



PROJECT DOCUMENT
[UNDP Tajikistan]

Project Title: Youth Empowerment through Skills Development and Promotion of Innovations in Tajikistan

Project Number: Award ID: 00136318 Output ID: 00127262

Implementing Partner: UNDP Tajikistan

Start Date: 1 January 2022 **End Date:** 31 December 2025 **PAC Meeting date:** 11 December 2021

Brief Description

The Youth Empowerment through Skills Development and Promotion of Innovations in Tajikistan project will be addressing the economic vulnerability of young people aged 15-35 in Tajikistan, with a special focus on vulnerable young women and youth living in economically disadvantaged areas of Tajikistan. The project is promoting youth's engagement in sustainable and innovative development at national and local level and providing access for young men and women to employable knowledge and skills. The project also fosters youth-led local initiatives aimed at the expansion of decent work, income-generating opportunities, entrepreneurship, and improved wellbeing for youth. Overall, 259000 young people, including 35% young women will benefit from the results of the project, and at least 350 job places for young people (30% women) will be generated. The project objectives will be achieved through interconnected complex of activities including but not limited to reskilling and upskilling programs to meet the local and external labour market demand, support to start-ups, trainings for innovations in business, knowledge, and experience exchange at the national and international level, strengthening capacities of decision-makers for youth-friendly policies, institutions, etc.

All project interventions are aligned with the national development priorities and push forward the SDGs and Agenda 2030 in close partnership with the Government of Tajikistan (both national and sub-national levels), private sector, as well as civil society organizations (CSO's) and development partners. Among 17 Goals, the project will be contributing directly and indirectly to implementation of the Goals # 1, 5, 8, 9, 10, 11 and 17, covering issues of poverty elimination, innovation development, gender equality, employment, inequalities as well as partnership building with various sectors of society in the context of local and national development.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

CPD Outcome 2. People in Tajikistan benefit from equitable and sustainable economic growth through decent and productive employment, stable energy supply, improved access to specialized knowledge and innovation and more favourable business environment especially for entrepreneurs and farmers

Indicative Output(s): CPD Output 2.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment and livelihood intensive.

Gender Marker: GEN 2

Total resources required:	USD 2,000,000.00	
Total resources allocated:	Donor RTFD:	USD 2,000,000.00
	In-Kind: Communities:	USD 150,000.00
	UNDP parallel contribution:	USD 500,000
Unfunded:	n/a	

UNDP

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I. DEVELOPMENT CHALLENGE

The population in Tajikistan reached 9.5 million by 2021, and it remains the fastest growing (and youngest) country in Central Asia, with an average annual population growth of 2.1%. Despite economic gains in pre-COVID recent years (average 6-7% GDP growth between 2009 and 2019)¹. Tajikistan continues to be the poorest country in the region with 14% of people living in extreme poverty.² The national poverty level has decreased from around 80% in 2000 to 45% in 2010 and further down to 27.5% of the population in 2019.³ One of the reasons why poverty persists is the lack of adequately remunerated jobs, which forces many citizens into labour migration. Another reason is that household incomes are mainly used for consumption, with little to no savings, which reduces resilience to withstand economic and financial hardships and increases vulnerability. It is highly likely that the gains from past years of poverty reduction may be lost due to the COVID-19 situation if pandemic-related economic restrictions continue in 2021.

The impact of the COVID-19 pandemic has already reduced GDP growth from 7.5 per cent in 2019, to 4.5 per cent in 2020. Hospitality and tourism suffered the most severe contraction as a result of the pandemic, leaving agriculture and industry as the primary drivers of productivity. As a result of the pandemic, an increasing share of the population have reported reduced food consumption, perhaps as a result of currency devaluation, which increases the costs of imported commodities. Furthermore, having returned to Tajikistan at the start of the pandemic, the inability of migrants to return abroad has led to a significant increase in the unemployment rate, and a loss in remittances. These impacts are in addition to pressure placed on the healthcare system in responding to increased demand, placing pressure on public finances, including the reallocation of resources and re-purposing of official development assistance.

Tajikistan's potential workforce is growing fast—faster than many of its neighbours in Europe and Central Asia. However, some structural features shape the job challenges in Tajikistan: a) mountainous and landlocked geography limits economic development and labour market potential of the country; b) dominance of agrarian sector in the economy with 70% of the population living in rural areas; 3) A fast-growing and young population; 4) The legacy of transition and slow-paced structural reforms; 5) gender biases and barriers for effective economic participation of women and vulnerable groups. Due to these factors, the Tajik economy today is not able to create enough jobs and ensure inclusive employment for all groups of population, informal sector represents a large and growing source of jobs, several jobs are seasonal or temporary and there are major inequalities in terms of labour market outcomes.

These statistics indicate a particularly bleak picture of economic and social exclusion and inequality for young people, and especially young women throughout the country. According to official statistics, as of January 2020, 53% of the population in Tajikistan are below 25 years of age and population in the age category 18-25 years old represent 18% of the total population of Tajikistan and every year around 150,000 young people enter the labour market, but labour underutilization among youth remains at 20.5%, while the official youth unemployment rate amounts to 10.6 % (twice higher than among those who were aged 30-75 years and more than 1.5 times exceeded the national average).⁴ Furthermore, almost 30% (29.3) of young people of 15-24 years old were not in job, education or training (NEET), and about 90% of these NEET youth consisted of young women. Moreover, the NEET rate for female youth is considerably higher than for male youth. Almost a third of employed young people are in unpaid (informal) jobs compared to

¹ United Nations World Economic Situation and Prospects 2018 Report, https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/WESP2018_Full_Web-1.pdf. The Government of Tajikistan reports about an average 7% growth annually in recent years.

² <https://data.worldbank.org/country/tajikistan> (retrieved on 7 June 2019).

³ Agency for Statistics under the President of the Republic of Tajikistan: <https://www.stat.tj/ru/welfare-of-the-population>.

⁴ Statistics Agency under the President of Republic of Tajikistan

15 per cent of adults. Youth are also significantly less likely to be self-employed (5 per cent compared to 11 per cent among adults). These are the key drivers for increased levels of poverty and social exclusion among youth.

At the same time, the age structure of the Tajikistan population is both a challenge and a development opportunity for the country. Large share of youth population can become a potential source of vibrant growth in the future subject to effective policies and implementation strategies applied to ensure enabling environment for youth empowerment and economic engagement. Policies and programs must be in place that provides youth with employable knowledge and skills coupled with modern “soft” skills, including entrepreneurial awareness-raising and training to unleash their innovative potential, creativity and entrepreneurial spirit and potential. It is the youth that can serve as the driving force for the implementation of modern development policies and the establishment of virtuous supply-demand cycles.

The National Development Strategy for the period up to 2030 (NDS-2030) emphasizes the issue of productive employment and its importance for sustainable development. NDS-2030 states that the country is experiencing rapid population growth and not enough jobs are being created, especially for women and vulnerable groups, which places a greater strain on the labour market and the social service system. NDS-2030 further indicates key areas of activity and specific action the government will take to ensure job creation that is in demand.

