**UNDP Uzbekistan 2021-2025**

**Partnership and Communication Strategy and Action Plan (PCAP)**

**PART I. Partnerships and Resource Mobilization**

1. ***Outlook***

Analyzing the funding allocations for the previous CPD cycle (2016-2019), the Government of Uzbekistan emerges as the top contributor with US $15.3M (or 27%) for capacity building in the health sector and procurement of medicines. Financing from vertical funds ($13.7M or 24%) and the EU- $11.5M (21%) follow, for the climate change mitigation and adaption, protection of natural resources; as well as enhancing public service delivery in rural areas of Uzbekistan. The remaining 28% are divided among various smaller bilateral engagements among which are Japan, US, UK, Russia, Finland, Switzerland, as well as the Multi-Partner Trust Fund.

The CO aims not only to expand the ongoing partnerships, but also to continue diversifying engagement with bilateral actors, as well as international financial institutions (World Bank, Islamic Development Bank) among others. The initial steps are already seen in 2020 financing, with doubled non-core financing. As of 15 June 2020, based on the signed contribution agreements and scheduled installments, $28M are expected, versus the $14M yearly average during 2016-2019. This includes $4.9M or 18% WB contribution for emergency COVID procurement; and similar share of 18% for Japan and the vertical funds. An increased engagement of private sector (Coca Cola Foundation, crowdfunding) was also noted and will be further nurtured.

As outlined by the 2020 Independent Country Programme Evaluation, the current relative strengths of the CO are (a) the trust in enjoys, especially by the government, as a development partner; (b) the strengths, qualifications and connections of an empowered local staff; (c) local presence with its regional offices in Nukus (Aral Sea region) and Namangan (in Fergana Valley) provides UNDP with a capacity that is unique among development partners.

Looking ahead, given the country’s opening to international cooperation, the development landscape in the country is getting crowded by a variety of players, thus tightening the competition over available resources.  Nurturing partnerships will remain key priority for the CO and a prerequisite for delivering on the integrator role of UNDP. UNDP’s role in Uzbekistan, a middle-income country in Central Asia is to inform a narrative about how to make a positive change and to build an ecosystem of partners to make that change happen. Strong partnerships are at the core of such offer and UNDP will tailor its approach to the country middle-income status and changing donor landscape. Almost full reliance on donor funding will necessitate UNDP to sharpen its programme delivery efficiency by prioritizing smaller number of large and integrated programmes and optimizing its staffing structure.

1. ***Strategic Objectives*** (350 words max)
2. **Partnerships:**

UNDP will step up its integrator role and upgrade its value proposition by capitalizing on its strengths. Agile yet principled approach to addressing the development needs of those left behind, especially in rural areas, coupled with forward looking innovative solutions at policy level will distinguish UNDP as a needed partner. The key elements of UNDP’s approach will include integration and innovation to search for and test integrated solutions, using them to accelerate transformational change. UNDP steered platforms will bring multiple stakeholders together, including non-traditional actors, such as businesses and foundations, facilitating their connection to regional and global networks. It is the coherence and scalability of systems response and broader development approach which leverage on different resources, that would offer a new opportunity to accelerate the sustainable development of Uzbekistan.

Government financing will be prioritized as an increasingly important part of UNDP business model, looking beyond the ongoing cooperation in the health sector and promoting anti-corruption. UNDP will continue exploring partnership with the development banks, such as World Bank for poverty reduction and digitalization, Islamic Development Bank for green sukuk and women empowerment, as well as Asian Development Bank, European Investment Bank towards enhancing blended and innovative public and private financing for SDGs. UNDP will seek to further expand engagement with vertical funds, double its partnership with the EU and Russia Trust Fund, as well as engage in joint resource mobilization with UN Agencies through UN pooled funds. Further bilateral engagement with Germany, UK and Switzerland will be pursued for the governance sector, Japan for social cohesion and PVE, and Korea for employment/skills development promotion.

In the context of COVID-19 pandemic, UNDP will invest in good governance, social protection, green economy and digital solutions as drivers of progress across the SDGs to help build better COVID-19 responses with longer-term sustainable outcomes. Through all initiatives, UNDP will aim to build back better for a greener, resilient and inclusive recovery.

