



With financial support from the Russian Federation



Empowered lives. Resilient nations.



## FINAL REPORT

July 2017 – December 2019



# PROMOTION OF SOCIAL AND ECONOMIC OPPORTUNITIES FOR **WOMEN AND YOUTH** IN **ZERAFSHAN VALLEY** OF TAJIKISTAN

MAY-2020



Copyright © UNDP 2020

United Nations Development Programme Tajikistan  
Ayni Street 39, Dushanbe, Tajikistan  
+992 44 600 5600

@UNDP\_Tajikistan / @UNDPTJK / <https://www.tj.undp.org>

UNDP Tajikistan

# RUSSIAN FEDERATION - UNDP TRUST FUND FOR DEVELOPMENT

## FINAL REPORT

### Project title:

"Promotion of social and economic opportunities for women and youth in Zerafshan Valley of Tajikistan"

### Project budget:

Total: 1,700,000 USD  
TFD: 1,500,000 USD  
UNDP: 200,000 USD

### Project ID:

00092983

### Implementing partner:

United Nations Development Programme, Tajikistan

### Project start and end date:

July 2017 – December 2019

### Period covered in this report:

July 2017 – December 2019

### Date of the last Project Board meeting:

31 January 2020

**SDGs supported  
by the project:**



## LIST OF ABBREVIATIONS

AEC	Adult Education Centre
AWP	Annual Work Plan
IC	Individual Consultant
ILO	International Labour Organization
CIS	Commonwealth of Independent States
SDGs	Sustainable Development Goals
PO	Public Organization
MCF	Micro-Credit Fund
SMEs	Small and medium enterprises
ToT	Training of Trainers
TVET	Technical and Vocational Education and Training
RTF	Russian Trust Fund for Development
VTL	Vocational Training Lyceum
GAC	Grant Appraisal Committee



# TABLE OF CONTENT

EXECUTIVE SUMMARY	7
RESULTS	11
PROJECT RISKS	31
LESSONS LEARNT	33
FUTURE PLANS	35
PARTNERSHIPS	36
PARTNERSHIP WITH THE RUSSIAN FEDERATION	38
COMMUNICATION AND VISIBILITY	40
FINANCIAL MANAGEMENT	41
ANNEXES	42



Involving women into beekeeping and establishment of Women Initiative Group in Shamtuch Jamoat @UNDP Tajikistan



## EXECUTIVE SUMMARY

The project on “Promotion of social and economic opportunities for women and youth in Zeravshan Valley of Tajikistan” aimed at ensuring implementation of local priorities, which, in their turn, contributed to addressing national priorities linked with the commitments of the Republic of Tajikistan in achieving Sustainable Development Goals (SDGs). The project envisaged integrated rural development approach to address economic and social disparities of the most vulnerable population of Ayni and Kuhistoni Mastchoh districts of Tajikistan. The project's interventions were focused on demonstration and promotion of efficient integrated local development solutions to improve livelihoods and socio-economic opportunities for women and youth through vocational education and strengthened business skills, better access to education and health services, effectively addressing labor migration issues and mitigation of its social consequences.

Economic empowerment, social services quality improvement and support in jobs creation at the local level were endorsed through concerted actions with local authorities and communities, building effective partnerships with national and international stakeholders, and attraction of relevant expertise from Russia and CIS countries. 'Hard' components of the project aimed at strengthening local resource base of social service providers in remote areas, rehabilitation and equipping of local healthcare and education facilities and improving access to social services for target population.

The reporting period covers the whole project implementation cycle and outlines activities implemented during July 2017 to December 2019. Overall implementation of the project activities was successfully completed in accordance with the approved work plan of the project document with the following results to be highlighted:

The project

**DIRECTLY BENEFITTED**

**10,062** people including 4,771 women,

while **INDIRECTLY** the project befitted the population of two districts that are

**103,400** people including 52,734 women.

As a result of project interventions

**3,987** people (including 2,003 women)

from target districts have an

**IMPROVED ACCESS TO HEALTH CARE SERVICES**

through 4 newly built **health facilities** and **579** people (including 307 women) access to quality education through 1 rehabilitated and 2 newly built **educational facilities**;



**18,000**

people (including 11,000 women and young girls) were covered by

**AWARENESS RAISING AND OUTREACH ACTIVITIES**

on the social consequences of unorganized and low-qualified migration carried out in two target districts.

**25,000**

from 5 jamoats of target districts benefitted from **INCREASED INCOME AND JOB OPPORTUNITIES** through establishment of

**15 ECONOMIC INFRASTRUCTURES.**



Among them are two mini-workshops, two bakeries, one refrigerated fruit and vegetable storage, one mini-workshop for processing and packaging of dairy products;

**2,300**

people (45% women) were covered by



**"HEALTH CARAVAN"**

engaging narrowly specialized experts in the field of healthcare and legal consultations.



# 105

people (including 72 women) gained employment with another 100 people benefitting from



## SEASONAL EMPLOYMENT OPPORTUNITIES



## CAPACITY BUILDING TRAININGS BENEFITTING

# 372

people including:

## 72

local government officials on efficiently migration management & employment;

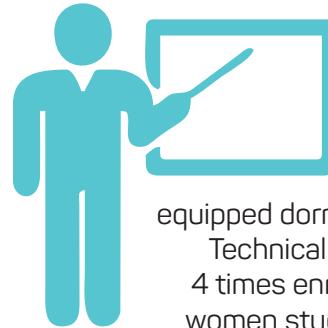
## 250

rural young people on business development

## 50

local female-headed businesses on entrepreneurship, marketing, finance & business development

## IMPROVED ACCESS OF YOUNG GIRLS TO VOCATIONAL TRAININGS



through the renovated and equipped dormitory of Vocational Technical Lyceum resulted in 4 times enrolment increase by women students reaching with

# 127

enrolled in a three-year period.

## TECHNICAL ASSISTANCE PROVIDED



through establishment of agri-tool bank and procurement of **4 AGRICULTURE MACHINERY** in Urmetan village and some other jamoats





# RESULTS

## Output 1: Increased income and job opportunities for rural women and youth through business skills development, vocational trainings and access to finance

The project on “Promotion of social and economic opportunities for women and youth in Zeravshan Valley of Tajikistan” throughout its implementation made efforts to motivate and encourage rural women and youth to explore new innovative business ideas and foster a culture of innovation that is appropriate to the local context. The important role of business education in promoting entrepreneurial attitudes in the region was to turn ideas into action and help young people and women to be more creative and self-confident in new businesses they undertake.