Sustainable job creation should involve the creation of jobs that are needed today and will be needed in the future. The World Economic Forum’s Jobs of the Future Report estimates that even though many people have lost their jobs because of the Covid-19 pandemic, work opportunities requiring STEM and digital skills will continue to rise, especially in cloud computing, big data, and e-commerce. People with skills in encryption, development of non-humanoid robots, and Artificial Intelligence are, particularly in demand. One sector that is specifically lagging in terms of job creation in Tajikistan is the Information and Communication Technologies (ICT) industry. ICT sector employed less than 12 thousand people in Tajikistan in 2019, which is less than 0.5% of the employed people in Tajikistan.⁵ Given the importance of ICT and digital sector for sustainability and future generations, the country needs supportive and inclusive policies to grasp opportunities offered by digitalization and ICT development, including digital jobs, distance work and telecommuting. Among the reasons for the low level of digitalization in Tajikistan is the low penetration of fixed broadband Internet connection (26%) and comparatively high cost of Internet. Market is dominated by mobile internet providers, with 10.04 million mobile connections, which is equivalent to 107% of the total population.⁶

UNDP Assessment of COVID19 impact on lives, livelihoods and MSMEs, conducted in 2020 confirmed that job creation and job retention, investing in value chains and trade promotion as well as digitalization of public services should be at the forefront of the post-COVID recovery efforts. A smart government policy for targeted business support and more effective provision of public services to entrepreneurs are pre-requisite for a quick recovery of the private sector allowing to create more jobs and maintain the value chains for critical products and services. Improved access to digital solutions and one-stop shops for public services and business consulting has become critical in the current context.

The issue with job creation in the ICT and digital sector is closely related to another important SDG issue, namely access to quality education, especially for girls, women, and people with different kinds of disabilities. Quality education, specifically in terms of the skills and knowledge that are relevant for current and future generations is missing or not efficient for a large part of Tajikistan. Voluntary National Review (VNR) for Tajikistan conducted in 2017, states that

⁵ Statistics Agency under the President of Republic of Tajikistan, Tajikistan in numbers 2020

⁶ <https://www.budde.com.au/Research/Tajikistan-Telecoms-Mobile-and-Broadband-Statistics-and-Analyses>

skills of at least 35-40% of specialists on average do not meet the requirements of the labour market, and especially in the sectors having innovative development potential for the country, such as innovative industry, digital governance, and digital economy. As such, more development programs are needed to ensure job creation and skill abundance for all groups of people in emerging and promising sectors for short-term and long-term development.

Youth employment prospects in Tajikistan are challenged because of the COVID-19 pandemic. Young workers in Tajikistan are employed in the sectors hit hardest by the crisis: restaurant chains, tourism, hotels and hospitality, and others. This is one of the reasons why young people face greater labour market disruption and job loss than adults due to COVID-19. The situation is worsened by forced suspension of education and training, which will affect youth's transitions to and within the labour market.

To address the youth employment crisis, the government of Tajikistan needs to adopt targeted responses, centred on comprehensive labour market policies including wage subsidies and public employment programmes, and minimizing the impact of disrupting education and training on students.

There are two sectors in particular that could buffer the negative COVID-19 impacts in the short term, and provide a strong foundation for a dynamic, sustainable, and inclusive recovery over the medium term: (i) the development of rural economies (by fostering the entire value chain from agriculture to agroindustry, including food processing); and (ii) the implementation of policies aimed at enabling the economy's digital transformation.⁷

Prioritizing youth employment and maximizing youth productivity in the COVID-19 recovery process will improve the country's prospects for inclusive and sustainable growth, demographic transition, and social stability. Promotion of enabling environment for domestic private sector is also seen as an important prerequisite for the creation of additional jobs and sources of income for Tajik population.

Gender perspectives in employment⁸

Overall, formal sector employment in Tajikistan is dominated by men whose likelihood of market entry and employability is higher compared to those of women. The proportion of employed men has increased from 53.4 % in 2004 to 59.5 % in 2016, with the reversal trend for women over the same period, decreasing from 46.6 % to 40.5 %.

The age structure of employment has seen a gradual decline in the proportion of young people as opposed to the adult employment rate, which has constantly grown from 56.3 % in 2004 to 68.9 % in 2016.

In general, the women's employment rate (40.5 %) was significantly lower than the men's (59.5 %) and the youth unemployment rate (15–29 years old) stood at 10.6 %, twice higher than the adults (30–75 years old) and more than 1.5 times higher than the national average. The gender gap in the labour market reflects women's domestic responsibilities and other social factors (such as spousal refusal) which affect employment and employability. Relatively low labour market participation rates of women reflect a long-standing pattern, which was demonstrated by earlier assessments by UNDP.

⁷ Digital Transformation in Tajikistan as Central COVID-19 Response Policy, The World Bank, <https://www.worldbank.org/en/news/speech/2020/10/14/digital-transformation-in-tajikistan-as-central-covid-19-response-policy>

⁸ UNDP Report, Impact of COVID-19 on lives, livelihoods and MSMEs (Assessment Report) by Shuhrat Mirzoev and Nezhat Sedaghat, <https://www.tj.undp.org/content/tajikistan/en/home/library/impact-of-covid-19-on-lives--livelihoods--and-micro--small-and-me.html>

Unskilled workers form the largest group (27.4 %), compared to professionals (14.8 %) and service and trade workers (11 %). Amongst the employed youth, 58.7 % did not have matching education for their acquired qualifications. This rate was slightly lower for the adults, standing at 50.2 %. This can imply a generally an economy with average low productivity.

II. STRATEGY

UNDP interventions of youth empowerment delivered significant results and valuable lessons in the past. It demonstrated that the most effective way to promote economic inclusion and sustainability is to target youth at scale. Drawing on successful activities related to youth empowerment across the region, such as capacity-building schemes, business incubation and social innovation modelling, the mapping highlighted the value of innovative entrepreneurship and business incubation as a way to motivate young people for creating inclusive economic environments.

The lessons learnt highlighted the need to engage youth in urban and rural areas through youth-led and innovation-driven initiatives aimed at promoting and enhancing entrepreneurial skills. Future projects are encouraged to let young people plan activities and put them in the lead of initiatives. Impediments that affect youth innovation and employment and specific challenges related to the economic empowerment of young women are still persistent and need to be addressed through both targeted interventions as well as a mainstreaming approach in all activities.

The following lessons learned, and good practices of the Youth for Business and Innovation project will be considered during the implementation of this project:

1. To expand the employment choices and apprenticeship opportunities for young people and to increase chances for youth start-ups to get funding, it is imperative to partner with local private sector companies, especially with those promoting new ways of doing business, innovative financing, and supporting young people empowerment. Engagement of experts from private sector also provides an opportunity to share valuable experience and real practice examples and helps young entrepreneurs to build new business networks during the events organized by UNDP jointly with partners.
2. To ensure the success of project interventions and have 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 the strong technical and financial capacity. Currently, due to weak human capital (professionals), certain local government institutions are unable to fulfil their mandate effectively. Therefore, the project will continue working with these institutions to enhance their human and technical resources.
3. Trainings and business consultations are an important part of the project to boost the capacities of SMEs and build up a 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 by offering substantial number of financial products to fund the business ideas developed during the trainings and consultation events. More successful business models can be offered if, after completion of soft interventions, the trainees also get access to affordable financial and consultative support.