1. **Funding:**

* To increase the country programme’s RM target by 30% (from 89.1M during 2016-2020 to 115M USD during 2021-2025);
* To build strategic alliances to advocate for advancing climate agenda, addressing inequalities in an inclusive manner and promoting benefits of the reforms for all
* To increase RM from vertical funds by 30%
* To significantly expand partnership with the EU by 90%
* To expand engagement with Russia, UK/DFID, Germany, Switzerland, Korea, Japan
* To continue exploring opportunities to engage IFIs, specifically WB and IsDB

1. ***Actions***

**Table A. Action Plan:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Target partner** | **Expected funding (USD)**  *(+X% or $Y from $Z in YYYY)* | **Targeted area(s) of cooperation**  *Linked to new Strategic Plan)* | **Concrete actions and timing for engagement**  *(Consider partners’ budget cycle and most influencing persons for identifying good entry points for partnership and influencing funding decisions by partners. Specify the joint policy dialogues, high level meeting/letters, proposal submissions, etc. Indicate needed CO capacity investments)* | **Responsible CO Unit/Person**  (And supporting unit/persons if any) |
| **Government of Uzbekistan** | 21% increase (from 22M to 27M) | Outcome 2: Accelerate Structural Transformations for Sustainable Development | * Enhance strategic engagement with the Ministry of Health to further advance procurement of health products and supply chain management capacity development, aiming to maintain similar levels of annual engagement * Further nurture strategic and substantive engagement with the Ministry of Justice to advance anti-corruption reform * Enhance partnership with the Ministry of Finance around Financing for Sustainable Development, to provide coherence and innovative financing for SD, including by engaging the Capital Market Development Agency to advance green sukuk | **Governance Cluster Leader/RR/ DRR** |
| **Vertical Funds** | 30% increase (from 18.7M to 24.6M) | Outcome 2: Accelerate Structural Transformations for Sustainable Development  Outcome 3: Strengthen resilience to shocks and crisis | * Continue close cooperation with regional and HQ technical advisors for timely development of the four proposals in the area of natural resources management, climate change adaptation and mitigation. * Expand work on integrated solutions in Aral Sea region | **Environment and Climate Action Cluster Leader/IRH/**  **RR/DRR** |
| **EU** | 90% increase (from 12,9M to 24.6M) | Outcome 2: Accelerate Structural Transformations for Sustainable Development  Outcome 3: Strengthen resilience to shocks and crisis | * Ensure smooth implementation of the ongoing six EU-funded projects, noting the importance of strong visibility despite covering a sensitive area and representing sub-regional interventions (Afghan Women, Strive Asia, Uranium Legacy, Climate Resilience) * Nurture the strategic and substantive partnership with the EU at all levels. Expand strategic engagement in the area of public service delivery and local governance; resilient and inclusive development/green economy, climate change action, rural water * Engage regularly in the EU call for proposals for HR and Democracy and sub-regional opportunities | **Programme team**  **IRH technical support**  **RR/DRR** |
| **Russia Trust Fund** | 9.5M (from2.4) | Outcome 1: Advance poverty eradication in all its forms and dimensions  Outcome 3: Strengthen resilience to shocks and crisis | * Nurture the engagement with the Russia-UNDP Trust Fund in the areas of youth employment and area based development. | **Inclusive Growth Team Leader**  **RR/DRR** |
| **MPTF/Pooled funding** | 45% increase (7.1M from 4.8) | Outcome 2: Accelerate Structural Transformations for Sustainable Development | * Continue exploring opportunities to partner with UN Agencies to address complex challenges. Use UNDP integrator role to tap on increasing pooled funding opportunities * including the Aral Sea region, as well as explore alternative financing tools | **Programme team**  **RR/DRR** |
| **UK/DFID** | 30% | Outcome 2: Accelerate Structural Transformations for Sustainable Development | * Nurture the strategic partnership at senior and technical levels * Explore new opportunities in the Governance sector applying for DFID call for proposals for CA * Continuous engagement with the annual call for proposals managed by the UK Embassy in Tashkent with special focus on Governance area (elections, parliamentary development, inclusive institutions, HR) | **RR**  **Governance Team leader/**  **DRR** |
| **Germany** | 4.5M | Outcome 2: Accelerate Structural Transformations for Sustainable Development | * Continue exploring opportunities for substantive engagement of Germany BMZ in the Governance sector, and specifically for the support of the Parliamentary and Electoral Support. | **Governance Team Leader/**  **RR/DRR** |
| **IFIs** | 2.4M | Outcome 2: Accelerate Structural Transformations for Sustainable Development | * Maintain strategic engagement with key IFIs (WB, ADB, EBRD, EIB, IsDB etc), including on topical initiatives such as the poverty reduction strategy, digitalization, green sukuk and other innovative financing mechanisms * Explore opportunities to engage in IFIs financing agreement (WB for digitalization and IsDB for Green Sukuk) | **Programme team**  **RR/DRR** |
| **Other bilateral** | 8.2M | Outcome 2: Accelerate Structural Transformations for Sustainable Development | * Continue exploring opportunities to engage with bilateral donors, such as Japan (PVE), US (Rule of Law), Switzerland (anti-corruption and broader governance), Korea (skills development, area-based cooperation), Finland (aid for trade), Sweden (governance) among others through strategic and substantive engagement of partners and development of strong pipeline of projects. | **Programme team**  **RR/DRR** |
| **Private Sector** |  | Outcome 2 | Catalyze their engagement for sustainable development | **Programme**  **RR/DRR** |
| **Institutes, Civil Society/bloggers** |  | Outcome 2 | Influence and inform the development thinking and policy making | **Programme RR/DRR** |

