

**United Nations Development Programme
Regional Bureau for Europe and CIS
(Kyrgyzstan, Tajikistan, and Uzbekistan)**

Project Document

MYFF Outcome(s): Goal: Achieving the MDGs and reducing human poverty
SL1.3: Local poverty initiatives, including microfinance
Core Result: Replicable local poverty initiative(s) linked to policy change, undertaken

Expected RPD Outcome(s): EUR_OUTCOME3: Growth, private sector development and employment creation in border regions and other marginalized areas

Expected Output(s): Rural women economically empowered in identified *raions* (districts) in the Kyrgyz Republic, Tajikistan, and Uzbekistan.

Executing Entity: **UNDP Regional Bureau for Europe and CIS**

Implementing Agencies: **UNDP Country Offices in the Kyrgyz Republic, Tajikistan and Uzbekistan**

Narrative

Despite the improving trends in policy the environment suffers from the following weaknesses: (i) limited enforcement of gender policies and legislation, (ii) only partial reflection of gender equality principles within agriculture and rural development sector polices and strategies, (iii) insufficient organizational mechanisms for the observance of norms of gender equality, and (iv) a weak statistics base that does not allow for a breakdown of data by sex. The project aims to develop capacity and strengthen knowledge of governments, civil society, and development partners about effective ways to incorporate gender equality and women's entrepreneurship considerations into the design and implementation of policy/development operation.

Programme Period: 2008-2010 RPAP Programme Component: _____ Project Title: Rural Women Empowerment in Central Asia (RWECA) Atlas Award ID: TBD Start date: March/April 2008 End Date: December 2010 PAC Meeting Date: _____	Estimated annualized budget: 200,000 USD Total resources required: 600,000 USD Total allocated resources: 600,000 USD • Regular: _____ • Other: o Donor (ADB): 600,000 USD o Donor: _____ o Donor: _____ o Government: _____ Unfunded budget: _____ Parallel Funding: 520,000 USD
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Agreed by (Government of the Kyrgyz Republic) _____

Agreed by (Government of Tajikistan) _____

Agreed by (Government of Uzbekistan) _____

Agreed by (UNDP): _____

ABBREVIATIONS

ADB	–	Asian Development Bank
CDS		Country development strategy
CGA	–	country gender assessment
CPS	–	country partnership strategy
DMC	–	developing member country
MOU	–	memorandum of understanding
NGO	–	nongovernment organization
SME	–	small and medium-scale enterprises
TA	–	technical assistance
UNDP	–	United Nations Development Programme

I. SITUATION ANALYSIS

UNDP strategic documents including RPD, UN Development Assistance Frameworks at country level, UNDP supported Country Development Strategies, related studies such as CAHDR, CCAs recognize that there are acute gender disparities in the impacts arising from economic restructuring, agriculture sector reforms, and the dismantling of social services. To complement the strategies and activities outlined in the RPAP and CPAPs the proposed project will identify and address obstacles to women's economic empowerment and entrepreneurship. The project activities will be implemented in three Central Asian countries: the Kyrgyz Republic, Tajikistan, and Uzbekistan.

Rural Women in Central Asia are a significant entrepreneurial force, contributing to local, national and regional economies and to poverty reduction, but they face different constraints and opportunities from those experienced by men. Social and cultural norms and practices can limit women's access to markets, resources, training, and other services. The policy environment, whether formal or customary, can constrain their access to assets and collateral. Even when formal gender equality exists in law, problems of implementation can result from institutional and operational weaknesses. Complex bureaucratic procedures can also create barriers to the formalization and growth of the small enterprises that they frequently own.

Empirical research (ADB CGAs for the Central Asian republics) confirm that these conditions apply to transition economies, and especially to rural areas, where the majority of the population is concentrated. The CGAs highlight the fact that, despite the high level of women's labor force participation and educational achievements in Soviet times, current conditions at policy, organizational, and community levels prevent women from benefiting fully from the opportunities that transition processes present.