4. UNDP Assessment of the socio-economic impact of COVID-19 on MSMEs in Tajikistan showed that opportunities offered by digitalization and innovative coping strategies are often underestimated due to limited knowledge and skills to use modern technologies, especially by micro and small enterprises, private entrepreneurs, and farmers. The early lessons from the pandemic confirm that Tajikistan cannot any longer rely on conventional approaches in socio-economic development. Therefore, UNDP will continue its efforts and adjust its implementing strategies to shape the way people and institutions work, interact, and communicate in the post-COVID era, and the strong focus on the young people would be further maintained. Gradual shifts happening now will accelerate significant behaviour change in the longer term.

UNDP Country Office in Tajikistan through its Sustainable Economic Development Cluster and other projects has defined a set of strategies to promote equitable and sustainable economic growth by encouraging digitalization, decent and productive employment for vulnerable groups, improving access to specialised knowledge and innovation and creating a more favourable business environment for young entrepreneurs, as outlined in the Outcome 2 of the Country Programme Document.

Considering the challenges and lessons mentioned above, this project will focus on fostering youth-led innovation and entrepreneurship, support youth leadership initiatives, and provide support for incubation financial mechanisms to fund youth-led programmes. The project will also focus on sectors that could buffer the negative COVID-19 impacts in the short and long-term, and provide a strong foundation for a dynamic, sustainable, and inclusive recovery over the medium term. The project will, in addition, support research and knowledge exchange activities to inform current and new youth initiatives. Research and data-based approaches are expected to ensure sustainable development of the youth's potential in promising economic sectors.

The project is promoting youth's engagement in sustainable, innovative, and inclusive economic development through development of young people's skills for entrepreneurship and innovations and promoting enabling environment for innovative entrepreneurship. The project also promotes youth-led local initiatives and overall empowerment of youth as proactive development agents in the context of Agenda 2030. All interventions being implemented within the project are aligned with the national development priorities which are expected to push forward the SDG localization in close partnership with the Government of Tajikistan (both national and sub-national levels), private sector, as well as civil society organizations (CSO's) and development partners. Proposed interventions aim at promotion of innovative culture and creative skills among youth, provision of employment opportunities to the most vulnerable groups of young people and equipping youth groups with digital and future leadership skills in line with Building Back better and UNDP NextGen global vision.

The project is aligned with the National Development Strategy (NDS) of the Republic of Tajikistan till 2030, as well as Mid-Term Development Programme 2021-2025 and local development plans of targeted areas, which focus on economic diversification and competitiveness, sustainable jobs, ensuring food security, enhancing public administration, and developing human resources. The measures to strengthen the Build Back Better impact of the project are aligned with the Government's COVID-19 Country Preparedness and Response Plan (CPRP), adopted in 2020 and take into consideration the results of the review of the State Entrepreneurship promotion program 2016-2020 and the framework for new Strategy for Private Sector development 2021-2025 elaborated by the Government with UNDP support in 2020.

The project targets the following groups:

1) Female and male youth aged between 15 and 35 living in urban and rural areas of Tajikistan through engagement in policy analysis, development planning, apprenticeship programs, business mentorship programs, and soft skill training opportunities leading to increased human development potential of youth and stronger capacities for decent employment.

2) Female and male youth aged between 15 and 35, current job seekers, members of rural communities living in economically disadvantaged areas, members of households affected by COVID-19, returned labour migrants by assisting them in better accessing productive employment, decent jobs, and income opportunities as a way to lift their well-being and minimize their unemployment insecurities, income inequality and social exclusion;

3) Financing institutions, SMEs, private entrepreneurs involved in emerging economic sectors having strong potential for recovery, sustainable growth, and innovation, who could benefit from more effective labour matching programs and increased supply of qualified labour force.

4) National and local government authorities, academic institutions, universities and education facilities involved in project implementation, research, and policy reforms through access to Russian and international best practices, exchange of knowledge and stronger potential for implementation of sustainable development agenda at all levels.

Overall, **259,000 young people, including 35% young women** will benefit from the results of the project, **and at least 350 job places to young people (30% women)** will be generated.

The project reinforces and complements the results of the past and ongoing projects of the UNDP Tajikistan in supporting youth policy level reforms, mainstreaming digitalization and innovation, as well as ensuring inclusive economic development. The project outcome, outputs and activities aimed at bringing innovations will be leveraged by the parallel funding coming from other projects of UNDP, particularly those project funded by the Government of the Russian Federation.

The project has a strong gender focus and enhancing gender equality in youth employment and economic engagement is seen as a significant objective. The project particularly focuses on analysis and promoting the vision of young women and girls and engagement of women as proactive leaders in the implementation of project-related activities. The project results framework includes outputs and activities directly contributing to the project objective with gender-, sex-, age-segregated indicators to inform project implementation and its impact on gender equality through improving different forms of women empowerment.

To ensure that **women and girls as one of the target groups** equally benefit from the project, the following key principles will be applied:

- Ensuring that project activities are inclusive and implemented in a participatory manner with meaningful involvement of women in planning and training processes;
- Ensuring women and girls in target cities have access to and benefit from the capacity building activities in the field, as well as opportunity to participate in the process of acceleration and incubation programmes and have access to finance their innovative ideas.

The **project's theory of change** is based on the following rationale:

If young people, men, and women in the age of 15-35 get additional opportunities to enhance their skills for employment, entrepreneurship, and innovations, **then** young people will have stronger human capital for decent employment and sustainable livelihood, will be more resilient to economic and social insecurities in the country, and will remain resistant to social tensions triggered by difficult geopolitical and economic context.

If there are positive shifts in regulatory frameworks and government strategies for development of innovative and productive sectors of the economy in Tajikistan, digital economy, and venture investments, **then** the project stakeholders, including government partners, and private sector representatives will be able to generate more decent job places and utilize more efficiently the growing labour potential of the country.

The theory of change is based on **assumptions** that the government strategies in the post-COVID context will increasingly focus on promoting innovative economies, digitalization of business and

governance and modern skill development for youth (also, refer to the chart below). Therefore, throughout its sustainable and inclusive economic development actions, UNDP will focus on advocacy of necessary policy and regulatory changes to promote enabling environment for youth-led innovations and sustainable employment. For the success of project interventions, the Government readiness for adaptation of digital solutions, modern technologies and increased accessibility and availability of high-speed Internet for all strata of population remains critical. Investment in the structural basis will need to be accompanied by upskilling for young labour force, including digital skills and literacy.