**Table B. Pipeline:** CO pipeline extracted from Atlas.

**Part II. Communications and Advocacy**

1. **Communications Objectives** (300 words max)

* Maximize visibility of UNDP's work in Uzbekistan by communicating inclusively and effectively the mission, successes and results of UNDP Uzbekistan to a wide and varied audience.
* Further the Agenda 2030 and the vision of UNDP Uzbekistan Country Programme Document by presenting relevant, gender-sensitive and engaging content. Promote messages using captivating human stories that represent the transformational changes pursued by UNDP’s interventions in Uzbekistan.
* Give visibility to donors and promote stories which portray equitable and fairly all beneficiaries: women, men, girls and boys.
* Encourage and support engagement with strategically targeted influential media.
* Communicate via corporate networks how UNDP Uzbekistan embodies the new UNDP.
* Contribute to reaching global audiences through cooperating with international media

1. **Target Audiences** (200 words max)

* **Government –** our major national partner, includes key ministries, the Parliament, local government institutions.
* **Development partners -** embassies, rep. offices, IFIs, bi-lateral development agencies and other development organizations.
* **Civil Society –** international NGOs, national, local and grassroots NGOs; and civil activists, including unorganized civil society such as initiatives, platforms.
* **Private Sector** – donors, partners and implementers of some UNDP projects.
* **The youth (aged 15-24)** – reaching out to young people, interacting via social media is essential; hence the commitment to strengthening communication with younger audiences as ‘future development advocates.
* **General public** –includes various groups differing by factors like age, class, income, gender, ethnic origin, ability, etc.

1. **Key Messages:**

* UNDP Uzbekistan is supporting the achievement of SDGs in Uzbekistan by 2030, particularly targeting and identifying the needs of the country’s most vulnerable communities and mainstreaming SDGs into government policies and national strategies.
* UNDP supports the Government of Uzbekistan in setting up effective and accountable governance institutions for enhanced service delivery at national and local levels, improving social cohesion, ensuring access to justice for all and strengthening capacity of civil society in responding to / addressing society’s needs.
* UNDP Uzbekistan supports sustainable management of the natural environment, as well as efforts towards climate change adaptation, and improved life of people in rural areas. We will continue to strengthen capacities in disaster risk reduction as well as adoption of low carbon lifestyles and achieving carbon neutral goals.
* UNDP Uzbekistan supports the Government of Uzbekistan in expanding access to development finances and economic opportunities, linking programmes with the country’s economic and financial policies to achieve equitable growth and sustainable development.
* UNDP will support Uzbekistan to set up a multisectoral whole-of-society approach to face the challenges beyond the health sector, to limit the spread of COVID-19 and to mitigate the potentially devastating impact it may have on vulnerable populations and economies. UNDP’s support will also help ensure that the responses is not just comprehensive, but equitable and inclusive so that no one is left out and so that Uzbekistan can continue to make progress in achieving the Sustainable Development Goals.