Governments acknowledge the adverse impact of economic restructuring and privatization on women's entrepreneurship and reflect this in broad policy and legal instruments. In the Kyrgyz Republic, a strategy for the development of small and medium-scale enterprises (SMEs) is being developed, though not one that specifically addresses women's needs. In Tajikistan, the Gender Equality Law (2005) intends to guarantee women's equal access to land, financial assets, and credit. In Uzbekistan, several presidential decrees have been approved, such as the decree to enhance the economic status of women (2004); and the decree to stimulate cooperation between large and small industries (2006), which grants home workers the same rights as formal employees. Despite the above, the policy environment suffers from the following weaknesses: (i) limited enforcement of gender policies and legislation, (ii) only partial reflection of gender equality principles within agriculture and rural development sector policies and strategies, (iii) insufficient organizational mechanisms for the observance of norms of gender equality, and (iv) a weak statistics base that does not allow for a breakdown of data by sex.

With privatization and the growth of private markets, unemployment is increasing. This has led to large migration outflows among men and an increasing role for women in primary crop production. However, earnings from agriculture are low and insecure, making it necessary for women to search for additional sources of income through entrepreneurial activities. Women face obstacles in accessing new technology and equipment; services such as credit, extension, and training; information and knowledge required to start SMEs, and the skills for financial planning. Imposition of user fees for services, such as water, may also reduce women's access to infrastructure and services essential for entrepreneurial activities. The studies summarize these conditions by stating that women are experiencing diminishing opportunities, deteriorating capabilities, disempowerment, and reduced security.

UNDP's and ADB's country support strategies reflect the need and commitment to provide policy and program support in agriculture, rural development, and private sector development. However, gender concerns are reflected in the strategies to varying degrees.

For example, the priority assigned by ADB CPSs to agriculture and natural resource management and to rural development is reflected in the countries' lending portfolios. In recent loans, social and gender analyses corroborate the findings of ADB's CGAs concerning (i) the discriminatory nature of some customary laws; (ii) rural women's limited livelihood opportunities and access to off-farm income-generating activities; and (iii) women's limited representation in agriculture and extension services, inputs, processing, and market support. The same loans try to address these problems as follows: (i) the Agriculture Area Development Project (Kyrgyz Republic) supports women's access to producers' organizations and financial services; (ii) the Land Improvement Project (Uzbekistan) establishes quotas for women's representation in model farms and water users' associations; and (iii) the Rural Development Project (Tajikistan) supports women's access to rural business advisory services, extension services, and training.¹

Despite these elements, the loans in question (i) do not address the policy and organizational barriers to women's livelihood and entrepreneurship, (ii) tend to focus on on-farm activities at the expense of off-farm activities, (iii) do not extend support to strengthening the nascent organizations working on women's economic empowerment and rights, and (iv) do not plan for knowledge creation and sharing of different gender dynamics in rural development. These considerations form the basic rationale for the approach and contents of the proposed project.

¹ Technical assistance has been used to trigger niches of women's entrepreneurship in selected *raions* (districts). For example, the Japan Fund for Poverty Reduction-supported project on *Improving Livelihood of Women through Development of Handicrafts Industry* was explicitly designed to increase income and job opportunities for women.

II. STRATEGY

The overall objective of this regional project will be to enhance rural women's economic empowerment in identified *raions* (districts) in the Kyrgyz Republic, Tajikistan, and Uzbekistan. In addition, the project will raise awareness among all stakeholders about effective ways to incorporate gender equality and women's entrepreneurship considerations into the design and implementation of development operations and policy making. The key outputs will include the following: (i) comparative analysis of major constraints to, and opportunities for, rural women's entrepreneurship in agriculture-related activities in the selected countries; (ii) policy, organizational capacity development, and strengthening of national women's associations (i.e., women's self-help groups, cooperatives, and nongovernment organizations [NGOs]) and networks. In addition, the list of deliverables include a portfolio of proposals for activities to be funded by ADB and other development partners; and a publication summarizing the findings of the comparative analysis and the achievements of the interventions.