UNDP Tajikistan possesses a number of **comparative advantages**, which allow effective implementation of the programme interventions both at the national and subnational levels (all regions countrywide):

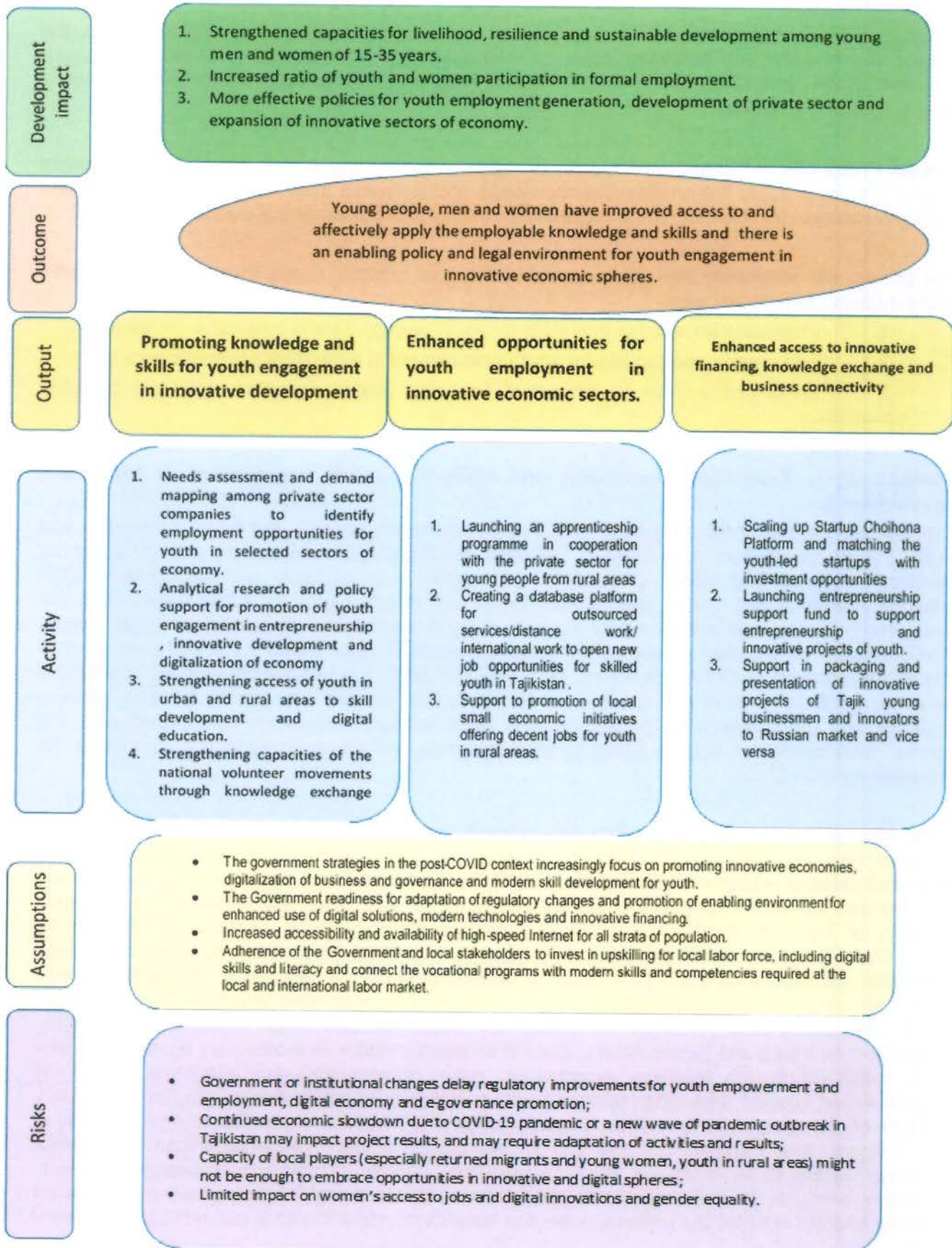
- (i) UNDP Tajikistan covers all levels of intervention –macro, meso and micro levels;
- (ii) UNDP is a trusted partner for public authorities, civil society, and donors in providing development policy support and advice, as well as cost-effective implementation services to achieve visible results in a transparent, accountable, and timely manner;
- (iii) Knowledge, Advisory and Advocacy Services relate to UNDP’s substantive contribution to the development dialogue at large and UNDP’s conceptual and intellectual leadership in particular areas; and
- (iv) With its resources and through its sub-national presence, UNDP supports innovative pilot interventions to test, observe and - when results are positive – to expand such interventions in other regions of the country.

The proposed project is to be implemented in the framework of NDS/SDGs agenda in Tajikistan, Plan on recovery from COVID-19 pandemic and will facilitate concrete action on the ground with the most vulnerable so that “no one is left behind”. The project is addressing the strategic thematic areas of the 3rd Call for Proposal: Youth Window of the Russia-UNDP Trust Fund for Development, in particular in the areas of a) Supporting youth employment and harnessing the innovation potential of youth, b) Promoting decent work, income-generating opportunities and improved wellbeing for youth in rural and remote areas, and c) development of the young people’s digital skills and creation of the job opportunities for youth in the digital economy.

The project will be implemented in close partnership with the Government of Tajikistan (both national and local levels) as well as the private sector, civil society organizations, academia and development partners. Below are details on the components of the proposed project.

The target regions and districts will be selected based on criteria of social and economic vulnerability, economic development indicators, indicators of target population. In addition, the project will consider coverage of vulnerable regions and districts by other development partners, to avoid duplications and to promote synergies. The project is expected to be implemented countrywide with a special focus on rural and remote areas of GBAO, Sughd and Khatlon regions.

Chart 1. Project Theory of Change



III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

To address the development challenges outlined in the background and strategies section, the project has adopted the following chain of results starting from impact level to development outcome aligned with UNDAF and UNDP Country Program document and presenting the project-level output and activities.

Overall Project Goal / Expected impact: young people, men and women have improved access to and affectively apply the employable knowledge and skills and there is an enabling policy and legal environment for effective youth engagement in innovative economic spheres.

The project will accelerate the achievement of the goal outlined above through three Project's **components / key objectives:**

1. Promoting knowledge and skills for youth engagement in innovative development.
2. Enhanced opportunities for youth employment in innovative economic sectors.
3. Enhanced access to innovative financing, knowledge exchange and business connectivity.

Component 1. Promoting knowledge and skills for youth engagement in innovative development.

The first component of the Project is aimed at improving employable and future knowledge and skills of youth mostly from rural areas of Tajikistan. Recent studies conducted by UNDP and other partners⁹ revealed that many enterprises in the spheres of digital/AI services, banking, ITC, industrial manufacturing, textile, food processing as well as agricultural industries have issues with hiring competent human resources having necessary modern skills, particularly in digital sphere. The deficiency of qualified resources is especially critical in rural areas. As it was confirmed by UNDP Assessment of COVID19 impact on MSMEs in 2020, the enterprises working in personal services, agriculture, food processing and light industrial sectors are striving to apply modern methods and technologies for production and sales but lack knowledge and expertise in this sphere, thus being not able to adapt to new demands and trends in economic and social life impacted by COVID.