To support the development of local businesses through start-up trainings, business consultations, market research and analysis to identify and develop innovative products for the Ayni and Kuhistoni Mastchoh districts, the project selected Business School “Synergy Tajikistan” for

implementation of above-mentioned initiatives. All the envisaged activities were executed during the period of October 2017 to August 2018 (**Annex 10.3 – Business School “Synergy Tajikistan” report**). Prior to executing training courses, the implementing partner conducted needs assessment among 408 target groups (including 172 women) of two districts on business development. Based on the results of the needs assessment, it was revealed that target groups prioritized learning the basics of writing a business plan, business model, budget and financial reporting, marketing, creating a logo, branding and promoting a new product. In January 2018, educational modules were designed considering the needs and requirements of the target groups. Upon completion, of all the activities, participants received the opportunity for further mentoring for the development of their business ideas.



*Capacity building on small and medium business development @UNDP Tajikistan*

In accordance with the agreed action plan, the BUSINESS SCHOOL DELIVERED two-day

## COMPREHENSIVE START-UP TRAINING FOR



# 210

young people (including 79 women) from **29 villages** of Kuhistoni Mastchoh and Ayni districts.

With the aim to enhance the potential of participants and build their capacities in exploring available opportunities with the perspective to expand and sustain the growth of small and medium-sized enterprises (SMEs), four-day training course on small and medium business development for existing women-headed businesses was conducted for 45 women from Ayni and Kuhistoni Mastchoh districts.



*"The training was very effective in terms of defining and elaboration of business idea considering the local context. During 4 days I was able to identify an idea and develop a business plan on establishment of dry fruits processing and packaging workshop" notes Gulrukhsor Zarifova from Ayni village.*

The participants of the course had an opportunity to improve their knowledge on label design, brand development, marketing and promotion of their products. Furthermore, consultations were provided on improvement of production technology, marketing, financial accounting, increasing organizational sustainability and networking to gain better edge on the local and regional markets, and expansion of customer base in the external markets, etc. At the end of the training course, with the support of the business experts of the Synergy Tajikistan, in total 45 business ideas were developed.

It should be noted that the implementing partner produced



on doing business, youth entrepreneurship and expert opinions which were shared through social networks. All developed videos were transmitted by UNDP and widely publicized on social networks (**Annex 10.14 – Media coverage links**).

*I have more than 30 years of experience on trade and know my work good enough. All these years I thought of expansion but due to lack of additional resources could not. In 2018 I have received a small loan from "Rushdi Vodii Zarafshon" and I am satisfied with the result since the number of my clients and income has increased. Now I have an expanded set of materials supplied from Dushanbe and Khujand.*

Assessment of the local businesses and opportunities for doing business in the target districts were accomplished and possible perspective areas to be covered by micro-capital grants were identified with terms of reference for the micro-capital grants designed and announced in 2018. As a result of this initiative, 14 proposals were received which were reviewed by UNDP's Grant Appraisal Committee (GAC) and selected the three below public organizations for implementation of income generation activities among youth and women:

Public Organization “Zarafshon” received a grant to purchase and distribute



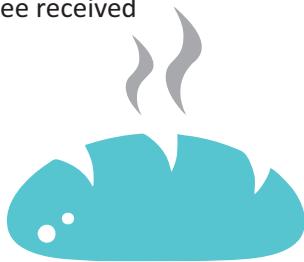
**85 honey-bee**  
hives among

**17** WOMEN-HEADED  
HOUSEHOLDS

to implement a project “Involving women into beekeeping and establishment of Women Initiative Group in Shamtuch Jamoat of Ayni district”. Both theoretical and hands-on trainings were conducted by PO “Zarafshon” experts for beneficiaries. During harvesting season, each beneficiary family received, on average, **50 kilograms** of pure honey.

“Varz” Mahalla Committee received

**FINANCIAL  
SUPPORT TO  
ESTABLISH  
A BAKERY  
WORKSHOP**

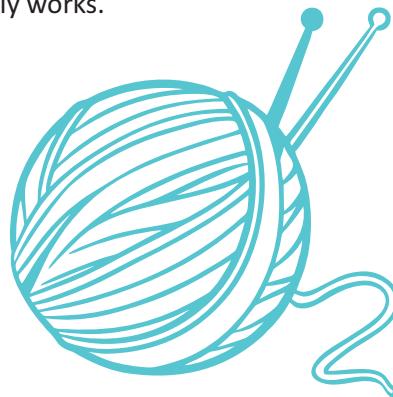


and currently employs **7** women, who are engaged in baking, cooking and production of culinary goods.

“Dar-Dar” community-based organization was supported with the establishment of a training workshop for weaving of adras and atlas – traditional, national fabric. At the time of the reporting

**35** women received  
certificates

following the completion of trainings on adras weaving. Currently, 20 of these women have set up their home-based enterprises. The remaining 15 have continued working in the workshop as apprentices to the trainer and receive wages and stipends based on their daily works.





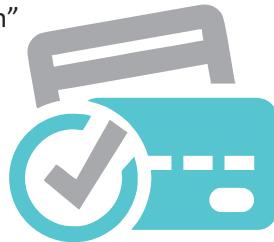
To promote economic empowerment of women and youth in Zerafshan valley, in 2018, the project provided technical and financial support to local small and medium enterprises in Ayni and Kuhistoni Mastchoh districts. In particular, UNDP organized GAC under the project to evaluate grant proposals for creating conditions for employment and self-employment for women and youth and provided assistance via grant modality to

## Micro-Credit Fund (MCF)

“Rushdi Vodii Zarafshon”  
which issued

**31 SMALL  
LOANS**

**FOR LOCAL  
ENTREPRENEURS**



(13 for women and 18 for men) with 12% annual interest rate for development of tourism sector (establishment of homestays), sewing workshops, production and processing of various products, agriculture, and trade sectors.