Output 1: Comparative analysis of constraints and opportunities for rural women's entrepreneurship. The project activities will collect relevant background information on the factors that enable rural women to, or constrain them from, becoming effective entrepreneurs in selected subsectors known for women's involvement (i.e., dairy products, dried fruits and vegetables). Information will be collected from existing literature, through consultation with government, civil society, and NGO stakeholders; and from field research to be carried out in selected *raions*. This will involve gathering baseline and other information for each country on (i) women's self-help groups, cooperatives, and NGOs, and women's participation in SMEs in the project area; (ii) changes in the gender division of labor and access to assets and benefits in agriculture-related activities resulting from the transition to a market economy; (iii) constraints from the reemergence of patriarchal values and their influence on the status of women in the family and society; (iv) formal policy, legal and regulatory frameworks related to women's rural entrepreneurship; and (v) documentation of innovative and diverse approaches to overcoming the gender-related barriers to women's entrepreneurship. Identified gaps and information needs will inform the design of the other activities, described below. Country reports will be discussed with relevant stakeholders upon completion of the activity.

Dissemination of the project's findings and identification of follow-up initiatives. The project will assess the impact and lessons learned from Activities 1 and 2. Findings and sector-specific lessons learned from the supported initiatives targeting rural women will be translated into the relevant languages, and widely disseminated in the countries. The final report will be discussed at a regional conference, which will aim to present findings; seek feedback from government focal agencies, civil society organizations, and other development partners; and plan follow-up initiatives.

Output 2: Direct interventions in policy and organizational capacity development.

Policy and organizational capacity development. The project activities will support the improvement of policies and strategies for the promotion of women's entrepreneurship in agriculture, and the development of organizational capacities of agencies involved in UNDP and ADB operations. More specifically, in Uzbekistan, the project could engender the activities of the Chamber of Commerce, in collaboration with the Women's Business Association, and the National Association of NGOs (NANNOUZ). In Tajikistan, the project would develop the gender capacity of the Ministry of Agriculture, integrating gender perspectives within its agricultural development strategy and organizational structure, and the Small Enterprise Association; and expand the coverage of the networks of Women's Committees at the district level. Similarly, in the Kyrgyz Republic, the project could improve the gender capacity of economic and line ministries, such as the newly-established Ministry of Economic Development and Trade.

Strengthening national women's associations and networks. In the three countries, the project will support initiatives aimed at (i) strengthening women's self-help groups and cooperatives already formed through social mobilization, to enhance the productivity of their enterprises and their ability to access markets, specifically through intensive capacity development activities and technical and financial support in agribusiness processing; and (ii) supporting the capacity development of selected national women's associations involved in rural women's economic empowerment and rights in selected project areas.

Collection of proposals for funding. A portfolio of proposals for projects in rural areas and in sectors of interest will be compiled for possible funding by ADB and other development partners. The proposals will address barriers to female entrepreneurship in production and marketing, policies, access to equipment, and services. Proposals will be written in Russian and English. Selection criteria and mechanisms will be developed, which will include sustainability and relevance to ADB's portfolio in each country.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

EUR_OUTCOME3: Growth, private sector development and employment creation in border regions and other marginalized areas

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Applicable MYFF Service Line: Goal: Achieving the MDGs and reducing human poverty

SL1.3: Local poverty initiatives, including microfinance

Core Result: Replicable local poverty initiative(s) linked to policy change, undertaken