Enhancing young people potential for employment through development of their soft skills and competencies, knowledge in STEM/digital spheres and other employable skills on demand in the local and external labour markets is reckoned by the Government of Tajikistan as one of the key prerequisites for sustainable and inclusive economic growth. The new Mid-term Development Strategy of Tajikistan for 2021-2025, Digital Economy Strategy of the Republic of Tajikistan by 2025, State Program on Private Sector Development by 2030, and other national and sectoral strategies are stipulating the urgent need for development of new generation of qualified human capital allowing the country to shift from agrarian development to rapid industrialization. Through close consultation with the State Committee on Investment and State Property Management, Committee on Youth and Sports Affairs, State Business Incubator, and other key agencies, as well as in collaboration with business associations, public organizations and academia, UNDP will provide expert support, including methodological guidelines, for conducting a complex high-quality analysis of changing market demand for youth employment in rural areas. Based on the results of this analysis, new capacity building and knowledge generation mechanisms can be created, including access to technologies, learning resources and mentorship/apprenticeship programs. Analytical products of the project will strengthen evidence base for policymaking in relevant spheres and will support the national approach towards acceleration of Sustainable Development goals.

⁹ Khotamov N., Report on Analysis of Textile and Food Industries in Tajikistan, January 2021, USAID (unpublished)

The project will work further on conduciveness of the regulatory framework and ecosystem for innovations and youth entrepreneurship, with a strong focus on scaling up access for women and girls to STEM and digital education and supporting engagement of university students in planning and implementation of inclusive rural development solutions. Best practices from Russian Federation and other countries will be analysed and applied in Tajikistan context to improve legislation and promote favourable environment for entrepreneurship, innovation, and digitalization. In particular, the regulatory changes will be offered in the spheres of commercialization of scientific inventions and prototypes of students and scientists in the production process.

The project will utilize the experience of Administration of Moscow in establishment of creative corners in schools to improve creative potential of young generation. Further successful graduates of vocational and educational institutions will be offered internships and employment in private sector companies working in innovative sectors of the economy and looking for new skills in STEM and digital spheres.

The Component's strategy envisages the following activities and results:

Activity result 1.1. Capacity building of youth on demanded skills among private sector companies to match with employment opportunities in selected sectors of economy.

Within this activity results, it is expected to conduct a needs-based assessment and skills mapping among private sector companies working with special attention to the following spheres: digital/AI services, banking, ITC, industrial manufacturing, textile, food processing as well as agricultural industries to determine demand for skills and skill gaps; development of training and capacity building programs for young people to address the gap in skills in the private sector companies; Implementation of capacity building activities and trainings in selected sectors based on the results of need assessment reflecting specific skills demanded for employment.

Activity result 1.2. Analytical research and policy support for promotion of youth engagement in entrepreneurship, innovative development, and digitalization of economy.

The activity result is envisaged to be implemented in partnership with selected Universities (RTSU, branch of MGU, etc, as well as Universities in Russian Federation) for conducting capacity building and incubation programme for proactive Tajik students on the concepts of smart and digital economy and its application for innovative and inclusive local/rural development. Also, organizing contests among trained youth for elaboration of youth-led innovative ideas for sustainable local development (with a focus on diversification of local economy and balanced regional development) involving young people, and support to implementation of 3 most feasible rural development solutions. The activity is focused on identification of financially feasible business ideas that are implementable in conditions of Tajikistan with minimal funding. The proposed solutions / initiatives should be mostly focused on localization of innovations at the rural and remote areas promoting innovations among rural youth.

Engagement of young economists and national experts in research on Russian and international experience in promoting youth-led innovations and elaboration of recommendations on adaptation of Russian and international practices related to innovative development, such as digitalization of business, business incubation, promotion of venture investment, etc in the context of Tajikistan. Analysis of conduciveness of the Tajik regulatory framework, developing recommendations and drafting revised laws and by-laws to the existing legislation on innovation, business incubation, and venture investment in Tajikistan. It is also expected to organize knowledge sharing and advocacy events to promote economic engagement of young people with participation of government agencies, private sector, and development partners.

Activity result 1.3. Strengthening access of youth in rural areas to skill development and digital education.

Below activities are planned to be implemented to achieve goals of the activity

- Establish creative corners in 5 pilot schools in remote rural areas offering local young people access to learning materials and technology to develop skills in spheres of STEM, ITC, digitalization, etc.
- Provide modern equipment to 4 targeted non-governmental education centres and government vocational training institutes to enhance their training base and resources for on-demand skills.
- Create and pilot an internship and employment model for the 200 graduates of the targeted vocational institutions.
- Establish matching digital platform with private sector companies working in innovative spheres of economy to coordinate and cooperate on internship, apprenticeship, and further employment for the graduates of the vocational schools.

The strong partnership is expected with the Russian institutions for implementation of proposed interventions and development of youth skills in remote rural areas.

Activity result 1.4. Strengthening capacities of the national volunteer movements through knowledge exchange with Russian volunteer networks.

Conducting research on the best Russian practices of building volunteer infrastructure¹⁰ and creating a web-platform for matching volunteering projects and interested youth, along with the promoting the volunteer web-platform among public and private sector actors, as well as urban and rural youth are expected within this activity result. It is expected to partner with UNV and Russian institution that is described in the partnership section.

The private sector will be actively involved in creation of job opportunities for youth attending capacity building activities within the project. Youth will be matched with existing private sector companies, particularly through existing Startup Chohona and volunteer platforms. The private sector companies will attend pitching sessions, volunteer activities and other activities to headhunt youth to companies and seek opportunities of funding start-up projects of youth.

Expected Results under Component 1:

1. Educational module developed and 300 youth covered with capacity building activities.
2. At least 2,000 young people (30% women) have improved knowledge and skills to implement innovative economic solutions and ideas.
3. Improved legislation and by-laws on entrepreneurship, digitalization, business incubation in Tajikistan.
4. 3 local development initiatives proposed by young people are implemented in rural areas.
5. Creative corners in at least 5 pilot schools in rural areas established benefiting at least 400 young people annually.
6. Modern equipment and tools are provided to at least 4 education and vocational training institutions, including institutions teaching in Russian or offering courses of Russian language.
7. The internship programmes covered at least 200 graduates of the vocational schools, including at least 35% of young women.
8. The volunteer web-platform is created and functional.

Component 2. Enhanced opportunities for employment in innovative economic sectors

Developing knowledge and skills is seen as a key factor for promoting sustainable youth employment. Building on the results of the Component 1, Component 2 focuses on creating sustainable income-generating and decent jobs opportunities for young people, focusing on young

¹⁰ E.g. the Russia-wide platform: www.dobro.ru

people from disadvantaged rural areas as well as targeted activities for women and girls. Special attention will be paid to opening new perspectives on employment and self-employment to provide an alternative to non-qualified labour immigration.

In rural areas youth participation in local value chains creation and trade presents opportunities, especially in agriculture, food processing, and textile industries. Not all youths in rural areas will find agriculture, agribusiness, or food processing sector attractive. Raising awareness campaigns complemented with the establishment of small-scale agribusiness incubators/accelerators could facilitate the participation of youth in agribusiness and attraction/creation of agribusiness start-ups in the targeted rural areas. The project intends to pilot 20 local production facilities to offer employment opportunities to vulnerable young men and women as well as act as demonstration midpoints for local communities on application of modern tools and practices in value changing development. Thus, more youth would be involved in value-chain creation in agriculture and rural industries, bringing innovative/ digital solutions and skills for more sustainable and efficient development of their locations.

