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GREEN CAMPUS INITIATIVE

O'ZBEKISTON RESPUBLIKASI EKOLOGIYA VA IQLIM O'ZGARISHI MILLIY QO'MITASI

O'ZBEKISTON RESPUBLIKASI OLIY TA'LIM, FAN VA INNOVATSIYALAR VAZIRLIGI

O'ZBEKISTON RESPUBLIKASI VAZIRLAR MAHKAMASI HUZURIDAGI BIZNES VA TADBIRKORLIK OLIY MAKTABI



GRADUATE SCHOOL OF BUSINESS AND ENTREPRENEURSHIP
UNDER THE CABINET OF MINISTERS OF THE REPUBLIC OF UZBEKISTAN

"GREEN CAMPUS"

STRATEGY 2026 — 2030

GREENCAMUZ · ERASMUS+ CBHE · 101234907

TASHKENT · 2026

DEVELOPED BY
Project Office for Promotion and Implementation of Green Economy

"TASDIQLAYMAN"
O'zbekiston Respublikasi
Oliy ta'lim, fan va innovatsiyalar vazirligi

2026-yil "24"- Sentyabr

"KELISHILDI"
O'zbekiston Respublikasi
Ekologiya va iqlim o'zgarishi milliy qo'mitasi

2026-yil "24"- Sentyabr

"ISHLAB CHIQILDI"
O'zbekiston Respublikasi Vazirlar Mahkamasi huzuridagi
Biznes va tadbirkorlik oliy maktabi

2026-yil "24"- Sentyabr

BIZNES VA TADBIRKORLIK OLIY MAKTABI

"YASHIL KAMPUS" STRATEGIYASI

2026–2030 YILLAR UCHUN

Toshkent shahri, 2026-yil

GRADUATE SCHOOL OF BUSINESS AND ENTREPRENEURSHIP

"GREEN CAMPUS" STRATEGY

FOR 2026–2030

I GENERAL PROVISIONS

This "Green Campus" Strategy (hereinafter – the Strategy) of the Graduate School of Business and Entrepreneurship under the Cabinet of Ministers of the Republic of Uzbekistan (hereinafter – the Graduate School) has been developed in order to gradually introduce the principles of environmental sustainability into the activities of the Graduate School, to ensure the efficient use of energy and other resources, to integrate "green economy" and ESG principles into education and professional development programmes, and to enhance the culture of sustainable development in the fields of entrepreneurship and public administration.

The Graduate School was established in 2001 and trains leading personnel for government bodies, state-owned enterprises and business entities through master's programmes and retraining and professional development courses for executives. Therefore, the Strategy relies not on large infrastructure projects requiring significant capital investment, but on low-cost, quick-win measures consistent with the real financial and technical capacities of the Graduate School, and on its core strength – education, professional development and consulting activities on the green economy, sustainable business and governance.

This Strategy for 2026–2030 is an institutional document that defines the sustainable development policy, strategic goals, governance mechanisms and performance indicators of the Graduate School. The main idea of the Strategy is to turn the Graduate School into a model learning space on green transformation for students and representatives of the public and business sectors, to use practical projects such as campus air quality monitoring as a "living laboratory" *(Living Lab)*, and to expand partnerships with the business community in the field of sustainability.

II REGULATORY AND INSTITUTIONAL FRAMEWORK OF THE STRATEGY

1 National regulatory and legal framework

The regulatory and legal framework of the Strategy consists of Resolution of the President of the Republic of Uzbekistan No. PQ-110 of 25 March 2026, the National "Green Economy" Strategy, the "Uzbekistan – 2030" Strategy, the nationwide "Yashil Makon" (Green Space)

project and the Concept for Environmental Protection and Enhancement of Environmental Culture. The Strategy is aimed at implementing the tasks set out in these documents at the level of the Graduate School, in line with its educational profile and capacities.

2 International methodological framework and commitments under the GreenCamUz project

The methodological basis of the Strategy takes into account the Grant Agreement of project No. 101234907 GreenCamUz – "Green Campus Initiative: Introducing Sustainability into Higher Education in Uzbekistan", implemented under the Erasmus+ Capacity Building in Higher Education (CBHE) strand, the principles of the European Union's "Green Deal" *(European Green Deal)*, and the experience of the project partners – Opole University of Technology (Poland), Vilnius Gediminas Technical University (Lithuania) and Karabuk University (Türkiye).