The loans were preferential and depended on the nature of loans issued for the borrower with a grace period of up to 9 months was granted in order to help farmers use a significant period and get the maximum benefit. These types of loans are welcomed by both farmers and entrepreneurs, as they helped recipients immediately to launch or their business and expand.

On 19 November 2018, the International Women's Entrepreneurship Day was marked jointly with 45 young women to raise awareness on entrepreneurial opportunities for local women (**Annex 10.4 – “International Women's Entrepreneurship Day” report**).



Master class, a platform for exchanging ideas and promoting new enterprises @UNDP Tajikistan

The agenda of the event included topics such as entrepreneurship, legal issues, existing opportunities for start-up businesses, discussions of new business ideas with like-minded and enthusiastic business people from other parts of the country. Within the frame of the event, three master-classes on fruit-carving, hairstyling and food preparation were conducted for the participants. The master-classes catered to the availability of local resources and unique market demand of local population for such goods and services to ensure the high potential of success when embedded into action. It is expected that holding such events would serve as platforms for exchanging ideas and

promoting new small medium enterprises (SME's) owned by marginalized group of population, women and youth in particular. In the course of project implementation, it was envisaged to conduct rapid assessments of vocational education with focus group discussions on vocational skills to identify required additional training such as: (i) vocational education on professional skills on demand, (ii) availability and accessibility of vocational trainings, (iii) existing resource base of vocational institutions and (iv) service providers in Ayni and Kuhistoni Mastchoh districts (***Annex 10.5 – Report on the results of evaluation in professional education institutions with purpose to professional skills for determining additional educational modules***). As part of the rapid assessment, the macroeconomic environment of the country was studied with a review of the economic condition of Ayni and Kuhistoni Mastchoh districts. A focus group discussion was applied to get an in-depth understanding of youth and women's opinion on available economic opportunities in their districts. Moreover, the assessment of the trained professions at the educational institutions were conducted to identify the needs of the regional labor market for new professions with the participation of representatives of government agencies and professional educational institutions.

Taking into account recommendations of the rapid assessment, the project supported the Ministry of Labor, Migration and Employment of the Republic of Tajikistan with building the capacity of its Adult Education Centers (AEC) staff from Ayni and Kuhistoni Mastchoh districts.

In particular, during the period of 16-20 October 2018,



# 10

instructors/teachers of the AECs under the Ministry as well as the Vocational Training Lyceum (VTL) of Ayni district have undergone through “Start and Improve Your Business” training of trainers (ToT) using ILO methodology. Following completion of the ToT, the training was introduced as part of the educational curriculums of the AECs in Ayni and Kuhistoni Mastchoh districts and the VTL of Ayni district.



In general, the Adult Education Centers under the Ministry is currently aiming to capacitate its human and technical resources through following three areas: (i) enhancing teaching and practical trainings on the carpentry (woodworking, carving etc.); (ii) culinary; and (iii) production of furniture (for businesses and small industries/offices). To contribute to technical capacity of the AEC's existing needs were reviewed and determined with the representatives of Ayni's AEC. In December 2019, UNDP delivered (a) IT equipment, (b) equipment for confectionary courses, (c) educational visual materials, (d) and other

needed inventories to the Center UNDP supported the AEC in diversifying its list of educational courses to make them more market oriented through development of additional educational curriculum on cell-phone repairs and provision of technical support. Local instructors undergone the training are delivering the course extending the knowledge to students, hence encouraging local youth including vulnerable population such as rural women to explore new opportunities in any area of entrepreneurial interest while being innovative and considering the local context.

In 2018, UNDP initiated an analytical review on constraints and opportunities for engaging women and youth into social and economic activities. The main findings of the review were concluded based on the discussions with UNDP team on ongoing activities under this project, conducted focus group discussions with the participation of representatives of the economy department, women and youth sectors of the Ayni and Kuhistoni Mastchoh district administrations, heads of vocational education institutions operating in the region, migration and employment departments respectively, branches of the AEC in Ayni and Kuhistoni Mastchoh and representatives of local public organizations.

On October 2018, the findings of the review (***Annex 10.6 – Analytical review on constraints and opportunities for engaging women and youth into social and economic activities in Ayni and Kuhistoni Mastchoh districts***) were discussed with the representatives of various sectors of local governments, private sector, and academia during a dedicated roundtable. The participants of the round table have acknowledged existence of artificial and non-artificial barriers, constrains and available opportunities for engagement of women and youth into social and economic activities. Recommendations were made to the representatives of local departments of

Women and Family Affairs, and the Youth Committee to consider the findings of the analytical review to embed the proposed solutions into their future annual work plans and programs.

Introduction and integration of new innovative course into education system of Technological University of Tajikistan and building network among Tajik and Russian institutions was initiated in the frame of the project. Two teachers of the University were supported in participation of a ToT course on "Innovative economy and technological entrepreneurship" that took place in Moscow on during 28-31 May 2018. Participants reviewed and discussed all the aspects of the new course in practice, shared teaching methods with colleagues from other universities and working with technological projects. The ToT course enabled them not only to introduce a new course at their University, but also to act as facilitators at the university project teams during the realization of innovative projects. As a result of this intervention, "Innovative economy and technological entrepreneurship" course has been introduced and adopted into the universities curriculum. As of December 2019, a total of 98 students completed the introduced course (***Annex 10.7 – Agenda of the ToT for educational course on "Technological and Innovation Entrepreneurship"***).



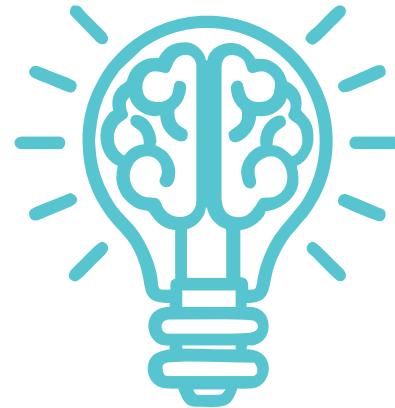
From 22 to 25 July 2019, a four-day training on business planning was held for 30 women and youth who have a business idea and want to start a business in Ayni districts. The purpose of the training was to familiarize participants with the definition and expansion of a Business Idea, setting goals, developing a business strategy, developing business plan for its further elaboration on the chosen business idea. As a result of this intervention,

## 9 SUCCESSFUL BUSINESS IDEAS WERE SUPPORTED AND IMPLEMENTED



that were focused on diverse types of socio-economic development and self-employment. The projects covered initiatives such as building a greenhouse, establishment of technical and computer service centers, confectionary and sewing workshops, opening beauty salon and pharmacy etc.

