, and procedures.

**UNSDCF implementation architecture:**<sup>7</sup> The Fund leverages the UNSDCF Implementation Architecture (Annex 7). Aligned with the strategic priorities of the UNSDCF, three Results Groups under the leadership of the Resident Coordinator are responsible for operationalizing the Framework, facilitating collaboration, and monitoring and reporting on progress towards joint outputs of the UNSDCF. Five thematic groups mainstream the Framework's guiding principles across the work of the Results Groups into all stages of implementation. The three programme support groups focus on monitoring, evaluation, and data; communications; and operations management.

**UN Country Team (UNCT):** The Fund also leverages the UNCT. "UNCT members support the role of the RC in strategically positioning the UN development system in the country and delivering coherent and coordinated support to national counterparts, including UNDP in providing its integrator function. UNCT members consistently participate and actively engage in regular UNCT consultations and decision-making processes. UN entities not physically present in country and which are contributing to national needs and priorities under the Cooperation Framework are responsible for their active engagement, which is in turn facilitated and supported by the RC/RCO."<sup>8</sup>

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<sup>6</sup> The mandate and functions of the CSAC will be elaborated in a dedicated TOR developed in consultation with civil society.

<sup>7</sup> More detail is provided in chapter 3 of the UNSDCF for Uzbekistan, 2021-2025

<sup>8</sup> Management and Accountability Framework of the UN Development and Resident Coordinator System Consolidated version, 15 September 2021.

## 2 Role of the Secretariat

**The fund secretariat will provide operational, and administrative support to the governance structure of the Vision 2030 Fund.** The secretariat is responsible for the coordination and day-to-day management of the Fund. It works with fund stakeholders – which include the Government of Uzbekistan, the Government of Switzerland, the UN and civil society – to implement and ensure adherence with the rules and procedures of the Fund as reflected in its Terms of Reference and Operations Manual.

The Secretariat supports the Management Committee and High-Level Strategic Committee in all their tasks, including:

### ***Strategic***

- Assisting the Management Committee and the High Level Strategic Committee in the implementation<sup>9</sup> of the strategic direction of the Fund;
- Facilitating the development, review and approval of the Resource Allocation Strategy by: supporting the Results Groups in the development of the Resource Allocation Strategy; supporting the RC review process, including informal and formal consultation processes, and documenting decision making by the Management Committee.
- Developing and updating as needed the Fund's Operations Manual and other strategic documents as laid out in the terms of references of the MPTF, including the preparation of a "risk management strategy", a "monitoring and evaluation strategy" and "visibility and communications strategy", all of which mentioned in more detail below, with the support of the Administrative Agent (MPTFO), for approval by the Management Committee;

### ***Operational:***

- *Project/programme approval cycle:*
  - Organizing the project/programme assessment processes, which include independent, technical reviews of proposals by a committee, as per the procedures in the Operations Manual;
  - Supporting Management Committee Observers as needed to liaise with Implementing Organizations on decisions and feedback from the Management Committee on project/programmes;
  - Ensuring efficient financial flows, including review and processing of fund transfer requests and adherence to UNDG budgeting principles
  - Proactively sharing information about the project/programme approval cycle with Fund stakeholders (Uzbek/Swiss/UN) and answering any enquires related to the process
- *Monitoring & Evaluation*
  - Updating the monitoring and evaluation strategy for approval by the Management

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<sup>9</sup> Implementation in this instance refers to implementation of decision-making, not implementation of activities. The secretariat would not be involved in the implementation of projects/programmes under the three Windows.

Committee, coordinating its implementation and ensuring its complementarity to the UNSDCF monitoring framework or other relevant frameworks;