Partnership Strategy

Project title and ID (ATLAS Award ID): TBD

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Comparative analysis of constraints and opportunities for rural women's entrepreneurship</p> <p><i>Indicator:</i></p> <ul style="list-style-type: none"> High-quality country reports (3) prepared by end 2008 High-quality publications prepared by December 2009, and translated and disseminated by March 2010 High-level representation of decision makers (15) and stakeholders (45) at regional conference 	<p>2008 – Complete country analysis</p> <p>2009 – Complete and translate draft report</p> <p>2010 – Regional conference</p>	<p>1.1 Carry out country-specific analyses of sector policies and conditions in selected subsectors. Document good practices in selected subsectors in each country.</p> <p>1.2 Hold regional conference.</p>	<p>UNDP Country Offices in Kyrgyzstan, Tajikistan, and Uzbekistan. Lead office is Kyrgyzstan CO.</p>	<p>6 person-months for an international consultant, 200,000 USD</p>
<p>Direct interventions in policy and organizational capacity development</p> <p>Indicators:</p>	<p>2008 – Support to policy and organizational events for women associations</p> <p>2009 – a set of proposals for</p>	<p>2.1 Support policy and organizational development activities.</p> <p>2.2. Implement initiatives aimed at strengthening national women's associations and networks.</p> <p>2.3. Compile a portfolio of proposals for relevant projects for possible funding by</p>	<p>UNDP Country Offices in Kyrgyzstan, Tajikistan, and Uzbekistan. Lead office is Kyrgyzstan CO.</p>	<p>84 person-months for five national consultants (project management, rural women's entrepreneurship and livelihood experts), and 12 person-months each for national women's</p>

<ul style="list-style-type: none"> • Relevant policies and/or legislation (at least 6) developed and/or amended by September 2009 • High-quality organizational capacity development projects (at least 3 per year) developed and implemented • List of proposals (at least 9) compiled by October 2009 • At least 50% of proposals attract funding by December 2010 	<p><i>ADB funding</i></p>	<p>ADB and other development partners.</p>	<p>associations in the Kyrgyz Republic, Tajikistan, and Uzbekistan <i>400,000 USD</i></p>
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IV. ANNUAL WORK PLAN BUDGET SHEET

Year: 2008

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
Comparative analysis of constraints and opportunities for rural women's entrepreneurship <i>Target 2008 - Complete country analysis</i>	1. Carry out country-specific analyses of sector policies and conditions in selected subsectors.		X	X	X	UNDP CO		80,000 USD
Direct interventions in policy and organizational capacity development	1. Support policy and organizational development activities.		X	X	X	UNDP CO		50,000 USD
Target 2008 – Support to policy development	2. Implement initiatives aimed at strengthening national women's associations and networks.		X	X	X	UNDP CO		70,000 USD
TOTAL								200,000 USD

V. MANAGEMENT ARRANGEMENTS

This regional project will be executed directly by UNDP as a part of the RBEC 2006-10 Regional Program Document and will be implemented locally by respective country offices. The lead and coordination role will be borne by the Kyrgyz Country Office. ADB is the major donor of the project and Administrative arrangements² between ADB and UNDP will be finalized in accordance with the standards, approaches, and procedures detailed in the MOU signed with ADB on 23 July 2007.

Project Board: The Project Board will be responsible for making executive management decisions for the project when guidance is required by the Project Manager, including approval of project revisions. Project assurance reviews by this group will be conducted on regular basis. The roles of the project board will be distributed as follows: Central Asia Cluster Head will be the Executive to chair the group; DRRs from participating countries and one ADB representative will be the Senior Suppliers to provide guidance regarding the technical feasibility of the project; One civil society representative from each participating country will have the 'Senior User' role to ensure the realization of project benefits from the perspective of project beneficiaries. Project Board will also be responsible for the assurance to ensure appropriate project management milestones are managed and completed.

Project Implementation Team: The structure of the team and their responsibilities are described in the following annexes. The project manager and the teams will be hired by UNDP Country Offices in collaboration with ADB country office representatives. The Team will be composed of: 6 person-months for an international consultant (gender and women's economic empowerment); 84 person-months for five national consultants (project management, rural women's entrepreneurship and livelihood); and 12 person-months for selected national women's associations (i.e., women's self-help groups, cooperatives, and NGOs). The outline terms of reference for the consultants are in Appendix . The national women's associations will implement direct interventions under Output 2 and be selected based on criteria in Appendix. Equipment budgeted under the project consists of computer and office equipment for selected national women's associations.