The Graduate School is the lead partner of work package WP2 – "Development of Green Campus Strategies" – within the project consortium. In accordance with the Grant Agreement, the Graduate School has undertaken the following commitments, which are defined as the first-priority tasks of the Strategy:

- introducing the course "Green Economy and Sustainable Development" *(Green Economy and Sustainable Development)* into master's programmes;
- introducing the short-term training course "Green Transition and Growth" *(Green transition and growth)* (3 credits) for employees of state-owned enterprises and government bodies, covering at least 25 participants every year;
- implementing the "Air Quality Monitoring" pilot project under WP5 and documenting its results;
- organising the project's third training event (Camp 3) at the Graduate School with the participation of European partners and upgrading the qualifications of academic and administrative staff;
- holding seminars under the "Green Campus Ambassadors" programme with at least 20 participants;
- signing at least 2 cooperation agreements with business and civil society organisations.

Under the Grant Agreement, the costs of implementing pilot projects (other than training costs) are covered by the partner higher education institutions. For this reason, the infrastructure measures in the Strategy are set at a scale that can be implemented within the current budget of the Graduate School.

The Strategy is aligned with the UI GreenMetric methodology and the UN Sustainable Development Goals, and its system of indicators will serve to build the database needed for future participation in international rankings.

3 Alignment with the UN Sustainable Development Goals (SDGs)

Through its educational programmes, professional development courses, research and practical activities and campus management, the Graduate School contributes to the achievement of the following SDGs:

- SDG 4: Quality education
- SDG 6: Clean water and sanitation
- SDG 7: Affordable and clean energy
- SDG 8: Decent work and economic growth
- SDG 12: Responsible consumption and production
- SDG 13: Climate action
- SDG 17: Partnerships for the goals.

III MAIN GOALS OF THE STRATEGY

The goals of the Strategy are defined on the basis of the Graduate School's educational profile, campus size and resource capacities and cover the following areas:

- ✓ **Introducing a "Green Governance" system.** Designating a Green Campus Committee and a responsible coordinator within existing structures, approving an environmental policy and establishing a system for regular accounting of resource consumption.
- ✓ **Efficient use of resources.** Switching to energy-saving LED lighting systems, installing water-saving fittings, and organising the separate collection of waste and its delivery for recycling.
- ✓ **Expanding paperless management.** Reducing paper consumption by transferring internal document flow and educational process documents to electronic form.
- ✓ **Implementing the air quality monitoring pilot project.** Introducing an air quality monitoring system and using the data obtained in management decisions and in the educational process.
- ✓ **Enriching education and professional development programmes with the green economy.** Introducing sustainable development, ESG and green transformation content into master's programmes and into courses for employees of government bodies and state-owned enterprises.

- ✔ **Developing green entrepreneurship and partnership.** Establishing cooperation in the field of sustainability with the business community, government and civil society organisations, and promoting sustainable business practices.
- ✔ **Enhancing environmental culture.** Actively involving students and staff in green initiatives through the "Green Campus Ambassadors" programme and environmental events.

IV MAIN PRINCIPLES OF THE STRATEGY

Sustainability as an institutional value. The Graduate School accepts environmental sustainability as an integral part of its activities and a component of the quality of education.

Priority of integration into education. The Graduate School's greatest impact lies in training future leaders and entrepreneurs on the basis of green economy principles. Therefore, introducing sustainability content into curricula has equal priority with infrastructural changes.

"Campus as a living laboratory". Data on campus air quality, energy and resource consumption serve as a source of practical cases and project work for students and for analysing management decisions.

Realism and priority of low-cost solutions. Goals are set on the basis of the Graduate School's real capacities; organisational and technical measures that do not require large investments are implemented first.

Measurability and gradualism. Each goal is supported by a baseline value, an annual target and an implementation deadline; indicators may be reasonably revised based on monitoring results.

Collective participation. The administration, academic staff, students, facility services and external partners are widely involved in the implementation of the Strategy.

Transparency. Every year the Graduate School prepares a short Sustainable Development Report on the implementation of the Strategy and publishes it on its official website.

PRIORITY AREAS OF THE STRATEGY

The goals of the Strategy are implemented within seven interrelated priority areas. The mechanisms, deadlines and responsible units for their implementation are set out in Annex 1 (Roadmap), and the quantitative indicators by year in Annex 2 (Target indicators).

1 Green governance and institutional management

To coordinate the implementation of the Strategy, a Green Campus Committee chaired by a vice-rector will be established and a Green Campus Coordinator will be designated from among existing staff. The Committee will approve the environmental policy, collect data on resource consumption, prepare the annual report and monitor the achievement of target indicators. The establishment of a separate structural unit will be considered based on the results of the mid-term evaluation of the Strategy.