- Consolidating annual and final narrative progress reports – in line with developed templates – from Implementing Organizations into a coherent narrative report on the achievements and results of the Fund, for approval by the UN Resident Coordinator and submission to the Administrative Agent (MPTFO). The Administrative Agent provides Consolidated Fund Reports (which include the consolidated Annual Narrative Report and Annual Consolidated financial Report) to the Management Committee.
- Ensuring compliance of the monitoring and evaluation framework with the UNEG rules and regulations and avoiding duplication in reporting.
- Documentation of lessons learned/ good practices of the projects implemented by the Fund. The Secretariat will maintain a continuous "log book" that will give a simple, chronological overview over events happened (including documents shared, etc.), decisions taken and a short reasoning why and how decisions were taken.
- *Risk management & compliance*
  - Development of the risk matrix and risk management strategy for approval by the Management Committee;
  - Monitoring of risks and escalating to the Management Committee when risks may breach agreed tolerance levels;
  - Monitoring compliance against procedures established by the Fund in line with UN rules and regulations relevant for the procedures established under the Risk Management Strategy for the Fund;
- *Communications:*
  - Developing and maintaining an up-to-date a visibility and communications strategy for the Fund for approval by the Management Committee;
  - implementation of the visibility and communications strategy and ensuring its coherence with communications strategies of the UNCT and UN specialized agencies (non-signatories of the UNSDCF);

### ***Administrative***

- Providing administrative and technical support to the Management Committee and the High-Level Strategic Committee. This includes the following tasks:
  - Organise regular and ad hoc meetings with fund stakeholders and ensure minute- keeping, decision-tracking and communication of outcomes
  - Transmit the decisions to the RGs Chairs and WG Lead Agencies
  - Maintain an information management system, including regularly updating the MPTF Gateway in collaboration with the MPTFO.
  - Procure goods and services to support fund management activities
- Liaising with the Administrative Agent (MPTFO) on Fund administration issues, including issues related to projects/programmes, reporting, transparency and accountability, communication, fund extensions fund closure etc.;
- Providing advisory and logistical support to the Civil Society Advisory Council, according to the Terms of Reference of the Civil Society Advisory Council .

### 3 Objectives and Scope of Work

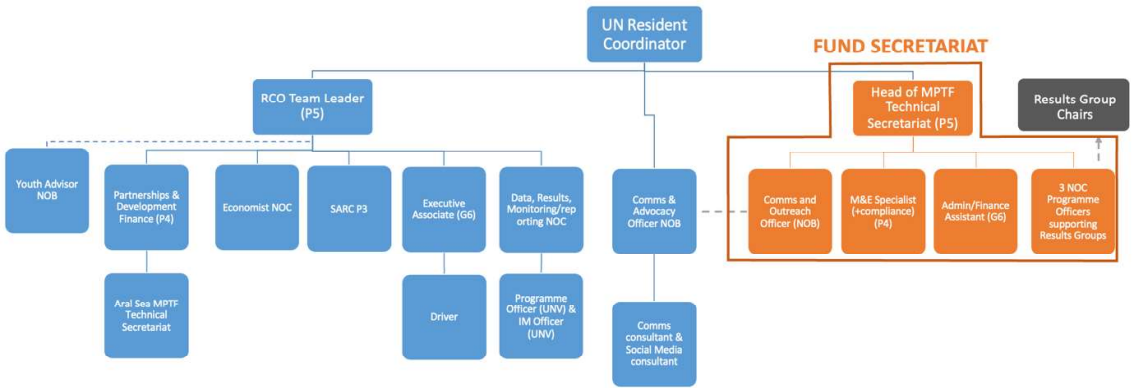
The Secretariat is comprised of 7 international and national staff. All positions will be organizationally located in the Office of the UN Resident Coordinator, in line with standard practice for MPTFs globally (Figure 1). The RCO will provide physical workspace for these positions, as well as operational support related to the provided workspace (e.g. support on IT connectivity, access badges, etc.). All costs related to the Technical Secretariat Staff hosted by the RCO are reflected in the current project and will be administered by UNDP.

Three National Officer Grade C (NOC) Programme Officer positions will directly support the UNSDCF Results Groups and may be provided physical workspace by the agency chairing the Results Group to which they are assigned for as long as the agency remains the chair. These officers will report to the Head of the Fund Secretariat and have dotted reporting lines to the respective chairs of the UNSDCF Results Groups to which they are assigned. In their role of supporting the Results Groups, these staff are also expected to spend significant time engaging with Results Group members at their respective agencies.