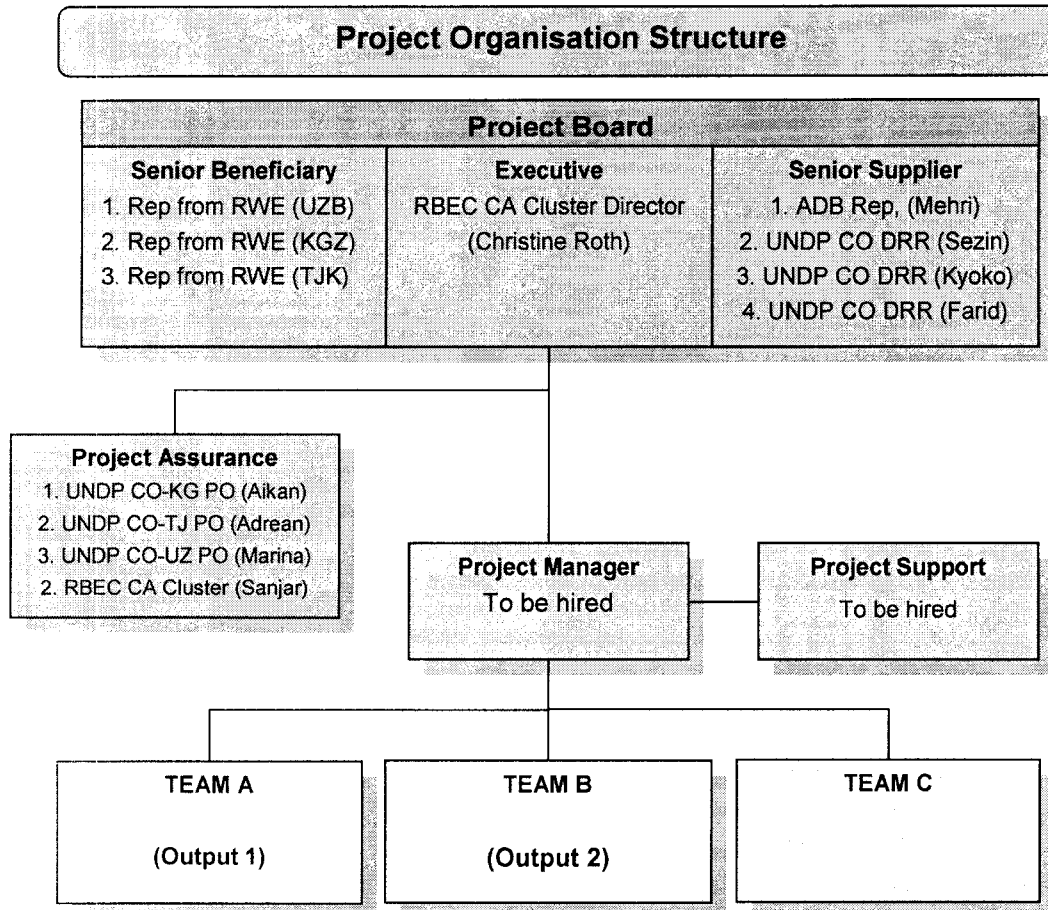
An Advisory Board will be established in the selected countries, which will provide technical advice to the project implementation team on the selection of policies, capacity development, and direct interventions to be financed by the project; and review the portfolio of proposals for follow-up support. They will serve advisory functions, and ensure the complementarity of the project financed activities with ongoing initiatives and programs on agriculture development, livelihood and food security, and land reform. They will include representatives of sector government agencies, UNDP and ADB country offices, women's business associations, civil society, and private sector entrepreneurs. Government focal agencies will be identified based on their current and/or potential involvement in the promotion of rural women's entrepreneurship.