*"I provide computer services from home and plan to establish a technical and computer service center in the village. During this training I elaborated my business plan and learned ways of presenting the idea to investor" - mentioned Munisa Jumaeva from Kuhistoni Mastchoh*



With the aim to help young people to learn about the latest developments on IT and innovation for further business development, the

## Youth Forum "CREATIVITY AND INNOVATION IN BUSINESS PROMOTION"

was organized during 17-18 October 2019. The agenda of the youth forum included two program parts: Day 1- A study tour to business companies and production workshops that apply innovative technologies and new approaches to work with clients in their daily activities and have a reputation of successful companies; Day 2 of the Forum, allowed 40 people (including 30% women and girls) to familiarize themselves with successful examples of start-up business in Tajikistan.

Furthermore, 50 women entrepreneurs who wanted to start their own businesses took part at the Regional Conference “Women and Entrepreneurship: Challenges and Opportunities” on December 2019. The participants of the conference got acquainted with examples of successful business run by women, learned about existing opportunities and measures to support women's entrepreneurship in Tajikistan. During the training sessions, the conference participants under the mentorship of business trainers discussed topics the following topics:

- 1) “Tax legislation. Registration of entrepreneurial business”;
- 2) Loans: Interest rates;
- 3) Opportunities for women entrepreneurs in Tajikistan (grants and soft loans);
- 4) Financial planning: accounting for income and expenses.



*Study tour to Khujand city to share experience of successful businesses @UNDP Tajikistan*

Responding to the demand of local population through **Varz Mahalla Committee** it was decided to provide support in procurement of equipment and goods for expansion of **confectionary workshop** in Ayni district. As a result of this initiative **5 PERMANENT JOBS WERE CREATED** including 4 jobs for young women.



*Production of handicrafts in established homestay guesthouse @UNDP Tajikistan*

To promote tourism development in remote and mountainous villages of Ayni district, UNDP announced a Call for Proposals as a result of which Public Organization (PO) “Zarafshon Tourism Development Association” was selected to implement a sub-project. The project activities included: building capacities of private homestay owners, diversification of products and services offered to foreign and domestic tourists, trainings in management of homestays, hotels and hostels, development of new handicraft products adapted for tourists' demands, such as handbags, hand-made carpets and souvenirs.

Implementation of the sub-project resulted in the establishment of one homestay which is equipped with basic amenities and comfortable to receive guests/tourists. Besides accommodation services, the guesthouse offers visitors different services such as trekking guide service, hands-on master classes in making various souvenirs, carpets and handbags. The homestay guesthouse created fixed jobs for 3 women, and 6 more women are permanently engaged in production of carpets and local souvenir products. Although Project was completed on December 2019, the homestay guesthouse continues to expand its functions beyond the mentioned period and, among others, will serve as a training base for other local tourism service providers.

To encourage women entrepreneurship and create employment opportunities for women in Veshab village of Ayni district, UNDP facilitated procurement and delivery of construction materials with the amount of USD 40,000 for the local PO “Zarafshon” (***Annex 10.8 – Minutes of community consultations for selection of the project***). Two separate fruit drying rooms and a mini-workshop for packaging of good-quality dried products were constructed. The members of the PO have started using the new facilities to dry apricots, peaches, berries and various herbs grown in their gardens in summer period. The women in Veshab village, and members of the PO “Zarafshon” began packaging of fruits in summer of 2019 and continued this activity until

autumn season. Seasonally, at least 40 women using the mini workshop significantly improved their livelihoods through the sale of better quality, properly dried and packaged fruits. Their product has a substantially improved quality as a result of using proper drying and packaging equipment, giving them additional value and comparative advantage in the local and regional markets. During the summer season in 2019, at least 10,000 kg of various fruits were processed in the drying facility resulting in 2,500 kg of dried and packaged fruits. Through advisory support of UNDP, it became possible for PO to improve sales capacity and participate at the number of trade fairs, including in the Sughd-2019, Women Entrepreneurship Forum in Dushanbe in 2019 and find its regular customers throughout the country.



*Dry fruit processing  
master class for  
local women  
@UNDP Tajikistan*

To improve the access of local population to dairy products, create new employment opportunity, promote internal trade, UNDP facilitated establishment of **DAIRY PROCESSING WORKSHOP IN LANGAR JAMOAT** of Kuhistoni Mastchoh district with total amount of **USD 78,800**. All the necessary equipment was procured, delivered and installed which resulted in creation of 8 new permanent jobs for local residents including 6 for women. As a result of this initiative, **1,736 HOUSEHOLDS** of Langar Jamoat (total population of the jamoat **10,617** people including **5,259 women**) are **DIRECT BENEFICIARIES** of the mini dairy-processing and production workshop.

Moreover, in 2019, UNDP procured equipment and materials for **CONSTRUCTION OF A REFRIGERATED STORAGE FACILITY** for fruits and vegetables in Shamtuch village of Ayni district for the total amount of **USD 46,520**. Provided assistance enabled local farmers to store their vegetables (potato) and fruits (apples) after harvesting, enabling them to sell their products for better gains at a later stage (during winter months). Building the cold storage and refrigerated warehouse to store temperature-controlled products will serve more than **2,000 MEMBERS (57% women)**

of Dehkan Associations and could employ **6 local people**, including **4 women**. It is assumed that, indirectly, more than 6,663 people (53% of women) will benefit from this facility. This project was carried out jointly with the local population (10 young people were employed for 4 months for the construction works) with UNDP providing building materials and equipment in cooperation with WFP which provided assistance through its “cash for work” modality. The sub-project was completed in November 2019.