1. **Communication Activities & Tools** (Complete Table C. below)

**Table C.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Target audience** (ranked by importance; highlight if contacts already made) | **Communication Activities & Tools**  (how best to reach your respective target audiences with the key messages? ) | **Timing** (when is the activity due or how often?) | **Expected Result/Indicator of achievement** (for each tool chosen) | **Resource requirements** (person/days required, budget implications (also consider outsourcing costs) | **Responsible CO unit/persons** (andsupporting) |
| **Government** | -public speeches at the Government-led national/regional flagship events  -media interviews  -corporate website | Regularly | UNDP is a long-term, trusted partner of the Government with a visible difference and lasting impact on in the country.    UNDP’s ability to successfully deliver projects and encourage future partnerships  Key partners and donor community understand and acknowledge UNDP’s global and local expertise in development issues.  New partnerships are established that utilize communications approaches/tools and amplify results of UNDP's work.  Enhanced UNDP profile with clear messaging in the conventional media and on social media platforms.  Targeted visibility materials (brochure, fact sheets, project briefs, standard presentations) produced regularly.  The corporate website is a dynamic source of information for various publics. | No budget implications | Communications analyst with support of programme focal points and press secretaries of the government departments |
| **Donors** | **-**Joint events and communications products  -Targeted information materials (one-pagers, flagship knowledge products, etc.)  -Human stories showcasing results of funded-projects  Press releases to announce new partnerships  -  -Targeted communications through social media channels | Budget implications for design and production of the targeted information materials; advocacy/comms products. | Communications analyst with support of programme focal points and donors’ comms focal points |
| **Civil society** | **-** UNDP events  - Targeted information materials  - Human stories on digital platforms  - Joint campaigns  - Regular presence in the media with human stories, op-eds, targeted communications through the social media channels | Budget implications for design and production of the targeted information materials; advocacy/comms initiatives. | Communications analyst with support of programme focal points |
| **Private sector** | -Media events  - Targeted information materials (one-pagers, flagship knowledge products, etc.)  - Tailored press releases, success stories. | Budget implications for renting the premises and other subsequent expenses for events organization including printing. | Communications analyst with support of programme focal points |
| **Youth** | **-**Joint events with the youth organizations (eg; dialogue with youths, start-up initiatives, tec)  -Partnerships with influencers to spread UNDP’s messages  **-**Regular presence on conventional and social media resources with specific topics of discussion  **-**Success stories & other comms products to raise awareness | Budget implications for design and production of the targeted information materials; advocacy/comms products. | Communications analyst with support of programme focal points |
| **General public** | **-**Regular presence on conventional and social media resources;  -Corporate website;  -Information/advocacy campaigns;  -Human stories |  | Budget implications for hiring professional to source high quality photo and video materials**.** | Communications analyst |

**Part III. Risks and Evaluating Success**

|  |  |
| --- | --- |
| **Risks** | **Mitigation measures** |
| RM risk:  With the changing donor landscape, including a significant ODA decline to the region, the biggest risk for UNDP to deliver development results at speed and scale in this new context resides in its ability to leverage resources for the new approach. | UNDP will manage this risk by seeking to diversify its strategic partnerships, targeting new development financing from IFIs, business and non-government sector, and applying innovative programming instruments. If funding does not materialize in full, programme targets and interventions will be revised by UNDP and the government to meet resource requirements and manage related risks. |
| Comms risk:  Blocking the internet access to websites, social media platforms and messaging services. | Diversifying the channels of communication targeting the key audiences |

*Performance indicators:*

* Target RM
* Existence of a diversified portfolio of resources
* Number and level of advocacy strategic engagement conducted jointly with key development partners positioning UNDP as a though leader and convener
* Number of high-level events organized with the Government
* Presence in the media (number and quality of the media stories, number of established partnerships with media for particular campaigns, advocacy initiatives)
* Number of high-level advocacy events around key thematic areas covered by key national media;
* Number of human-interest stories indicating tangible impacts of UNDP interventions
* Social media outreach (organic growth in followers, outreach and engagement indicators)
* Number of communications activities implemented with the direct reach to the target audiences;
* Number of targeted events
* Number of advocacy campaigns and outreach materials;
* Number of programme-related publications (research studies, manuals, knowledge products, short videos, success stories etc.) produced and disseminated, that include reference to donor support (in line with donors’ visibility policy);
* Number of media events (press breakfast/brunch, press conferences, thematic interviews with UNDP senior management/programme staff and other media opportunities);