The total cost of the project is estimated at \$600,000, to be financed on a grant basis by the Gender and Development Cooperation Fund³ of ADB. In parallel with the activities financed by ADB, the United Nations Development Programme in the Kyrgyz Republic, Tajikistan and Uzbekistan will finance in parallel similar activities (in the area of Output 2) in their respective

² The term "administrative arrangements" refers to regulations, rules, and procedures to be used for implementation of a project with respect to the following: access to information, disclosure and confidentiality policies; application of safeguard policies; audit and anticorruption requirements; financial management requirements; procurement of goods and services (including selection of consultants); project management responsibilities and accountabilities; and public recognition of support.

³ The Governments of Canada, Denmark, Ireland, and Norway are contributors to the Gender and Development Cooperation Fund.

countries in the amount of 520,000 USD; and the Government of Switzerland will provide financing for direct interventions in Uzbekistan.



VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management.
 - An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
 - Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
 - Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- 1 a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
 - 2 a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project". This table shall be further refined during the process "Initiating a Project".

OUTPUT 1: Comparative analysis of constraints and opportunities for rural women's entrepreneurship		
Activity Result 1 (Atlas Activity ID)	Comparative analysis	Start Date: March 2008 End Date: March 2009
Purpose	<i>To conduct comparative analysis of constraints and opportunities for rural women entrepreneurs.</i>	
Description	<i>The project activities will collect relevant background information on the factors that enable rural women to, or constrain them from, becoming effective entrepreneurs in selected subsectors known for women's involvement (i.e., dairy products, dried fruits and vegetables). Information will be collected from existing literature, through consultation with government, civil society, and NGO stakeholders; and from field research to be carried out in selected raions</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
High-quality country reports (3) prepared by August 2008	Advisory Board and Project Board will assess the final draft	March 2009
The report translated into Russian language.	To be checked by the project manager.	April 2009
Activity Result 2 (Atlas Activity ID)	Regional conference	Start Date: End Date:
Purpose	<i>To disseminate key findings of the project/reports</i>	
Description	<i>Findings and sector-specific lessons learned from the supported initiatives targeting rural women will be translated into the relevant languages, and widely disseminated in the countries. The final report will be discussed at a regional conference, which will aim to present findings; seek feedback from government focal agencies, civil society organizations, and other development partners; and plan follow-up initiatives.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
# of participants and evaluation of the conference	Evaluation forms, conference report will provide the data that will be analysed by project manager.	March 2010

VII. LEGAL CONTEXT

This regional project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Governments participating and the United Nations Development Programme.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the implementing partner.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

Annex: Risk Log



OFFLINE RISK LOG

(see Deliverable Description for the Risk Log regarding its purpose and use)

Project Title: _____ Award ID: _____ Date: _____

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Proposals submitted by national women's associations are of insufficiently high standard	25 January 2008	Programmatic	probability = 3 impact = 4	Immediate follow up and if necessary hands-on session on preparing good quality proposals.	UNDP	UNDP		
2	Staff changes in the implementing and funding agencies weaken coordination of activities	25 January 2008	Organizational	Probability = 3 Impact = 4	Team members should be carefully selected. Team members should have sufficient knowledge and skills to backstop each other.	UNDP	UNDP		
3									
4									

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The technical assistance (TA) implementation team to be fielded by the United Nations Development Programme will be subject to Asian Development Bank's (ADB) approval. It will comprise: 6 person-months for an international consultant (gender and women's economic empowerment); 84 person-months for five national consultants (project management, rural women's entrepreneurship and livelihood); and 12 person-months for selected national women's associations (i.e., women's self-help groups, cooperatives, and NGOs).

A. UNDP in the Kyrgyz Republic

2. UNDP will have overall responsibility for the substantive direction of the proposed TA, and timely delivery of country-level outputs. A designated staff (with the rank of resident or deputy resident representative) will be identified by UNDP and will be the key interlocutor of ADB in implementing the TA activities.

3. UNDP will be responsible for (i) identifying and recruiting the international and national consultants in close collaboration with ADB; (ii) administering their work to completion; and (iii) facilitating the activities of the consultants. They will make the final choice of relevant and innovative technical proposals from the national women's associations (criteria in Appendix 4) that promote women's entrepreneurship in the selected subsectors and *raions* and their sustainable access to profitable markets. They will also supervise the activities undertaken by the national women's associations as defined in the approved technical proposals.