The UN Resident Coordinator directly supervises the Secretariat in his/her capacity as co-chair of the Management Committee. UNDP will not be involved in the substantive work of the Secretariat to avoid conflict of interests as a potential recipient entity of the Fund. The Secretariat shall engage with UNDP as it would with any other PUNOs in Uzbekistan.

UNDP is the designated Participating UN Organizations to administer the **Uzbekistan Vision 2030 Fund Secretariat Direct Cost** Project, providing development services to the United Nations in Uzbekistan.

Figure 1. Uzbekistan Vision 2030 Fund Secretariat



The breakdown of specific roles and responsibilities for project management and administration is provided in Table 1.

*Table 1. Division of Labor for UNDP, UN RCO and Secretariat Staff*

	<i>UNDP Uzbekistan</i>	<i>Secretariat Staff</i>	<i>UN RCO</i>
<i>Recruitment and contract management</i>	UNDP is responsible for the administrative and contractual management of Secretariat personnel, including relocation, travel and any other contractual matters.	The Head of Fund Secretariat or his/her delegate will sit on all interview panels (with the exception of the Head of Fund position)	RCO staff will be involved in recruitment and selection process. The UN RC or his/her delegate will sit on all interview panels.
<i>Performance management</i>	UNDP provides support to ensure Secretariat staff understand and make use of UNDP's performance management tools <sup>10</sup>	Head of Fund Secretariat oversees Secretariat staff on a day-to-day basis and evaluates performance using the UNDP performance management tool	UN RC oversees the Head of Fund Secretariat on a day-to-day basis and evaluates his/her performance.
<i>Procurement</i>	UNDP handles procurement of all goods, equipment, supplies and professional services against the Budget in accordance with UNDP's regulations, rules, policies and procedures.	Secretariat provides necessary inputs (e.g. consultant TORs, justification for equipment to be procured) as requested by UNDP to facilitate procurement of goods, equipment, supplies and services in line with the budget	
<i>Financial management</i>	UNDP reports on the financing received using UNDG harmonized budget categories for the direct cost project, including UNDP's charges for its administrative and support costs, following the reporting timelines/deadlines established in the Fund TOR. Financing administered in accordance with the Financial Regulations and Rules of UNDP.	Secretariat monitors secretariat budget and collaborates with UNDP to ensure robust budget management of Secretariat activities	
<i>IT</i>	UNDP provides IT hard and software, and related support <sup>11</sup> to the Secretariat to ensure they can perform their functions effectively and efficiently.		The RCO provides e-mail accounts, security badges, and any IT support related to the workspace provided.

<sup>10</sup> Upload performance assessment into the PMD Tool for the Head of the Secretariat on behalf of the RC.

<sup>11</sup> With the exception of IT support related to the workspace.



## 4 Budget

The budget required to perform the tasks of the Secretariat is agreed and approved by the Management Committee. It is charged to the Fund account as direct costs on the overall fund capitalization. Direct costs include staffing, technical assistance, quality assurance, risk management, monitoring and evaluation, reporting as well as visibility and communication for the Fund. This allocation will be directly managed by the Fund's Secretariat.

*Table 2. 5-year Budget of the Vision 2030 Fund Secretariat (USD)*

Category	Annual Amount (USD)	Total Amount for 5 years (USD)
1. Staff and other personnel	<b>875,767.86<sup>12</sup></b>	<b>4,378,839.30</b>
P5 Fund Manager	260,589.00	1,302,945.00
P4 M&E specialist	228,674.00	1,143,370.00
3 X NOC Programme Officers outposted to Results Groups (91,846.04)	275,538.12	1,377,690.60
Communication and Outreach Officer (NOB)	70,708.58	353,542.90
Admin Assistant (G6)	40,258.16	201,290.80
2. Supplies, commodities, materials	<b>12,000.00</b>	<b>60,000.00</b>
3. Equipment, vehicles, and furniture (including depreciation)	<b>12,000.00</b>	<b>60,000.00</b>
4. Contractual services	<b>48,000.00</b>	<b>240,000.00</b>
5. Travel	<b>24,000.00</b>	<b>120,000.00</b>
6. Workspace (rent, renovations)	<b>40,000.00</b>	<b>200,000.00</b>
7. General operating and other direct costs (cost of operational support services based on corporate cost recovery policy and UNDP direct project costs guidelines, administrative costs support, miscellaneous expenses, telecommunication etc.)	<b>50,000.00</b>	<b>250,000.00</b>
<b>Total direct costs of the action</b>	<b>1,061,767.86</b>	<b>5,308,839.30</b>
8. Indirect costs (7%)	74,323.75	371,618.75
<b>Total eligible costs of the action</b>	<b>1,136,091.61</b>	<b>5,680,458.05<sup>13</sup></b>