2 Resource-efficient campus: energy, water and waste

According to utility bills, in 2025 the Graduate School consumed 439.4 thousand kWh of electricity and 4,049.7 m^3 of water, and 94.5 m^3 of waste was removed. In 2026, in order to save energy, 410 energy-efficient light fittings (50 outdoor LED panels, 300 LED panels and 60 LED lamps) are planned to be installed. Within this area, the lighting system will be gradually converted entirely to energy-efficient technology, the rules for the rational use of equipment and air conditioners will be reviewed and updated, water-saving equipment will be installed in sanitary facilities, and a system for the separate collection of waste and the delivery of waste paper and plastics for recycling will be established.

3 Paperless and digital management

The management of internal document flow (orders, official letters, applications) through the electronic document management system and electronic digital signature will be expanded. Documents related to the educational process – syllabi, assignments and assessment results – will be managed through the e-learning platform. As a result, paper consumption is expected to be reduced by 85% by 2030.

4 Air quality monitoring (WP5 pilot project)

Within the GreenCamUz project, the Graduate School will implement the "Air Quality Monitoring" pilot project. Sensors measuring PM2.5 and CO_2 levels will be installed on the premises of the Graduate School, and the data will be displayed on a simple digital dashboard *(Green Dashboard)*. The monitoring results will be used to regulate the ventilation of rooms, to create a healthy environment for students and staff, and as data-driven management cases in master's courses. The pilot experience will be included in the project's "Good Practices" collection.

5 Green education and professional development

The principles of sustainable development will be consistently integrated into the educational programmes of the Graduate School. In accordance with the Grant Agreement, two new courses will be introduced – "Green Economy and Sustainable Development" (master's level) and "Green Transition and Growth" for employees of government bodies and state-owned enterprises. Subsequently, modules on ESG governance, green finance and sustainable project management will be gradually introduced into other master's and professional development programmes. Academic and administrative staff will upgrade their qualifications at training events held within the project.

6 Green entrepreneurship and partnership

Given the Graduate School's specialisation in business and entrepreneurship, special attention will be paid to promoting sustainable business practices and green entrepreneurship. Cooperation agreements will be signed with business and civil society organisations, and seminars and case sessions on ESG will be organised. The Graduate School will actively participate in the project's annual Green Campus conferences and in the virtual knowledge-sharing platform.

7 Green Campus Ambassadors and environmental culture

"Green Campus Ambassadors" will be selected and trained from among students and staff. The ambassadors will take part in coordinating environmental initiatives on campus, promoting resource-saving rules and organising events. Every year, tree-planting campaigns and other environmental events will be held within the "Green Week" project.

VI IMPLEMENTATION STAGES OF THE STRATEGY

The Strategy is implemented in four stages:

1 STAGE 1 · 2026

Establishing the institutional framework

A Green Campus Committee will be established and a coordinator designated, and the environmental policy will be approved. A baseline audit will be conducted on the basis of utility data, and initial values for the target indicators will be recorded. Installation of energy-efficient light fittings will begin, the first 2 cooperation agreements with business and civil society organisations will be signed, and the new courses will be included in the curricula.

2 STAGE 2 · 2027–2028

Pilot projects and practical implementation

The air quality monitoring pilot project will be launched and its results documented. The "Green Campus Ambassadors" programme will be implemented, teaching of the new courses will be established, and separate waste collection and paperless management will be expanded. The first annual Sustainable Development Report will be published. This stage coincides with the implementation period of the GreenCamUz project.

3 STAGE 3 · 2029

Mid-term evaluation and scaling up

A mid-term analysis will be carried out for all indicators and, where necessary, adjustments will be made to target values. Successful practices will be extended to all buildings and units of the Graduate School. The advisability of participating in the UI GreenMetric ranking will be considered.

4 STAGE 4 · 2030

Institutionalisation and transition to a new strategic cycle

A final evaluation of the indicators against their baseline values will be carried out, best practices will be documented, and development of the next strategy for 2031–2035 will begin. Green Campus management will be consolidated as a permanent function of the Graduate School, independent of grant funds.