4. UNDP will head the Project Board; and ensure that the Board provides technical oversight and guidance to the project activities covering policy support and organizational development, and to the selection and implementation of innovative initiatives to be financed by the TA (Activity 2). UNDP will also ensure that the Board reviews the portfolio of proposals for follow-up support (Activity 3). They will provide the necessary technical support for the organization and running of the national consultations preceding the regional conference, and the translation and dissemination of the TA final report. UNDP will be responsible for the finalization and timely submission of the following TA administrative and technical reports to ADB:

Table A3: TA Administrative and Technical Reports

Report	Deadline
A. Administrative Reports	
(i) Inception report, including a detailed work plan, within 8 weeks of TA commencement	May 2008
(ii) Individual country semiannual progress reports	September 2008
	March 2009
	September 2009
	January 2010
(iii) Draft final report, at least 1 month before the regional conference to be held in Central Asia	
(iv) Final report summarizing the outputs with appropriate	March 2010

documentation of achievements

B. Technical Reports

(i) Comparative analysis report	August 2008
(ii) Portfolio of proposals for further funding	October 2009
(iii) Report summarizing TA findings and lessons learned	March 2010

TA = technical assistance.

Source: Asian Development Bank.

B. International Consultant (6 person-months)

5. The international consultant will have a postgraduate degree in one of the social sciences and formal gender and development training, as well as demonstrated skills and experience in analytical and practical work on women's economic empowerment and entrepreneurship in Asia and the Pacific. The consultant should have researched and consulted for funding and international development agencies, proven research and writing skills, and familiarity with the ADB's poverty reduction strategy, policy on gender and development, and business and project cycles. The tasks of the international consultant will include, but not be limited to, the following:

- (i) Attend an inception meeting in Bishkek (Kyrgyz Republic) to discuss the methodology to be followed in the research to be funded under the TA (Activity 1).
- (ii) Based on existing literature, undertake a comparative analysis of the factors that enable rural women to, or constrain them from, becoming effective entrepreneurs in one *raion* and in selected subsectors known for women's involvement (i.e., dairy products, dried fruits and vegetables), outlining (a) changes in the gender division of labor and access to assets and benefits in agriculture-related activities resulting from the transition to a market economy and from the reemergence of patriarchal values, (b) formal legal and regulatory frameworks pertaining to women's rural entrepreneurship, (c) innovative and diverse approaches to overcoming the gender-related barriers to women's entrepreneurship, and (d) review of ADB's portfolio and its potential for promoting women's entrepreneurship.
- (iii) Summarize the findings and sector-specific lessons learned from all the TA activities targeting rural women and their entrepreneurship in a final report.

C. National Consultants (84 person-months)

6. **Regional Project Manager.** Under the supervision of the **Project Board**, the Regional Project Manager will ensure the management and coordination of the TA by undertaking appropriate actions in implementation, monitoring and evaluation. His/her tasks will include, but not be limited to, the following:

- (i) Provide leadership towards achieving TA impact; and manage the technical, administrative and financial aspects of the TA.
- (ii) Coordinate with UNDP country offices in the Kyrgyz Republic, Uzbekistan, and Tajikistan and liaise with government stakeholders and development partners.
- (iii) Ensure alignment of activities with relevant national strategies and programs and contribute to the capacity development of national government agencies.
- (iv) Ensure timely preparation of relevant administrative and technical reports.

- (v) Guide and orient the efforts and contributions of consultants, personnel, and government counterparts towards the achievement of TA impact.
- (vi) Ensure fulfillment of standard procedures, including procurement, contracting of services and partnership, in accordance with UNDP rules and regulations.
- (vii) Undertake field visits at least quarterly to ensure proper implementation of the TA.
- (viii) Arrange independent assessment/evaluations of project implementation and appraisal of duties performed by supervised staff.
- (ix) Ensure proper documentation and knowledge of program methodologies and experiences for wide dissemination and institutional memory.