Close cooperation with private sector companies, Russian experts and universities of Tajikistan is expected to enrich the planned events. Acquiring practical vocational skills, as well as digital, innovative, and creative skills, is seen as a priority.

Another aspect consists in building a sustainable mechanism for matching private and public sector companies with young people via apprenticeship programmes. Such programmes would allow young people to gain hard skills necessary for the work in a specific sphere, closing the skill gap between the youth and the labour market.

Last but not least, outsourcing work is considered to open new employment and self-employment opportunities with decent and flexible income for young people.

Thus, enhancing employment and self-employment opportunities for the youth is seen as a key element of human capital development and creating sustainable ways of income-generation.

The Component's strategy envisages the following activities and results:

Activity result 2.1. Launching an apprenticeship programme in cooperation with the private sector for young people from rural areas

It is expected use Russian expertise to conduct assessment of potential emerging niches for apprenticeship programme in personal services, agro and light industry, production of eco/green products, and other rural economy sectors with high potential for employment. Carrying out field visits and meetings with local state and private stakeholders are planned on identification of opportunities for organization of apprenticeship places for young people with the further prospects for employment of successful trainees.

As a result of conducted assessment, planned to organize and conduct the apprenticeship programme in selected companies for at least 200 young people.

Activity result 2.2. Creating a database platform for outsourced services/distance work/international work to open new job opportunities for skilled youth in Tajikistan.

The goal of this activity is to better understand which professional skills are demanded by Russian companies to reduce the flow of non-qualified Tajik youth to Russia and instead provide necessary training to Tajik youth, who could later fill the gaps in the Russian labour market, but in its qualified parts. Anyway, the activity is eliminated and open-source data will be used at this stage. The project will explore partnership with the Russian Ministry of Labour in activities related to employment. It is expected to conduct research among Russian and international platforms for work outsource, paying special attention to digital, IT, AI, banking, accountant, and other high-tech and high-skill spheres. Also, create a database of selected platforms and connecting with existing HR platforms in Tajikistan and developing curricular plans for preparing young professionals for future outsourced work.

Activity result 2.3. Support to promotion of local small economic initiatives offering decent jobs for youth in rural areas.

Below activities are planned for implementation to achieve expected results:

- Analysis of local production potential in selected rural areas by mapping existing and potential production capacities by type of product, sectorial affiliation, employment generation potential, impact on social and environmental context, etc, considering the industries and regions most affected by COVID-19 pandemic and economic disruptions.
- Development of feasible business models for local production in prioritized spheres with a good potential for replication and scale-up by local counterparts.
- Support to selected small economic production and service facilities in rural areas generating decent jobs for at least 130 young men and women. The activity is supposed to support rural youth in establishing or expanding existing economic and income creation workshops. The initiatives can be related to creation of agricultural processing workshops, dairy production, introducing new technologies in rural areas, including smart technologies to greenhouses, drip irrigation, as well as creation of services workshops (beauty salon, furniture production, etc.) for population that can create sustainable jobs for rural youth. The contribution of communities to such projects will vary from 20% to 50% depending on nature, level of local development to ensure future sustainability of the initiatives. The initiative is connected with other proposed capacity building activities of the project and selected workshops will be covered with capacity-building activities in the project. The initiatives will be selected in close cooperation with local authorities, sectorial ministries, local activists, CSOs, private sector companies. The key criteria for selection of such initiatives will include newness, relevance, commercial, feasibility, justified financing strategy, social and economic impact, eco-friendliness and scaling-up potential.
- Documenting successful results and collecting evidences of development impact of local economic initiative and dissemination among interested stakeholders and partners for replication.

Expected Results under Component 2:

1. At least 200 young people (30% women) from rural areas took part in apprenticeship programme, and 30% of them have got full-time jobs after apprenticeship.
2. A database of international outsourcing platforms is created and sustainably functions, with at least 200 young people (30% women) benefiting from the database based on the proxy indicator.
3. A survey of long-term trends for outsourcing on the Russian market was conducted and results were used to strengthen national implementation schemes for distant employment.
4. 20 local production and service facilities in target sectors are established and function generating jobs for at least 130 young people, including at least 35% young women.

Component 3. Enhanced access of young entrepreneurs to innovative financing and promotion of knowledge exchange and business connectivity among Tajik and Russian innovators.

Since November 2016, UNDP, jointly with partners, including the State Investment Committee, UN Volunteers, Business incubator Accelerate Prosperity, the Youth Entrepreneurs Club, the National Association of Women Entrepreneurs of Tajikistan, private sector companies and others, has been supporting an innovative platform called “Startup Choikhona”, where young entrepreneurs get together to present innovative business ideas, matching these with potential investors and business partners, and create business partnership. So far fourteen “Start-Up Choikhona” platforms events have been organized in regions of Tajikistan and more than 400 young men and women who had the opportunity to present their start-up ideas to potential investors. As of today, 27 commercially feasible business projects have been launched. Since 2019, new products of the platform, including Choikhona Incubation, Choikhona Consult, etc. are launched.

The Startup Chohona Initiative will be continued to promote entrepreneurship and employment for young people, to match successful startup projects with investment opportunities, especially successful startup projects in rural areas. The key criteria for selection of best projects are:

- Newness, innovativeness
- Relevance
- Commercial Feasibility
- Justified financing strategy
- Social and economic impact
- Eco-friendliness
- Scaling up potential

Startup Chohona Initiative is expected to serve as a facilitator and matchmaker between the young founders of startups and investors. A special session of Chohona will be organized for young women, to ensure relevant level of participation of women in the initiative. The project activities will be implemented in online and offline modalities considering the situation with the COVID-19 pandemic.

Getting funds is the number one concern for start-ups right now. Grants are considered the most helpful policy instrument they could ask for (29%), followed by loans (12%). A significant number of start-ups is in the “red zone,” with 41% having three months or less of cash runway left. Many young start-ups live with only a few months of cash at a time - 29% were in this situation pre-pandemic - but since December 2020, the crisis has landed 40% more in this precarious state.¹¹

To address the challenges related to funding startup ideas and innovations, the third component aims to promote innovative financing solutions for promotion of entrepreneurship and innovations through establishing entrepreneurship support fund. UNDP country office has already established strong collaboration with the State Committee on Investments and with the State Business Incubator and is currently working on analysis of legislative framework for establishing entrepreneurship trust funds.

Within this project it is expected to further boost the ongoing endeavours and to develop, launch and test a pilot model of entrepreneurship support fund together with State Business Incubator, to finance promising startups and youth-led business ideas, including socially oriented start-ups. The lessons of the pilot model will be documented and used for scaling up this financing solution and advocacy on allocation of government resources to maintain such funds in the future.