Financial reports for the Secretariat Project will be publicly available in the MPTFO Gateway system. The Management Committee can request further details or information about budget lines of the project at any time within established MPTFO rules.

<sup>12</sup> 2022 Proforma costs are included, subject to change in line with adjustments to salary scale

<sup>13</sup> The total cost of the Secretariat project will not exceed 2% of the total capitalized amount of the Fund (including the eventual re-imbursement of the Early Secretariat).



## Annex A. Results Frameworks

The development services document will be organized around the following deliverables:

1. *The Uzbekistan Vision 2030 Fund Secretariat* is managed in accordance with the Terms of References and UNDP rules and regulations, in a timely, efficient and accountable manner [Responsibility of the RCO/Secretariat]
2. *Secretariat staff is recruited and onboarded in a timely manner (4 in first 6 months; 7/all in first 12 months) [Responsibility of UNDP]*

Unless indicated otherwise, the indicators in the results frameworks below are the responsibility of the UN RCO / Fund Secretariat.

The first year of the Secretariat will be a critical one for the Fund. As such, a results framework has been developed specifically for this initial period of operationalization (Table 3). For this framework, indicator targets have been broken down for the first half of the year and the second half of the year, starting from the time the project is approved. A second, simplified indicative results framework (Table 3) has been developed for subsequent years. The second table should be reviewed and updated by the Fund manager once the secretariat is fully operationalized to address any unforeseen needs.

As the Direct Cost Project will be directly managed by the Secretariat, the Secretariat is responsible for the delivery of the results outlined below. The only indicator for which UNDP has a role in delivery is the first one in the table related to secretariat staff recruitment and onboarding. UNDP's role in contributing towards this indicator is exclusively administrative.

*Table 3. Results Framework for Fund Operationalization – Year 1*

**Outcome:** Uzbekistan Vision 2030 Fund established and operationalized to serve as an efficient, effective vehicle for principled, transparent, and effective asset restitution

Outputs	Indicators	Baseline Sept-2022	First 6 months	First 12 months <sup>14</sup>	Status/ description	Means of verification
Secretariat staffed and fully operational	Secretariat staff recruited and onboarded in a timely manner (#) [UNDP responsibility]	0	Target Actual	7		PA forms of recruited staff
	Secretariat workplan developed by Fund Manager (YES/NO)	NO	Target Actual	YES		Initial Secretariat workplan
	Secretariat staff develop individual workplans within 1 month of onboarding (#)	0	Target Actual	6		Initial individual secretariat staff workplans
	Workplans (secretariat & individual) updated on quarterly basis to track progress (YES/NO)		Target Actual	YES		Quarterly updated workplans showing status of progress
		NO	Target	YES		Resource Allocation Strategy signed by RC