VII EXPECTED RESULTS AND PERFORMANCE INDICATORS

As a result of the implementation of the Strategy, a simple and effective environmental management system will be established at the Graduate School, resource consumption will decrease, green economy content will become firmly embedded in education and professional development programmes, and cooperation with the business community in the field of sustainability will expand. The following key indicators to be achieved by 2030 have been set to assess the implementation of the Strategy:

Key target indicators to be achieved by 2030

No.	Indicator	Unit of measurement	Baseline value	Target for 2030
1.	Annual electricity consumption	kWh	439,368 (2025)	10% reduction relative to the 2026 baseline value
2.	Share of energy-efficient light fittings	%	Per audit (410 units to be installed in 2026)	At least 80%

No.	Indicator	Unit of measurement	Baseline value	Target for 2030
3.	Annual water consumption	m^3	4,049.7 (2025)	10% reduction relative to the 2026 baseline value
4.	Annual volume of waste	m^3	94.5 (2025)	5% reduction relative to the 2026 baseline value
5.	Rate of separate (sorted) waste collection	%	Per audit	At least 30%
6.	Share of internal document flow in electronic form	%	Per audit	At least 85%
7.	Points with air quality sensors installed	units	0	2
8.	Courses on sustainable development and green economy	units	0	At least 3
9.	Number of active "Green Campus Ambassadors"	persons	0	At least 30
10.	Cooperation agreements with business and civil society organisations	units	0	At least 5

These 10 indicators are the key indicators of the green transformation of the Graduate School. Their calculation methodology, monitoring frequency and step-by-step values for 2027–2030, as well as additional indicators, are set out in Annex 2 to the Strategy – Target Indicators. Baseline values are given on the basis of 2025 utility bills and will be specified according to the results of the audit at the end of 2026.

VIII FINAL PROVISIONS

This Strategy serves as a guide for the environmental transformation of the Graduate School and is implemented on the basis of the requirements of national environmental legislation, commitments under the GreenCamUz project and international "green campus" experience.

Coordination and monitoring of the implementation of the Strategy are entrusted to the Green Campus Committee, the coordinator and the responsible structural units of the Graduate School. The annual report on the implementation of the Strategy is submitted to the Council of the Graduate School for review.

Where necessary, amendments and additions may be made to the Strategy and its annexes (Annexes 1 and 2) by decision of the Council of the Graduate School in accordance with the financial and resource capacities of the Graduate School, monitoring results and changes in legislation.

IMPLEMENTATION OF THE "GREEN CAMPUS" STRATEGY OF THE GRADUATE SCHOOL OF BUSINESS AND ENTREPRENEURSHIP FOR 2026–2030

ROADMAP

FOR 2026–2030

Annex 1

No.	Activity	Implementation mechanism	Deadline	Responsible
1	**Designating the Green Campus Committee (GCC) and coordinator**	Establish a GCC consisting of representatives of the administration, departments, students and the facilities service. Appoint a Green Campus Coordinator from among existing staff without creating a separate staff position. 1. Approve the composition and Regulations of the GCC by order of the Rector; hold Committee meetings every quarter. 2. Appoint the Green Campus Coordinator as an additional duty within the existing staffing and define his/her tasks. 3. Approve the environmental policy (statement) of the Graduate School and publish it on the official website.	Q4 2026	Rector / Vice-Rector
2	**Conducting a baseline audit**	Determine baseline values for the 19 indicators in Annex 2 on the basis of utility bills and inventory. 1. Systematise data on electricity (2025 – 439.4 thousand kWh), water (4,049.7 m^3) and waste (94.5 m^3) for 2025–2026; officially record baseline values as of the end of 2026. 2. Carry out an inventory of light fittings, sanitary facilities and water meters (currently 2). 3. Conduct an initial survey on environmental awareness among students and staff (for comparison with a repeat survey at the end of the project).	Q4 2026	GCC Coordinator, Facilities Department, Accounting
3	**Implementing energy-saving measures**	Gradually introduce energy-saving measures that do not require large investments. 1. Install 410 energy-efficient light fittings (50 outdoor LED panels, 300 LED panels, 60 LED lamps); raise the share of energy-efficient light fittings to 80% by 2030. 2. Review and update the procedure for using air-conditioning and heating systems and the rules for switching off lighting and equipment after working hours. 3. Monitor electricity consumption monthly and review the results at GCC meetings.	2027–2030	Facilities Department / GCC