*Exhibition of dried and processed fruits @UNDP Tajikistan*



*11000 people of Ivan Tojik jamoat benefited from new agriculture machinery*

Due to its remoteness from the regional center and location in the mountainous areas, Kuhistoni Mastchoh and Ayni districts are prone to rockfalls and landslides. To respond to the population's needs and priorities of these region, UNDP procured and **DELIVERED FIVE TRACTORS MTZ 82.1** (three of which with tractor-trailers), **ONE EXCAVATOR** based on chassis of **MTZ 82.1** and **ONE MINI COMBINE-HARVESTER** for the total amount of **USD 117,510**. The tractors which are equipped with supplemental equipment such as plough, cultivator, potato planter and digging equipment were provided to Ivan Tojik and Langar Jamoats of Kuhistoni

Mastchoh district. The new machineries have successfully undergone testing and were effectively used during land preparation and planting seasons by members of associations of dekhkan farms. Furthermore, an excavator was provided to the Shamtuch jamoat in the Ayni district, where dekhkan farms are suffering from natural disasters, and periodically access to their lands became difficult. Now it's easier to clear roads from rockfalls, clear irrigation canals and prepare land for cultivation. The provided machinery serves farmers for timely and high-quality harvesting, as previously all women and young people did by hand.

## Output 2: Improved access to social services for rural women and youth through enhanced capacities of local health and education facilities and increased community engagement for promotion of healthy lifestyles and education for all.

*"Now more than 7,700 people of 19 surrounding villages, in total 2,377 households have an improved access to the timely health services and can prevent and manage diseases without traveling to other remote health facilities" - mentioned Gaforov Qayum, Chief Doctor of medical house in Rogh village*

Rapid assessment of local health facilities and schools has been carried out by the project team to identify the needs for renovation, rehabilitation and provision of new or repair of existing facilities (**Annex 10.9 – Rapid assessment of local health facilities**). As a result of the conducted rapid assessment, 4 medical and 2 educational facilities were identified for further interventions.

To enhance the access and improve medical services of rural population of Khudgif and Rogh villages of Kuhistoni Mastchoh and Tomin and Vota villages of Ayni district, the project facilitated the construction and provision of all necessary equipment's and inventories for 4 medical facilities.





Construction of facilities were completed on August 2018 which allow to carry out mandatory vaccination for children of various ages and receive medical treatment in a timely manner. It's worth to mention that, the handover ceremony of the health facility in Rogh village took place with the participation of the President of Republic of Tajikistan in August 30, 2019.

To enhance access to emergency medical services, UNDP procured 2 (two) ambulance vehicles for the total amount of USD 111,800 and handed over to Central Hospital of Ayni district and to the Rogh village hospital of Kuhistoni Mastchoh district respectively. Procured ambulances are equipped with the modern medical equipment needed to prevent fatalities and injuries that require an urgent medical response considering the remoteness of the districts from the central and regional hospitals.

In Khairobod village of Langar jamoat of Kuhistoni Mastchoh district the construction works of a school building was completed in November 2019.

## THE NEWLY BUILT FACILITY

enabled more than



**100** schoolchildren  
(including 45 schoolgirls)

**15** staff of the school to improve the quality of the education due to the improved school conditions.

The school which has 4 classrooms was renovated, fully equipped with all necessary furniture, inventory and provided with heating supply and washrooms.

Moreover, to reduce the walking distance of schoolchildren of **Dashti Varz village**, the construction of a General Education School was initiated. Due to the absence of school facility in Dashti Varz village, the schoolchildren attended **School #1** located in the centre of Ayni district, passing a 3km distance on daily basis. The newly built school facility **ACCOMMODATES**

**144** schoolchildren of the mentioned village.

The school consists of six classrooms fully equipped with all necessary furniture and inventory as well as heating system and washrooms. The school functions as the branch of General Secondary Education School #1 of Ayni district has been completed in the end of March 2020.

## Output 3. Improved awareness of rural women and youth on employment issues

From January 2018 to May 2018, Business School “Synergy Tajikistan executed awareness raising and outreach activities on Sustainable Development Goals, running and sustaining entrepreneurial activities, covering more than 1,800 people (at least 40% women and girls), including rural women, migrants' wives and young people, schoolchildren of 9-11 grades from target districts”.

More than 600 young people (including 40% women) participated in various community outreach events, which included provision of group and individual consultations on involvement into economic and business activities. “Youth Day – Safe Space”, Women Entrepreneurship Day, International Day of Rural Women, and International Day for Eradication of Poverty have been used as platforms to emphasize the role of young men and women in the economic and social development of communities (**Annex 10.10 Concept of the event dedicated to the celebration of International Youth Day**).



*Extract from the guide: “In our guide you can find 50 typical projects for small businesses in various areas. A business plan is an entrepreneur's roadmap that will lead him to wealth and success. This guide is intended primarily for rural entrepreneurs. To carry out the calculations for each presented business project of the agro-industrial sector, scientifically-based technological maps of plant growing and animal husbandry were used”*

A football game among entrepreneurs of Ayni and Kuhistoni Mastchoh districts was organized in April 2018 with the objective to enhance partnership among entrepreneurs, as well as to promote entrepreneurship among youth of the target area.

As part of the activities, the project developed a guide for local civil servants on effective management of employment and organization of adequate referral services for departing and returning migrants. A guide “50 design ideas for small and medium-sized businesses in rural areas of Tajikistan” has been developed which contained: a brief business plan, that includes: an overview of the project concept, product description, marketing analysis and strategy, technological process, investment and financial plan, equipment list (**Annex 10.11 Guide for local civil servants on effective management of employment**).



Enhancing partnership among young entrepreneurs @UNDP Tajikistan

### THREE ONE-DAY TRAININGS ON EFFECTIVE MANAGEMENT OF EMPLOYMENT WERE CONDUCTED FOR



representatives  
of local state  
departments of  
Kuhistoni Mastchoh  
and Ayni districts.

A brief analysis among the local population was conducted to identify opportunities for increasing employment opportunities. Introduction of an online registration application for management of employment and internal migration has been proposed as an enabling tool both to track the availability of jobs at the local markets (mainly in the

industrially developed regions of the country) and as a referral and organizational tool. In addition, awareness raising, and information campaigns were executed, jointly with the representatives of local state departments responsible for employment and migration, on the importance of orderly and structured migration. As part of the

### AWARENESS RAISING CAMPAIGNS

# 5000



leaflets, one-pagers, informational brochures and infographics were disseminated to local residents.