<sup>14</sup> Targets are cumulative, so targets for the first 12 months include those set for the first 6 months.  
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Resource Allocation Strategy developed and agreed	Draft Resource Allocation Strategy developed and reviewed by UNCT (YES/NO)	NO	Actual	YES	YES	Decision Making Matrix for Resource Allocation Strategy
Fund procedures in the operations manual agreed and awareness raised of procedures with key stakeholders	Management Committee reviews and approves Operations Manual (YES/NO)	NO	Target	YES	YES	Agendas and/or minutes of Results Group meetings
			Actual			
	Presentations to Civil Society Advisory Council on the Fund TOR and Operations Manual (#)	0	Target	0	1	Agendas and/or minutes of Civil Society Advisory Council
			Actual			
	Presentations made to Results Groups on key procedures the Fund TOR and Fund Operations Manual, notably the Resource Allocation Strategy development and project/programme approval cycle (#)	0	Target	3	6	Agendas and/or minutes of Results Group meetings
			Actual			
Risk Management Strategy agreed and operationalized	Communications activities implemented to present and explain "Fund basics" <sup>15</sup> to the general public in line with phase 2 of the communications strategy (YES/NO with qualitative justification provided)	NO	Target	YES	YES	Reporting on activities through the Communications & Outreach officer's workplan and communications deliverables (e.g. press releases or other web content)
			Actual			
	Management Committee reviews and approves Risk Management Strategy included in the Operations Manual (YES/NO)	NO	Target	YES	YES	Minutes of Management Committee meeting at which Operations Manual approved
			Actual			
	Fund-level Risk Dashboard updated by the Secretariat on a bi-annual basis in consultation with technical experts and presented to the Management Committee for review (YES/NO)	NO	Target	YES	YES	Agendas and/or minutes of Management Committee Updated iterations of the Risk Dashboard
			Actual			
M&E strategy agreed and operationalized	Funded projects report on project-level risks bi-annually in line with standards outlined in the operations manual (YES/NO)	NO	Target	NO	YES	Project-level narrative reports, which should include updates on risk management
			Actual			
	Management Committee reviews and approves Monitoring & Evaluation Strategy included in the Operations Manual (YES/NO)	NO	Target	YES	YES	Minutes of Management Committee meeting at which Operations Manual approved
			Actual			
	Reporting on Fund-level results included in annual Country Results Report (YES/NO)	NO	Target	NO	YES	
			Actual			
Communications strategy agreed and operationalized	Narrative reports of funded projects consolidated every six months and submitted to Management Committee (YES/NO)	NO	Target	NO	YES	
			Actual			
	Management Committee reviews and approves Communications & Visibility Strategy included in the Operations Manual (YES/NO)	NO	Target	YES	YES	Minutes of Management Committee meeting at which Operations Manual approved
			Actual			
			Target	YES	YES	
			Actual			

<sup>15</sup> E.g. why has the Fund been established, how will the funds be used, who decides how the funds will be used, who benefits, Uzbekistan Vision 2030 Fund Secretariat – Direct Cost Project

Administrative support provided to the governance structure	Visibility standards established for the Fund, projects and programmes (YES/NO)	NO	Target Actual	YES	YES	Visibility standards document	
	Presentations on Fund's visibility standards to communications counterparts of PUNOs	NO	Target Actual	1	2	Meeting agendas and/or minutes	
	Publicly available documents made available on UN Uzbekistan webpage and/or the MPTFO-managed GATEWAY website in a timely manner	NA	Target Actual	YES	YES		
	Funded projects adhere with standards established by the communications strategy (YES/NO with qualitative justification)	NA	Target Actual	YES	YES	Qualitative justification provided	
	Communications products produced in line with the corresponding phase of the communications strategy (YES/NO with qualitative justification)	NO	Target Actual	YES	YES	Communications products	
	Management Committee and High-Level Strategic Committee satisfied with the administrative support provided by the Secretariat (YES/NO)	NA	Target Actual	YES	YES	Perception survey administered to members every 6 months	
	Civil Society Advisory Council convened on regular basis (frequency TBD in TOR) (YES/NO)	NO	Target Actual Actual	YES	YES	Agendas and/or meeting minutes	

Table 4. Results Framework for Fund Implementation – Year 2 and beyond

**Outcome:** Uzbekistan Vision 2030 Fund serves as an efficient, effective vehicle for principled, transparent, and effective asset restitution

Outputs	Indicators	Baseline Jan-2022	Target <sup>17</sup> Actual	YR2 YES/NA	YR3 YES/NA	YR4 YES/NA	YR5 YES/NA	Status/ description	Means of verification
Secretariat staffed and fully operational	Staff recruited and onboarded for Secretariat vacancies in a timely manner <sup>16</sup> (YES/NO/NA) [UNDP responsibility]	YES	Target Actual	YES/NA	YES/NA	YES/NA	YES/NA		PA forms of recruited staff
	Annual secretariat workplan developed by Fund Manager (YES/NO)	YES	Target Actual	YES	YES	YES	YES		Secretariat workplans
	All secretariat staff develop annual individual workplans (YES/NO)	YES	Target Actual	YES	YES	YES	YES		Annual individual secretariat staff workplans
	Secretariat workplans updated on quarterly basis to track progress (YES/NO)	YES	Target Actual	YES	YES	YES	YES		Quarterly updated workplans showing status of progress (Secretariat and individual)
	Draft Resource Allocation Strategy developed and UNCT (YES/NO)	NO	Target Actual	NO	YES	NO	YES		Resource Allocation Strategy signed by RC

<sup>16</sup> Within 9 months of a post becoming vacant.