7. **Administrative and Finance Assistant.** Under the direct supervision of the Regional Project Manager, the Administrative and Finance Assistant will provide high quality administrative and financial services to ensure effective support to TA activities. He/she will promote a client-oriented approach in line with applicable rules and regulations. His/her tasks will include, but not be limited to, the following:

- (i) Prepare quarterly financial reports and procurement plans.
- (ii) Certify availability of funds, and ensure that TA activities are in line with approved work-plan and budget levels.
- (iii) Monitor TA project budget, provide timely advice on fund limitations and obtain approval of budget revisions by UNDP.
- (iv) Keep files of financial documents and reports, and prepare necessary documents for audits.
- (v) Prepare detailed plan of actions and budget estimates for consultations and workshops.
- (vi) Provide all necessary logistical support for the all TA activities, including travels.
- (vii) Keep a filing system of general administration and personnel matters.
- (viii) Translate relevant documents, as needed.

8. **Rural Women's Entrepreneurship and Livelihood.** The three national consultants will have a university degree in the social sciences and formal gender training. Each will have at least five years' experience managing country-specific research and working in projects on women's economic empowerment and entrepreneurship, and familiarity with national-level relevant policies and institutions. The tasks of each national consultant will include, but not be limited to, the following:

- (i) Support the UNDP team leader in overseeing and coordinating the logistical, financial, and administrative matters relating to TA implementation, through regular interaction with ADB staff, project boards, government focal agencies, and national women's associations.
- (ii) Negotiate contractual agreements with national women's associations responsible for the innovative initiatives to be funded under the TA.
- (iii) Organize the meetings and facilitate the discussions of the advisory committees in the three selected countries.
- (iv) Support the international consultant in the preparation of the county-specific situation analyses.
- (v) Participate in TA review meetings.
- (vi) Identify realistic proposals for funding by ADB and/or other development partners.

- (vii) Produce (a) an inception report, including a detailed work plan, within 8 weeks of TA commencement; (b) individual country semiannual progress reports; and (c) a draft national final report, at least 1 month before the due date of the first draft of the overall TA final report.

D. National Women's Associations (12 person-months)

9. The tasks of each of the national women's associations will include, but not be limited to, the following:

- (i) Submit relevant proposals, and implement innovative initiatives that collectively promote women's entrepreneurship in one *raion* in each country, and in one or more of the subsectors already identified.
- (ii) Contribute to self-evaluation and assessment of the impact of TA-funded initiatives.
- (iii) Participate in the national consultations preceding the regional conference for the review of the country-specific findings.

Annex: **SELECTION CRITERIA FOR NATIONAL WOMEN'S ASSOCIATIONS**

1. The United Nations Development Programme will select and subcontract designated national women's associations (i.e., women's self-help groups, cooperatives, and nongovernment organizations) in the Kyrgyz Republic, Tajikistan and Uzbekistan to carry out direct interventions under Activity 2, based on terms and conditions subject to Asian Development Bank (ADB) approval. It will also be involved in the selection of national women's associations under parallel financing by the Government of Switzerland, of activities to be implemented in Uzbekistan.

2. To be eligible for selection under the technical assistance, the national women's associations must:

- (i) be a nonprofit organization;
- (ii) have operated for at least 3 years, especially in rural areas;
- (iii) be committed to the principles of gender equality in its own staffing;
- (iv) maintain a proper accounting and financial system;
- (v) have demonstrable capacity in social mobilization;
- (vi) have a demonstrated track record in promoting rural women's economic empowerment and entrepreneurship;
- (vii) ability to prepare technical on rural women's economic empowerment and entrepreneurship;
- (viii) have a long-term presence and credibility in districts relevant to ADB operations;
- (ix) have strategic vision on modalities to expand the outreach and impact of women's empowerment and entrepreneurship initiatives to new subsectors and geographical areas relevant to ADB operations; and
- (x) have openness to working with government focal agencies and other stakeholders.