



Completion Report

Project Number: 46388-001
Technical Assistance Number: 8248
September 2017

Uzbekistan: Strengthening Governance and Improving Local Government Capacity for Results- Based Service Delivery

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TA Number, Country, and Name:			Amount Approved: \$680,000	
TA 8248-UZB: Strengthening Governance and Improving Local Government Capacity for Results-Based Service Delivery			Revised Amount: \$340,000	
Executing Agency: Ministry of Economy		Source of Funding: Technical Assistance Special Fund (TASF-IV)	Amount Undisbursed: \$327,334	Amount Utilized: \$12,666
TA Approval Date: 10 December 2012	TA Signing Date: 8 January 2013	Fielding of First Consultant: 14 August 2015	TA Completion Date Original: 31 December 2015 Actual: 31 December 2015 Account Closing Date Original: 31 December 2015 Actual: 31 December 2015	

Description

The Welfare Improvement Strategy for 2012–2015 outlines the Government of Uzbekistan's vision for national development and its program for achieving more inclusive economic growth. The Rural Development Program (RDP) and the Rural Housing Scheme (RHS) are critical pillars of the strategy, which focuses on reducing urban–rural disparity by improving rural living standards and increasing rural income and job opportunities. The technical assistance (TA) was timely and relevant as it aimed to support output 2 of the Housing for Integrated Rural Development Investment Program (HIRDIP), a multitranche financing facility (MFF) funded by ADB from 2011–2015, by providing training to local government staff to prepare and implement integrated rural development plans and investment promotion strategies.¹

The executing agency of the TA was the Ministry of Economy (MOE). The MOE, the Academy of Public Administration under the President of Uzbekistan (the Academy), the Institute for Forecasting and Macroeconomic Management (IFMR), and Uzinfocom, the government agency responsible for managing the government's internet portal and ensuring the security of e-government applications, were the implementing agencies.

Expected Impact, Outcome, and Outputs

The expected impact was improved service delivery by local governments. The expected outcome was improved results-based planning capacity for local governments in Uzbekistan. The expected outputs were (i) development of a local government results-based planning, monitoring, and reporting framework; (ii) development of a local government capacity building program; and (iii) development of a shared government information portal to improve access to information and ensure more efficient allocation and use of government resources.

Delivery of Inputs and Conduct of Activities

The TA implementation faced a fundamental lack of ownership by both the MOE as well as the Academy. In addition, the TA was not sufficiently anchored in the MFF program. ADB tried hard to get the TA on track and held several meetings with the MOE and the implementing agencies to prepare a work plan to initiate TA implementation. It was finally agreed that the TA will only fund a subset of the activities planned originally. After four ADB review missions between December 2013 and September 2014, ADB decided to cancel 50% of the TA funds in September 2014 and remove the establishment of the government's information portal from the TA, as the portal had been launched on 1 July 2013 using government funds. The remaining funds in the TA were allocated to support the Academy and fund 17 individual consultants (1 international for 4 person-months, 6 national for a total of 24 person-months, and 10 international resource persons), as well as \$50,000 for the purchase of computers, servers,

¹ ADB. 2011. *Report and Recommendation of the President to the Board of Directors: Proposed Loan to the Republic of Uzbekistan for the Housing for Rural Development Investment Program*. Manila.

software, projectors, tablets, e-book readers, as well as books.

In October 2015, a new rector of the Academy was appointed. He did not support the proposed installation of information and communication technology equipment in the Academy, as he did not see the training of local government staff to improve results-based planning, monitoring, and reporting as part of the Academy's mission. As a result, the government and ADB agreed to close the TA on 31 December 2015 as originally planned.

Ultimately, only one consultant (an international resource person) was hired to provide training to staff and students of the Academy from 17 to 26 August 2015. The consultant's services and report were satisfactory. No equipment was purchased.

Evaluation of Outputs and Achievement of Outcome

The TA did not achieve its outcome or any of its planned outputs. The only report generated under the TA was the final report of the resource person. Her assignment covered an overview of best practice principles and procedures to manage institutions of higher learning. The Academy was satisfied with the quality of the report and the presentations made by the resource person during the training workshops.

Overall Assessment and Rating

The TA is rated unsuccessful. Only 1.9% of the original TA amount was utilized. The government had no ownership to implement the TA.

Major Lessons

The TA is an example where ADB did not carry out proper due diligence in the TA design to ensure that the government owns the TA. The TA also did not articulate the training outcomes and integrate the topic in the MFF contract framework, which may have leveraged high-level discussion and support by the government. The TA should have never been processed. Furthermore, the decision to change scope or cancel the TA should have been taken promptly once absence of ownership had been established.

Recommendations and Follow-Up Actions

Client ownership is an essential prerequisite for project success. This absence of ownership is a clear example that TA should only be provided if the design is approved at a high level of the government.