***(Annex 10.12 – One-pagers on employment and migration for conducting awareness raising campaigns)***

In October 2019, in parallel with the job fair preparation, three informational meetings on career guidance issues were organized with cooperation of the specialists from the department of the Agency for Labor and Employment in Ayni District. The attendees received information about job fairs and online resources for finding jobs in the Sughd region and throughout the country. During the meetings, booklets developed on labor migration, employment and contact details of the services of the Agency for Labor and Employment in Ayni district and Kuhistoni Mastchoh district were distributed to participants.



## AN AWARENESS RAISING CAMPAIGN “HEALTH CARAVAN”

was organized to provide medical and legal consultations to local population of six remote jamoats from the centre of the Ayni and Kuhistoni Mastchoh districts. As part of the campaign, lectures and consultations were provided by narrowly specialized doctors: gynecologist, endocrinologist, psychologist, neuropathologist and legal adviser at the State Institution “Legal Aid Center”. It was a

**5-DAY** event which covered  
**1,500** women, girls, labor migrants and members of vulnerable families from the distant jamoats of Ayni and Kuhistoni Mastchoh districts. Coordination was ensured with UNDP’s Rule of Law and Access to Justice (RoL and A2J) Programme to engage two lawyers for conducting legal consultations for the population of Ayni and Kuhistoni Mastchoh districts. The target beneficiaries included migrants and youth who planned to travel with labor migration purposes outside of Tajikistan. The range of topics included basic human rights, potential legal issues people

face while in labor migration, marriage and divorce issues, alimony disputes, etc. Additionally, UNDP organized

**4 ROUNDS** of consultations which covered  
**100** wives of migrants and family members **on the negative social consequences of migration.**

During the reporting period, in collaboration with local employment and migration services,

**13 JOB FAIRS** were organized in Ayni district where UNDP provided regular consultation and assistance. The job fairs were attended by  
**779** people/job seekers and  
**23** government agencies and production workshops, which presented **70 jobs** in Ayni and the region. As a result of the fairs, **25 people** were interviewed and received recommendations for further employment, of which **5 women** were provided with employment.



Support in finding job@UNDP Tajikistan



# PROJECT RISKS

## Challenges

Weak involvement of rural women in the local economic development planning, as well as project activities implementation due to cultural norms and stereotypes in the project target areas, particularly in Kuhistoni Mastchoh district

Weak capacity, lack of incentives to engage and involvement of local authorities in job creation and managing local employment process

## Responses

Project team closely worked with local stakeholders, particularly local authorities, mahalla committees, religious leaders to actively engage rural women to local development process, enhancing their involvement in socio-economic activities. Also, project team closely worked with schools, vocational institutions of the target area to involve local girls into local development processes, as well as through organization of open days in the local administrations, visits to private sector companies, etc.

Close cooperation is maintained with the local authorities to strengthen their capacity in managing local employment process. A guide for civil servants on effective management of employment has been developed and presented to relevant state sector departments and employees during a dedicated roundtable. Series of one-day trainings on effective management of employment has been conducted for 72 representatives of local state departments of Kuhistoni Mastchoh and Ayni districts. Also, local authorities are engaged in identification and monitoring of social infrastructure.

## Challenges

Local traditions, (religious) values lead to decreased motivation of rural women to engage in economic and social activities.

The insufficient capacity of the employees of government agencies responsible for carrying out activities among women and youth, the lack of staff (currently there are 2 employees in the women and family affairs sector in the target areas) affect the quality of work carried out by these structures.

## Responses

Awareness raising campaigns, community outreach events, development of local leaders from active women through conducting individual and group consultations.

Continue close collaboration with local stakeholders, particularly local authorities, to encourage women and promote their involvement in socio-economic activities in women empowerment processes. Particularly improving access to medical services via construction / rehabilitation of medical facilities under the Health System Strengthening project.



# LESSONS LEARNT

Lessons learned and good practices of the project described below:

- 1** In order to ensure proper exit strategy, the project engaged members of local communities in the early stages of the project life cycle. This will ensure that the communities are aware of the ownership, management and operational aspects of each project (mostly social and economic infrastructure). Moreover, early engagement of community leaders into the soft components of the project, such as awareness raising events on the social consequences of unorganized and low-qualified migration will be continued and replicated by community leader, thus decreasing the need for similar interventions by other actors and stakeholders.
- 2** To ensure the success of project interventions as well as a proper and reliable sustainability mechanism in place, it is imperative that the local government agencies who are the ultimate replication and implementation mechanism of the project activities beyond the project life cycle, have strong technical and financial capacity. Currently, due to a weak human capital (professionals), certain local government institutions are unable to fulfil their mandate and oftentimes under-deliver. Taking this into account, UNDP will continue to work with the local authorities to continue improving their human and technical capacities respectively.
- 3** Trainings and business consultations are an important part of the project to ensure the development of SMEs and build-up of local pool of human capital at the local level, with a particular focus on women and young people. However, these types of interventions should be followed up through offering substantial number of financial products to fund the business ideas developed during the trainings and consultation events.

- 4** Although the job fairs were held at a regular interval (nearly twice a month), the project observed the low effectiveness of local “labor markets” and its failure to produce major results. Most of the job fairs are of low-quality which are unappealing to local population. Low effectiveness is also linked to the fact that the vacancies are announced for the purpose of filling the statistics gap (the actual vacancy may not exist but nevertheless it is announced). In this regard, the project team provided consultations and advisory services to the organizers of the job fairs linking the unemployed people with potential employers.
- 5** Conducting on-site consultations with the invitation of experts who know the conditions of the region is an effective method of reaching a vulnerable group (unable to leave their village) with high-quality demanded services: legal, medical, and business development that revealed the existence of demand for that services.
- 6** UNDP's and other organizations experience working in the Zeravshan valley showed that local women (in particular in Kuhistoni Mastchoh district) face a wide range of gender disparities in various areas. In this particular area, there is no clear gender disaggregated regional statistics, which in turn complicates the possibility of presenting a real picture of the gender situation.