<sup>17</sup> Target for recruitment depends on whether a post has become vacant. If no post has become vacant, it is considered not applicable.

Resource Allocation Strategy developed and agreed	Resource Allocation Strategy discussed and approved by Management Committee (YES/NO)	NO	Target Actual	NO	YES	NO	YES	Decision Making Matrix for Resource Allocation Strategy
Fund procedures in the operations manual kept up to date and awareness raised of procedures with key stakeholders	Secretariat reviews Operations Manual annually and if needed, proposes revisions for approval by the Management Committee	NA	Target Actual	YES	YES	YES	YES	Agendas and/or minutes of Results Group meetings
	Management Committee reviews and approves revised Operations Manual, as needed	NA	Target Actual	TBD	TBD	TBD	TBD	Minutes of Management Committee meetings
	Annual refresher presentation to Civil Society Advisory Council on the Fund procedures, based on TOR and Operations Manual (#)	1	Target Actual	1	1	1	1	Agendas and/or minutes of Civil Society Advisory Council
	Annual refresher presentations (or more as needed) made to Results Groups on key procedures the Fund TOR and Fund Operations Manual (#)	0	Target Actual	3	3	3	3	Agendas and/or minutes of Results Group meetings
			Actual					
Risk Management Strategy implemented	Fund-level Risk Dashboard updated by the Secretariat on a bi-annual basis in consultation with technical experts and presented to the Management Committee for review (YES/NO)	YES	Target Actual	YES	YES	YES	YES	Agendas and/or minutes of Management Committee Updated iterations of the Risk Dashboard
	Funded projects report on project-level risks bi-annually in line with standards outlined in the operations manual (YES/NO)	YES	Target Actual	YES	YES	YES	YES	Project-level narrative reports, which should include updates on risk management
M&E strategy implemented	Reporting on Fund-level results included in annual Country Results Report (YES/NO)	YES	Target Actual	YES	YES	YES	YES	
	Narrative reports of funded projects consolidated every six months and submitted to Management Committee (YES/NO)	YES	Target Actual	YES	YES	YES	YES	
Communications strategy implemented	Publicly available documents made available on UN Uzbekistan webpage and/or the MPTFO-managed GATEWAY website in a timely manner	YES	Target Actual	YES	YES	YES	YES	
	Funded projects adhere with standards established by the communications	NA	Target Actual	YES	YES	YES	YES	Qualitative justification provided

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## Annex B. Overview of Secretariat Positions

### Head of Fund Secretariat (P5)

Under the strategic guidance of the RC, the Head of Fund Secretariat will provide the following functions:

#### **Leadership & Strategic Advice (20%)**

- Provides strategic advice to the Management Committee, the Civil Society Advisory Council, and other governance structures on all aspects of the Fund, including on strategy, policy, communications, outreach, monitoring and compliance.
- Acts as liaison between the Fund's governance structure and the UN Resident Coordinator/UN Country Team.
- Manages delegated authorities for the Fund.
- Supports the Fund's governance structures to develop and implement the vision of the Fund
- Other duties as requested by the UNRC and the Fund's governance structure.