No.	Activity	Implementation mechanism	Deadline	Responsible
4	**Introducing water saving and a waste management system**	Implement water-saving and separate waste collection measures based on the audit results. 1. Gradually install water-saving taps and equipment in sanitary facilities (60% by 2030); identify and eliminate leaks. 2. Install separate collection containers for paper, plastic and other waste; conclude an agreement on delivering waste paper and plastic to recycling organisations. 3. Restrict the use of single-use plastic tableware at Graduate School events.	2027–2030	Facilities Department / GCC
5	**Expanding paperless management**	Reduce paper consumption by 85% by 2030 by transferring internal document flow and educational process documents to electronic form. 1. Expand the management of internal documents (orders, official letters, applications) through the electronic document management system and EDS. 2. Manage syllabi, assignments and assessment results through the e-learning platform. 3. Set double-sided printing as the default setting on printing devices and keep records of paper purchases.	2027–2030	Information Technology Department / Registry Office / GCC
6	**WP5 pilot project: introducing air quality monitoring**	Install an air quality monitoring system as the Graduate School's pilot project under the GreenCamUz project and document its results. 1. Install 2 air quality sensors (PM2.5, CO_2); establish baseline air quality indicators. 2. Display the data via a simple digital dashboard (Green Dashboard) on the website or on a screen on campus. 3. Submit the pilot methodology, costs and results to report D5.1 and to the D5.2 "Good Practices" collection; use the monitoring data as a case in master's courses.	M12–M24 (2026–2027)	GCC Coordinator / IT Department
7	**Introducing green education and professional development programmes**	Include the courses specified in the Grant Agreement in the educational process and upgrade staff qualifications. 1. Introduce the course "Green Economy and Sustainable Development" into master's programmes from the 2026/2027 academic year. 2. Introduce the short-term course "Green Transition and Growth" for employees of state-owned enterprises and government bodies; cover at least 25 participants per year and conduct a survey at the end of the course. 3. Organise the project's 3rd training event (Camp 3, M14) at the Graduate School; ensure that at least 12 academic and administrative staff upgrade their qualifications.	2026–2030	Academic and Methodological Department / Departments / GCC
8	**Implementing the "Green Campus Ambassadors" programme**	Select, train and activate Green Campus Ambassadors from among students and staff. 1. Hold Green Campus Ambassador seminars with at least 20 participants (D4.2, M18–M20); increase the number of active ambassadors to 30 by 2030. 2. Organise tree-planting campaigns every year within the "Green Week" project. 3. Ensure that ambassadors and staff register on and actively participate in the project's virtual knowledge-sharing platform (D6.1).	2027 (M18– M20) and annually	GCC / Officer responsible for youth affairs

No.	Activity	Implementation mechanism	Deadline	Responsible
9	**Developing green partnership with business and the public**	Expand cooperation in the field of sustainability based on the Graduate School's specialisation in business and entrepreneurship. 1. Sign at least 2 cooperation agreements with business and civil society organisations (D6.2, 2026); increase the number of agreements to 5 by 2030. 2. Organise seminars or case sessions on green entrepreneurship and ESG. 3. Participate in the project's annual Green Campus conferences and present the experience of the Graduate School.	2026–2030	International Cooperation Department / GCC
10	**Preparing the annual Sustainable Development Report**	Prepare and publish every year a short report covering the previous calendar year. 1. Collect annual data; assess the status of each indicator. 2. Publish the report on the Graduate School website and submit it to the GreenCamUz consortium (WP2). 3. Calculate simplified Scope 1 and 2 emissions on the basis of electricity and gas consumption (from 2027).	Q1 of each year (first report – 2027)	GCC / Press Service
11	**Mid-term and final evaluation**	Analyse the implementation of the Strategy, revise indicators where necessary and prepare for the next strategic cycle. 1. Carry out a mid-term analysis of all indicators and develop plans for their adjustment; consider the advisability of participating in the UI GreenMetric ranking. 2. Prepare case studies on the 2–3 best-performing practices (air quality monitoring, energy saving, green education) and publish them on the website. 3. Carry out the final evaluation in 2030 and begin developing the draft strategy for 2031–2035.	Q1 2029; Q4 2030	GCC