## FUTURE PLANS

The attained results and final evaluation of project **(Annex 10.13 – Final Project Evaluation)** revealed the timeliness and relevance of up-scale and further development of project components to other regions of Tajikistan. It resulted the launch of the new initiative of UNDP in Tajikistan funded by Russian Federation and aiming at “Strengthening the Communities of Rasht Valley and Khatlon Region” through enhanced employment opportunities and innovations in farming and agribusiness sectors. Social inclusion of women and youth will be taken into consideration during the project implementation as an important programme component that will support employment and economic empowerment of the most vulnerable group of population. The special attention will be paid to the inclusion of women and youth in the communities' life and implement a set of measures to increase their social activity and strengthen their capacities with the civic education (leadership, mobilization, participation in decision-making, community involvement).

## PARTNERSHIPS

### Partners

### Areas of cooperation

Ministry of Economic Development and Trade of the Republic of Tajikistan

Ministry of Economic Development and Trade of the Republic of Tajikistan as the leading state authority on the development and implementation of economic development policy of the state was the main partner of the project. MEDT has its structural divisions at the regional, city and district levels. The Ministry is a key member of the Steering Committee, constantly conducted monitoring of the project implementation and achievement of specified goals and objectives.

Ministry of Labour, Migration and Employment of the Republic of Tajikistan, VTIs in the districts

The Ministry played a significant role in the implementation of activities related rehabilitation/equipping of VTIs and in conducting vocational courses for rural youth and women. The Ministry also supported the project in linking the course gradulators with potential employers and employment agencies and local authorities responsible for employment.

Local administrations of regions and all target districts, as well as jamoats  
Local administrations of regions and all target districts, as well as jamoats

The main task of local administrations in the implementation of the project was to assist in the effective implementation of the project and in conducting daily monitoring of thereof. Local administrations were actively involved in the selection of social objects for rehabilitation and small local economic development projects, as well as active involvement of women and youth into the economic-related activities.



## Partners

Local public organizations and business support institutions

## Areas of cooperation

Close cooperation was established with public organizations, business support centers and association of dehkan farms. Also, representatives of mahalla committees were involved into the project implementation. Effective cooperation was established with WFP through its “cash for work” modality during the implementation of construction activities. Also, the project partnered with Caritas Germany for organization of a job fair in Ayni district. Business School “Synergy Tajikistan” and “Youth Entrepreneurs Club” were engaged for conducting needs assessment on doing business and awareness raising campaigns.

Media and social media

Outreach activities were conducted to ensure that local population is aware on the activities implemented within the frame of the project.

# PARTNERSHIP WITH THE RUSSIAN FEDERATION

The project ensured participation of the delegation from Tajikistan in the international expert workshop «Applying Innovative Approaches to Strengthening TVET Systems and Labor Markets Development» held at Moscow School of Management SKOLKOVO campus on 23-24 October 2017. The workshop was organized under the Russia - ILO program «Applying the G20 Training Strategy». Introduction of the «Managing TVET Institution» computer simulator and the managerial competence assessment module presented an opportunity to apply the program in vocational training institutions of Tajikistan through the Ministry of Labour, Migration and Employment of the Republic of Tajikistan.

Marketing expert from the Russian Federation, Mr. Roman Emelyanov, was engaged as a trainer to conduct one day session within the 4-day comprehensive training courses for existing women-headed businesses for 45 women from Ayni and Kuhistoni Mastchoh districts.

Throughout the course of the project, the project team actively cooperated its activities in synergy with another project funded by the Russian Federation-UNDP Trust Fund for Development (RTF) “Youth for Business and Innovation”.

In January 2020, UNDP organized a monitoring mission for the governmental delegation from the Russian Federation representing Ministry of Economic Development, Ministry of Foreign Affairs and UNDP Partnership support office in Moscow. The aim of the monitoring mission was to introduce the donor representatives with the results of projects funded by the Government of Russian Federation including the “Russian Federation - UNDP Trust Fund for Development”.

As part of the mission, the delegation had an opportunity to take part in project final Steering Committee meeting and meet with representatives of the Ministry of Economic Development and Trade of the Republic of Tajikistan, State Committee on Investments

and State Property Management and other implementing partners. The delegation was introduced with the project implementation processes, reviewed the overall results of projects and discussed further perspectives. One of the recommendations highlighted by the Steering Committee members was to enhance communication platforms for better media coverage of interventions carried out by projects funded by the “Russian Federation - UNDP Trust Fund for Development”.

Within the frame of the mission, field visits to project sites were organized to demonstrate supported infrastructure facilities, on-going projects and for a better awareness from the ground on the diverse levels of partnerships established as a result of project interventions.

The mission was concluded with a widely circulated press conference with participation of H. E. Ambassador of the Russian Federation to Tajikistan, members of the “Russian Federation – UNDP Trust Fund for development” delegation, UNDP Resident Representative in Tajikistan, media and project beneficiaries. The project



*Russian delegation mission to Tajikistan @UNDP Tajikistan*

stakeholders indicated several success factors, including partnership with and very proactive support of the local authorities, engagement of community and religious leaders, and collaboration with other development partners working in Zeravshan Valley. The private sector and business promotion organizations suggested to also work with the cooperatives in rural areas, to ensure continuous support in business skill development and mentorship support for the entrepreneurs as well as improve the access to microloans.

## COMMUNICATION AND VISIBILITY

For effective communication and ensuring UNDP's and donor's visibility, the project team worked with variety of partners at different levels. To raise awareness of targeted audience on project implemented initiatives, progress and results were shared via UNDP's social media platforms including website, Facebook pages and twitter, national media outlets such as Asia-Plus, Sughd News and Avesta, and national TV channels as Jahonnamo, Tajikistan and Sputnik.

Four short motivation, instruction entrepreneurship videos were produced and disseminated during capacity building activities. 3min video on project with infographics and stories was produced and promoted through media portals (**links are provided in the Annex 10.14**).

As per donor communication and visibility strategy all infrastructure facilities, equipment and machinery are marked with approved symbolic and text on a special material made of high-quality Polyvinyl Chlorid. Other visibility materials including rollup, banners, folders, one-pager, and brochures designed were applied and widely disseminated while project interventions.

National consultant was hired to define and disseminate successful stories of beneficiaries, produce one video caption, one long read and four stories. Links to posts and publications are given below.