#### **Management of the Fund Secretariat (50%)**

- Manages the Fund Secretariat to provide strategic, operational, and administrative support to the governance structure of the Vision 2030 Fund, as defined above
- Leads the implementation of the resource allocation strategy by soliciting and consolidating input from Results Group Chairs and Window C implementing partners, other internal UN mechanisms, and guiding the review and decision-making process by the Management Committee, incorporating feedback/revisions throughout the process.
- Communicates decisions of the Management Committee to relevant partners, (including eligibility, maximum allocation available, timeline for programming and any strategic requirements).
- Oversees an efficient project approval cycle, with timely submission of properly appraised project/programme proposals with supporting documentation.
- Prepares and updates (quarterly) an annual workplan and budget for the MPTF Secretariat

#### **Support Civil Society Advisory Committee and civil society engagement (5%)**

- Represent the Fund in relevant civil society fora and platforms
- Maintain close relationships with Uzbek civil society
- Ensure the Secretariat provides logistical support to the Civil Society Advisory Committee

#### **Oversight of Fund Secretariat documentation, risk management and technical guidance (10%)**

- Oversees implementation of the risk management strategy, M&E strategy and communications strategy as well as any revisions to these strategies
- Guide review and revisions to the Operations Manual
- Ensures the Secretariat pro-actively provides technical guidance to the Participating UN Organizations (PUNOs) and UN specialized agencies (non-signatories of the UNSDCF) on the programming processes and requirements as laid out in the Operations Manual

#### **Building partnerships (5%)**

- Identifies and develops strategic and innovative partnerships with other entities, initiatives and/or organizations, especially key member states, other multilateral partners, the private sector (including investors and civil society).
- Contribute to develop partnerships within the UNDS and beyond that can be leveraged to support the implementation of projects funded by the Fund.

**Advocacy, Communication and Resource Mobilization (5%)**

- Represents the fund in various fora as necessary and communicates its work to the public and other stakeholders.

**Human resources (5%):**

- Prepares job descriptions and vacancy announcements, and identifies, hires and supervises staff and consultants
- Oversees development of staff workplans and quarterly reporting on progress within the Secretariat

**M&E Specialist (P4)**

The M&E specialist is responsible for coordinating regular monitoring and evaluation (M&E) of the Funds allocations and results and leading implementation of the Risk Management Strategy. The work on both results and risk involves coordination of monitoring and reporting by Implementing Organizations, which is why the functions have been combined. The specialist will provide the following functions:

**Implementing M&E Strategy (60%)**

- Develops and maintains a results-based management system for the fund, including a performance dashboard for reporting to the Management Committee
- Consolidates project-level narrative reports from implementing organizations – ensuring adherence with established standards for reporting both on key performance indicators as well as risks (see more below) – and shares consolidated reports with Management Committee
- Liaises with the Monitoring, Evaluation and Data Group (MEDG) and Implementing Organizations to avoid duplication of effort and to ensure efficiencies for M&E processes by making use of existing tools such as UNINFO
- Facilitates external (independent) evaluations on the overall performance of the Fund at mid-term and operational closure of the Fund (e.g. prepares draft TOR, gathers documentation for the evaluation, assists with organizing consultations)
- Reviews M&E Strategy annually and proposes revisions, as needed, to ensure continued relevance and application of lessons learned
- Other duties pertaining to M&E as requested by the UNRC and Head of Fund.

**Implementing Risk Management Strategy (20%)**

- Updates the Fund-level Risk Dashboard – engaging with technical experts as needed and drawing from project-level reporting on risks – and shares Risk Dashboard with the Management Committee for review every 6 months or more frequently if needed
- Reviews project-level reporting on risk management to ensure compliance with agreed Fund-level standards and identify risks that may need escalated for attention through the Fund-level Risk Dashboard
- Reviews M&E and Risk Management strategies annually and proposes revisions, as needed, to ensure continued relevance and application of lessons learned
- Other duties pertaining to risk management as requested by the UNRC and Head of Fund.