The Component’s strategy envisages the following activities and results:

Activity result 3.1. Scaling up Startup Chohona Platform and matching the youth-led startups with investment opportunities

To achieve results, it is expected to implement following activities, but not limited to:

- Developing investor database from the government, domestic and international private companies, and international partners based on the concept of the Startup Chohona initiative, conducting meetings with the potential investors.
- Support Business Incubator to create an education platform on entrepreneurship for young people using Russian expertise.¹²
- Conducting Startup Chohona initiative covering at least 100 young innovators complemented with nationwide and international awareness campaign. The special focus for implementation of this activity will be youth living in remote and rural areas of Tajikistan.
- Developing a matching model between the promising startups and potential investors.
- Organizing events to match successful startups with investment opportunities based on the scale, target audience, and startup potential.

¹¹ 4 ways governments can support start-ups and save their economies, World Economic Forum, <https://www.weforum.org/agenda/2020/06/4-ways-governments-can-support-start-ups-and-save-their-economies/>

¹² E.g. https://www.rvc.ru/eco/education/innovative_economy/; <https://1va.vc/>; <https://www.creativelive.com/>

Activity result 3.2. Launching entrepreneurship support fund to support entrepreneurship and innovative projects of youth

The activity result is envisaged to be implemented in close cooperation with the State Business Incubator of Tajikistan. Within the UNDP “Youth for Business and Innovation” project, the capacity of State Business Incubator was built, and several initiatives related to capacity building of youth launched. Thus, designing the structure of the entrepreneurship support fund is key for further development of youth entrepreneurship in Tajikistan, as well as defining the target market, eligibility criteria, funding mechanism, partnerships, and other aspects of the fund. It is expected that Fund will be sustainable and function further upon project completion from the state budget, funds of other development partners and private sector companies.

In this regard, organizing meetings and collaborating with international development partners, private sector companies, and venture investors on potential co-funding schemes are planned, along with organizing partnerships with international angel investors and investment funds

Within the project scope planned Establishment of the Entrepreneurship Support Fund to support innovative start-ups using concept of venture investments and provision of support to at least 5 business ideas offered by young entrepreneurs.

Activity result 3.3. Support in packaging and presentation of innovative projects of Tajik young entrepreneurs and innovators to Russian market and vice versa

The activity result is key to attract investments into Tajikistan and priority projects of youth. Thus, implementation of below activities are planned to achieve this goal:

- Defining selection criteria for investment projects in Tajikistan to Russian markets, and selection criteria of Russian investment projects to the market in Tajikistan.
- Selecting innovative investment projects nurtured by Chohona initiative and further supporting for creation of investment pitchbooks and feasibility studies.
- Support participation of Tajik start-ups in knowledge events in Russian Federation.
- Organizing promo events in Tajikistan with invitation of flagship Russian investors and companies with experience in innovative spheres.
- Providing consultations to Tajik youth-led companies to increase profitability and sustainability of their business using Russian expertise.

Expected Results under Component 3:

1. Entrepreneurship Support Fund is established and functions.
2. At least 5 innovative investment projects are co-funded by the Entrepreneurship Support Fund, including at least 2 women led.
3. At least 100 start-up project ideas are assessed under the Chohona Initiative, and at least 6 of them are funded by investors.
4. At least 50 young startups, including 19 young women benefited from the joint Tajik-Russian business consultation program.
5. At least 30 job opportunities (30% women) created for young people in supported start-ups.

Resources Required to Achieve the Expected Results

Given the nature of the project, key resources required to ensure technical, strategic, organizational and process advice, expert and consultancy service engagement, human capacity development, organization of workshops and outreach campaigns, small grants for enhanced local economic solutions, procurement of goods and services for skills development and livelihoods promotion, and supervision of works. Resources will be also dedicated for data acquisitions, travel, and workshops. UNDP Country Office and key partners will provide support with the meeting

space, recruitment of experts and consultants, coordination of stakeholder consultations and partners in the target areas, and to designate a responsible supervisor or contact person for the related project activities. During the project implementation efficiency and cost effectiveness of the project interventions will be ensured through synergy with other projects and initiatives, effective coordination and joint work planning across UNDP clusters, strong stakeholder participation and engagement of national governments and institutional beneficiaries.

The project will add to the portfolio of the UNDP projects under the Sustainable Economic Development (SED) Cluster of UNDP which aims at supporting inclusive economic development policies and implementation capacity, digital technologies, financing SDGs and access to services and basic infrastructure at the national and local levels. The Cluster supports the Government of Tajikistan to promote wider participation of communities in the process of development planning, promote decent employment, create enabling environment for businesses and promote cross-border trade among other countries. The efforts of UNDP increased in scale and financially during the last years with the financial support of the Russian Federation, UK, Switzerland, Finland, Japan, Norway, as well as from its own resources. The project logically continues, complements and reinforces the following ongoing UNDP projects:

- The “Livelihoods promotion in the Tajik-Afghan Cross-border Area” (LITACA) project is cross border long-term programme initiative to improve living standards in the bordering provinces of Tajikistan with Afghanistan. This project helps start-ups by providing equipment and supporting marketing, labelling, design, and export. The beneficiaries are small and medium farmers, agro- processors and handicraft workshops, both individuals and cooperatives and cooperatives, traders (wholesalers, retailers, small- and medium-sized enterprises). The focus is on vulnerable women, unemployed youth, and people with disabilities. The total parallel contribution for implementation of proposed project by LITACA project will be around 390,000 USD. The project will strengthen activities related to building the capacity of local producers, including young people, establishment of small economic and income generation workshops and further promotion of products in local and foreign markets.
- The “Digital solutions for recovery and adaptation” Project funded by the UNDP COVID-19 Rapid Financing Facility is a 2-years initiative aimed to accelerate the immediate and long-term response to the COVID-19 negative socio-economic consequences and to ensure capacities for stronger recovery. The project intends to promote and scale up some of the pilot interventions launched under “InnoResponse Challenge” collaboration platform for innovations and will leverage interventions of other UNDP projects focused on response to COVID-19, such as promotion of civic engagement, empowering of youth through provision of skills based capacity building activities. The amount of parallel funding for this project will be around 110,000 USD related to providing up-skilling program for young people on IT literacy, programming and web development design, organizing a pilot rural digital corners / co-working spaces to expand potential for rural young people including women and girls for telework, online learning and application of digital means for their business.

Also, parallel funding is envisaged from the Government, private sector, business incubators and other institutions of Tajikistan for implementation of the project. The total amount of parallel funding is estimated to be around 150000 USD mainly consisting from contribution for implementation of economic and infrastructure initiatives.

The project represents the logical and programmatic continuation of the “Youth for Business and Innovation” Project implemented by UNDP Tajikistan during 2019-2021, funded by the Russian Federation-UNDP Trust Fund for Development and addressing the economic vulnerability and social exclusion of young people of age 15-29 in Tajikistan. This project worked on building the capacity of young people in Tajikistan for development their own business and improvement of their livelihood and promoting digital tools among youth through several means, including Startup choihona platform. Youth beneficiaries under the “Youth for Business and Innovation” project will be further actively involved in the new project activities.

UNDP will ensure strong connection with local private sector, business support organizations and other international organizations, such as WFP, FAO, UNICEF, EU funded projects for implementation of this project.