# FINANCIAL MANAGEMENT

OUTPUT	Budgeted for the entire project	Delivered since the project started (2017-2020)	Delivery rate since the project started (2017-2020)	Commitments (Active PO)	Balance
Output 1	776,120.00	680,294.80	88%	5,464.75	90,360.45
Output 2	536,000.00	603,844.42	113%	64,637.28	-132,481.70
Output 3	69,760.00	39,057.42	56%	0.00	30,702.58
Output 4	118,120.00	93,710.53	79%	0.00	24,409.47
<b>TOTAL</b>	<b>1,500,000.00</b>	<b>1,416,907.17</b>	<b>94%</b>	<b>70,102.03</b>	<b>12,990.80</b>

Submitted by \_\_\_\_\_

Date \_\_\_\_\_

# ANNEXES

## Annex 10.1 Project performance data

Expected outputs	Output indicators	Data source	Baseline		Value for the previous year if different from baseline	Target	Actual value for the reported year 2020
			Value	Year			
<b>Output 1</b> Increased income and job opportunities for rural women and youth through business skills development, vocational trainings and access to finance.	<b>1.1 Support to business skills development</b>	Project implementation report					
	1.1.3. Number of youth and women provided with start-up business trainings		0	2016		200	210 (79 women)
	1.1.4.1. Number of organized comprehensive trainings courses on various topics of small and medium business development for existing women-headed businesses from target districts (management, marketing, finance, business planning)		0	2016		1	2
	1.1.4.2. Number of women-entrepreneurs completed comprehensive trainings courses for getting advanced business skills.		0	2016		30	45
	1.1.5. Number of business consultation provided by Business Support Center in Ayni to quality services to businesses (including women-headed), including organization of outreach consultative assistance in Kuhistoni Mastchoh district.		50	2016		100	130
	1.1.6. Number of public organizations, association of dehkan farms, local business associations, business support centers for promotion of supportive business environment and supporting local income generating initiatives.		0	2016		10	13



Expected outputs	Output indicators	Data source	Baseline		Value for the previous year if different from baseline	Target	Actual value for the reported year 2020
			Value	Year			
<b>Output 1</b> Increased income and job opportunities for rural women and youth through business skills development, vocational trainings and access to finance. (Continued)	<b>1.2 Improving access of rural women and unemployed youth to vocational trainings and professional education</b>	Project implementation report					
	1.2.1. Number of women and young people from remote villages passed vocational trainings adapted to the needs of target population with consideration of locally available resources and market demands;		0	2016		100	157
	1.2.2 Number of renovated vocational institutions with improved premises and resources for conducting vocational trainings for women, including equipment for organizing distance trainings in remote villages		0	2016		1	1
	<b>1.3 Improved access of rural women and youth to finance their business initiatives</b>						
	1.3.1 Number of supported local economic initiatives aimed at creating decent jobs for local women and youth.		0	2016		4	4
	1.3.2 Number of created agro tool banks and manufacturing/processing equipment to enhance productive capacities and quality of products produced by local Dekhkan Farmers (focusing on farms headed by women or providing jobs to women and youth)		0	2016		4	4
	1.3.3 Number of women got opportunity for employment and self-employment as a result of provided support		0	2016		50	105 (including 72 women)

ANNEXES

Expected outputs	Output indicators	Data source	Baseline		Value for the previous year if different from baseline	Target	Actual value for the reported year 2020
			Value	Year			
<b>Output 2</b> Improved access to social services for rural women and youth through enhanced capacities of local health and education facilities and increased community engagement for promotion of healthy lifestyles and education for all	<b>2.1 Improving quality of and access to secondary education in remote and rural areas for at least 800 beneficiaries</b>	Project implementation report					
	2.1.1. Number of beneficiaries with improved access to quality secondary education in remote and rural districts.		0	2016		800	800
	2.1.2. Number of renovated and equipped rural schools		0	2016		1	2
	<b>2.2 Improving access of rural women to quality services in local health facilities</b>						
	2.2.2. Number of renovated and equipped local healthcare facilities (hospitals and medical houses), focusing on those providing reproductive and maternal service.		0	2016		1	2
	2.2.3. Number of rural women from remote areas with access to quality reproductive and emergency services		0	2016		1000	5147



Expected outputs	Output indicators	Data source	Baseline		Value for the previous year if different from baseline	Target	Actual value for the reported year
			Value	Year			
Output 3 Improved awareness of rural women and youth on employment issues	<b>3.1 Capacity building of local authorities and service providers to ensure efficient management of the youth and women employment issues</b>	Project implementation report					
	3.1.2. Number of local officials responsible passed trainings on effective management of employment and organization of adequate referral services for departing and returning migrants		0	2016		60	72
	<b>3.2 Community outreach for addressing social consequences of labor migration and its effect on women and youth</b>						
	3.2.2. Number of people covered with awareness raising campaign rural women, migrants' wives and young people, including schoolchildren attending 09-11 grades. Campaigns covers issues of unorganized migration and its social consequences, as well as advanced diagnostic capabilities of HIV / AIDS and other infectious diseases, sexually transmitted infections.		0	2016		5000	6700
	3.2.3 Number of members of migrants' families receiving consultations addressing negative social effects of migration, such as divorces, discrimination and domestic violence, abandonment of rights, non-registration of marriages and divorces, settlement of alimony disputes, etc.		0	2016		200	400

- Annex **10.2** - Combined Delivery Report for July 2017-December 2019.
- Annex **10.3** - Business School “Synergy Tajikistan” report
- Annex **10.4** - “International Women's Entrepreneurship Day” report
- Annex **10.5** - Report on the results of evaluation in professional education institutions with purpose to professional skills for determining additional educational modules
- Annex **10.6** - Analytical review on constraints and opportunities for engaging women and youth into social and economic activities in Ayni and Kuhistoni Mastchoh districts
- Annex **10.7** - Agenda of the ToT for educational course on “Technological and Innovation Entrepreneurship”
- Annex **10.8** - Minutes of community consultations for selection of the project
- Annex **10.9** - Rapid assessment of local health facilities
- Annex **10.10** - Concept of the event dedicated to the celebration of International Youth Day
- Annex **10.11** - Guide for local civil servants on effective management of employment
- Annex **10.12** - One pagers on employment and migration for conducting awareness raising campaigns
- Annex **10.13** - Project final evaluation report
- Annex **10.14** - Media coverage links



*Empowered lives.  
Resilient nations.*