**Compliance and capacity building (20%)**

- Supports the quality assurance assessments of projects/programmes, following the procedures as outlined in the Operations Manual
- Develops technical guidance as needed for implementation of the M&E and Risk Management Strategies



- Pro-actively engages with M&E and risk management counterparts of implementing organizations to raise awareness of and ensure adherence with established standards (e.g. by delivering presentations / holding information sessions, engaging one-on-one)

### **Communications & Outreach Officer (NOB)**

The Coordination and Outreach Officer is responsible for leading implementation of the Communications & Visibility Strategy for the Fund. The officer will provide the following functions:

- Supports the Management Committee and High-Level Strategic Committee meetings, including drafting the agenda and invitation, recording decisions, drafting minutes, and following up on actions after meetings, such as communicating decisions to relevant stakeholders.
- Pro-actively engages with communications counterparts of implementing organizations to raise awareness of and ensure adherence with established standards (e.g. by delivering presentations / holding information sessions, engaging one-on-one)
- Develops (or oversees development)<sup>18</sup> technical guidance as needed for implementation of the Communications & Visibility Strategy
- Provides support in drafting / consolidating / editing documents, including dedicated communications products as well as technical notes, speeches/talking points, social media posts, etc.
- Establishes and manages a shared drive or online tool available to all members of the Management Committee with documents related to all meetings.
- Establishes and manages a shared drive for the Secretariat for staff to ensure robust recordkeeping
- Enables transparent dissemination of relevant documents, such as circulating decisions or documents to relevant groups of stakeholders or posting documents to the UN Uzbekistan webpage and/or the MPTFO-managed GATEWAY website in a timely manner
- Reviews Communications & Visibility Strategy annually and proposes revisions, as needed, to ensure continued relevance and application of lessons learned

### **Finance and Administrative Assistant (G6)**

The Finance and Administrative assistant will provide the following functions:

- Provides administrative and logistical support including organization of events (meetings, roundtables, workshops, trainings) and travel arrangements
- Assists in procurement-related operations pertaining to the Uzbekistan Vision 2030 Fund Secretariat Direct Cost Project in accordance with the rules and procedures of the participating UN Organization designated to administer the Direct Cost Project for the Secretariat, specifically UNDP.
- Supports implementation of Finance Services i.e., Payments and Financial Transactions, month-end and year-end closures and financial reporting, maintenance of financial records.
- For operations pertaining to the implementation of the Direct Cost Project, ensures full compliance of administrative and financial processes and financial records with rules, regulations, policies and strategies of the participating UN Organization designated to administer the Uzbekistan Vision 2030 Fund Secretariat Direct Cost Project, specifically UNDP.
- For operations related to the broader functioning of the Fund, ensures full compliance of administrative and financial processes and financial records with rules, regulations, policies and strategies of the Fund.
- Maintains, updates and transmits inventory records of non-expendable equipment procured under the Uzbekistan Vision 2030 Fund Secretariat Direct Cost Project in accordance with the rules of the participating UN Organization designated to administer the above project, specifically UNDP.

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<sup>18</sup> E.g. visibility standards may be outsourced to a graphic designer.

- Pro-actively engages with implementing organizations to facilitate awareness and adherence with the Fund's financial and administrative standards for reporting, as defined in MOUs and the Operations Manual

### Programme Officers (NOCx3)

The Programme Officers will support the Results Groups. They will report to the Head of the Secretariat with a dotted reporting line to the chair of their respective Results Group. They will have a desk at the Secretariat, while engaging actively with the Results Groups. They will perform the following functions on behalf of the Secretariat:

- Provide guidance on Fund-related rules and procedures to the chairs and members of their respective Results Group as they arise and facilitating presentations / info sessions by other members of the Secretariat for in-depth guidance on a specific topic as needed (e.g. on M&E, risk management, communications & visibility)
- Identify topics that may require further technical guidance based on engagement with Results Group members, and communicate these to relevant Secretariat colleagues so they can share, update or elaborate guidance
- Support the Results Groups in the development of Joint Work Plans, which will provide the foundations for the Resource Allocation Strategy
- Support the Results Groups to prepare inputs to the draft Resource Allocation Strategy
- Support Results Group members to develop project/programme proposals in line with the approved Resource Allocation Strategy and the standards laid out in the Fund's TOR and Operations Manual
- Support the quality assurance assessments of projects/programmes, following the procedures as outlined in the Operations Manual
- Pro-actively engages with Implementing Organizations within Results Group to ensure they adhere with established standards for M&E, risk management, communications and visibility, finance and admin – working closely with Secretariat counterparts leading on these themes.
- Support the Results Groups with regular and ad-hoc reporting.
- Provide substantive support to the Results Group chairs as required for the benefit of the Fund.