FOR THE IMPLEMENTATION OF THE "GREEN CAMPUS" STRATEGY OF THE GRADUATE SCHOOL OF BUSINESS AND ENTREPRENEURSHIP

TARGET INDICATORS

FOR 2026–2030

Annex 2

No.	Assessment indicators	Calculation / measurement method	Unit of measurement	Monitoring frequency	Baseline value	2027	2028	2029	2030
ENERGY									
1	**Annual electricity consumption**	Total annual consumption according to utility invoices. Columns 2027– 2030 – reduction relative to the 2026 baseline value in the 2027–2030 columns	kWh	Monthly / annual	2025 actual: 439,368; 2026 plan: 702,750*	–2%	–4%	–7%	–10%
2	**Share of energy-efficient light fittings**	(number of energy-efficient light fittings / total number of light fittings) × 100	%	Annual	Per audit	50%	60%	70%	80%
WATER RESOURCES									
3	**Annual water consumption**	Total annual consumption according to utility invoices. Columns 2027– 2030 – reduction relative to the 2026 baseline value in the 2027–2030 columns	m^3	Monthly / annual	2025 actual: 4,049.7; 2026 plan: 4,009.3	–2%	–4%	–7%	–10%
4	**Share of sanitary facilities with water-saving equipment installed**	(Facilities with sensor/water-saving taps installed / total facilities) × 100	%	Annual	Per audit	20%	35%	50%	60%
WASTE MANAGEMENT									

No.	Assessment indicators	Calculation / measurement method	Unit of measurement	Monitoring frequency	Baseline value	2027	2028	2029	2030
5	**Annual volume of waste**	Volume of waste removed according to invoices of the specialised company. Columns 2027–2030 – reduction relative to the 2026 baseline value in the 2027–2030 columns	m^3	Monthly / annual	2025 actual: 94.5	0%	−2%	−4%	−5%
6	**Rate of separate (sorted) waste collection**	(Waste collected separately and delivered for recycling / total waste) × 100	%	Annual	Per audit	10%	20%	25%	30%
PAPERLESS MANAGEMENT									
7	**Share of internal document flow in electronic form**	(Internal documents processed through the electronic system / total internal documents) × 100	%	Annual	Per audit	60%	70%	80%	85%
8	**Reduction in paper consumption**	Paper purchased annually (reams) – change relative to the 2026 baseline value	%	Annual	Per audit	−5%	−10%	−20%	−30%
AIR QUALITY MONITORING (WP5 PILOT PROJECT)									
9	**Number of points with air quality sensors installed**	Number of locations where sensors measuring PM2.5 and CO_2 are installed	units	Annual	0	1	1	0	0
EDUCATION AND PROFESSIONAL DEVELOPMENT									
10	**Number of courses on sustainable development and green economy**	Subjects/courses introduced into master's and professional development programmes (Grant Agreement D3.1: 2 courses)	units	Annual	0	1	2	2	1
11	**Number of participants in green courses**	Participants who completed these courses during the year (Grant Agreement D3.2: 25 per year)	persons/ year	Annual	0	25	35	45	55

No.	Assessment indicators	Calculation / measurement method	Unit of measurement	Monitoring frequency	Baseline value	2027	2028	2029	2030
12	**Academic and administrative staff who upgraded their qualifications**	Academic and administrative staff who attended training events on sustainability (cumulative)	persons	Annual	0	12	15	20	25
13	**Number of active "Green Campus Ambassadors"**	Active student and staff ambassadors who have completed special training (Grant Agreement D4.2: at least 20)	persons	Annual	0	20	25	30	30
14	**Number of environmental and educational events**	Number of "Green Week", ESG seminars and other public events	number/ year	Annual	—	2	2	3	3
PARTNERSHIP, CLIMATE AND GOVERNANCE									
15	**Cooperation agreements with business and civil society organisations**	Number of valid agreements signed in the field of sustainability (cumulative; Grant Agreement D6.2: 2)	units	Annual	2026: 2	2	3	4	5
16	**Simplified Scope 1 and 2 emissions (Tashkent city)**	(Gas combustion + purchased electricity) × emission factors. Initially an "estimated" calculation	tCO_2e/year	Annual	2026 estimated calculation	estimated calculation	−3%	−6%	−10%
17	**Publication of the Sustainable Development Report**	The report is published on the website within 3 months after the end of the calendar year	Yes/No	Annual	—	Yes	Yes	Yes	Yes

** Baseline values are given on the basis of the Graduate School's 2025 utility bills and the 2026 budget plan. Since the electricity and waste volumes in the 2026 plan are significantly higher than the 2025 actuals, percentage targets are calculated relative to the actual value at the end of 2026 and will be specified according to the results of the audit under item 2 of the Roadmap.*

This matrix of target indicators has been developed on the basis of the UI GreenMetric methodology and the requirements of the GreenCamUz project Grant Agreement (101234907) for the quantitative assessment of the 7 priority areas in Section V and the implementation stages in Section VI of the Strategy. The indicators are directly linked to the 10 key strategic indicators presented in Section VII of the Strategy.

The target values have been set at a moderate level based on the resource capacities of the Graduate School and may be raised or revised based on the results of the mid-term evaluation in 2029.