Partnerships

The project will actively look for synergies with the ongoing projects of UNDP in Tajikistan and other UN and development partners working in Tajikistan, including World Bank, IFC, SDC and others. The partnership schemes envisaged by the project, are based on the previous experiences and lessons learned of UNDP projects.

Establishing partnerships with governments and private sector actors has been key to fostering an enabling environment for youth employment and youth inclusion in national and regional initiatives; the private sector partners selected have proven to be pivotal in the institutionalization of the projects, and thus their sustainability.

For the aim of this project, partnerships with Russian governmental bodies, private companies, institutions and SCOs are of great importance. On the one hand, it is expected to study and adapt best Russian practices to the socio-economic environment in Tajikistan. On the other hand, close partnerships with direct exchange and networking could be very beneficial for developing innovative approaches to issues of interest. Some of such potential partnerships are listed below.

The experts from the Higher School of Economics' School of Legal Regulation of Business (est. 2020)¹³, Russian Federation will be actively involved in the implementation of activities related to introducing relevant revisions and amendments to legislative acts to create a suitable business environment for the activity of entrepreneurs, investors, and innovators. These experts will also be actively involved in drafting policy recommendations regarding best Russian and international practices related to innovation and business incubation in the case of Tajikistan. Together with the experts from the HSE, some professionals from the Civil and Entrepreneurial Law Department of the Kazan Federal University could be involved in the above-mentioned activities.¹⁴

UNDP Tajikistan has established cooperation with experts from the Moscow State University named after Lomonosov and particularly involved them into the implementation of the Delovaya Eurasia initiative under the Youth for Business and Innovation project. Also, two youth from remote GBAO region of Tajikistan presented their business ideas among investors in Russian Federation and participated in the Round table on the topic "Russia - Tajikistan: youth, investment, development of the areas. Pamir dimension" in the RIA News Agency.¹⁵ Thus, the project will partner with this organization on improving skills of youth and establishment of learning platforms for entrepreneurship.

Partnership with the "Moscow Center for Technological Modernization of Education" is also envisaged under the first component of the project. The expertise and innovative approach of "The School of New Technologies"¹⁶ under the Moscow Center for Technological Modernization of Education will be applied for organizing creative corners in pilot schools of pilot rural areas. The I project aims to make the school a modern centre of innovation, a laboratory that allows students to fully realize their ideas and reveal their talents. Therefore, a mutual exchange could be beneficial for the aims of this project.

A close partnership is expected with the Rossotrudnichestvo in Tajikistan. The project will closely partner in conducting needs-based assessment among private sector companies with special attention for digital, banking, IT, industrial manufacturing, textile, food processing as well as agricultural industries to determine demand for skills and skill gap. In addition, it is agreed to partner with the Branch of Rossotrudnichestvo in conduction of events related to youth capacity building in remote and rural areas.

¹³ HSE University's School of Legal Regulation of Business <https://pravo.hse.ru/en/lrb/>

¹⁴ Civil and Entrepreneurial Law Department of the Kazan Federal University <https://kpfu.ru/eng/academic-units/humanities/faculty-of-law/structure/departments/civil-and-entrepreneurial-law>

¹⁵ <https://ria.ru/20191223/1562734455.html>
<http://pressmia.ru/pressclub/20191225/952610429.html>

¹⁶ The School of New Technologies <http://snt.mos.ru/>

The cooperation will be ensured with the Trade Representation of Russian Federation in the Republic of Tajikistan on implementation of the second and third outputs of the project.

To ensure the efficiency of creative corners in pilot rural areas of Tajikistan, studying the experience of Russian schools applying creative and innovative approaches to education could be valuable. For instance, exchange of experience could be established with the Private Lomonosov School in Nizhniy Novgorod or with the Engineering and Technology School No. 777 in Saint Petersburg. Both schools offer innovative programmes with modern equipment: biological laboratories, IT, 3D graphics and design, energy systems, robotic design, etc.

Under Component 1, specifically as a part of the activity related to works with vocational institutions, partnership with WorldSkill Russia¹⁷ would be a good opportunity to create an innovative approach. This partnership could contribute to popularization of working professions, raising the status and standards of professional training, improving the skills of working professions. It is possible to jointly organize Russian and Tajikistan professional skill championships given the experience of WorldSkill Russia. Moreover, WorldSkills Russia provides online opportunities for learning about diverse working professions and competences they require through videos and online-courses – an approach which could be used within the apprenticeship programme under Component 2.¹⁸

Given the experience of Russia in apprenticeship and volunteer programmes around the world, partnership with Russian institutions would be a good addition to complement the activities of the project under Component 2. This partnership is expected to enhance the skills, knowledge and attitude of apprentice and officials participating in the programme to boost the productivity in the agriculture, food processing, and textile industries. Along the same line, partnerships with business associations and private sector companies are also envisaged to strengthen the activities impact.

Under Component 1, creating a nationwide volunteer infrastructure for mobilizing an increasing number and diversity of young volunteers for development issues is expected. In order to build on Russian experience, a Russia-wide platform “Dobro” and a privately developed initiative “Pomogi Prosto” could be considered. Both platforms allow matching youth with volunteering projects and NGOs. Some of their mechanisms could be valuable for the purposes of this project. Apart from that, partnerships with the Association of volunteer centres (Russia) and UNV could be of great value, since both organizations have a profound experience in facilitating volunteer activities. The project will explore partnership with UNIDO, particularly Project on Industrial modernization and upgrading of carpet-weaving, embroidery, and traditional textile sectors in Tajikistan on wool processing cooperation that can be an option for employment creation for young women in rural and remote areas of Tajikistan.

As far as business incubation is concerned, Business Incubator of the Higher School of Economy in Moscow implements initiative related to startup with no resources on coding. This will be interesting for Tajik startups and businesses in order to launch online e-commerce platforms without investment in coding. In this regard, the project will explore opportunities of its implementation.

Furthermore, the project will explore partnership with IT Park of Kazan and Innopolis – the biggest IT university of the Russian Federation under Component 3 of the project, particularly on activities related to skill development and learning platform.

In order to create a database of platforms for international work outsource to open new job opportunities for the skilled youth in Tajikistan, existing Russian platforms for work outsource and freelance will be studied.¹⁹ This will help to widen the horizon and open up new remote employment opportunities for the skilled youth.

In addition, to engage ideas and energy of young people to find development solutions for formerly successful industrial areas and mono-regions of Tajikistan under Component 3, partnerships with the Chamber of Commerce and Industry of Russia and with The Ministry of Economic

¹⁷ WorldSkills Russia <https://worldskills.ru/>

¹⁸ Learning about working professions with WorldSkills Russia <https://nationalteam.worldskills.ru/skills/>

¹⁹ E.g. 1. <https://www.weblancer.net/>; <https://www.freelancer.com/>; <https://www.fl.ru/>; <https://freelancehunt.com/>; <https://www.freelancejob.ru/>

Development of the Russian Federation could be considered, since both organisations have valuable experience in the development of “mono-regions” and “mono-cities”. Since the format of this event is similar to a case- championship, partnerships with prominent Russian organisers of case- championships would be beneficial, e.g., with Changellenge, the Higher School of Economics or NGO Challenge.

Finally, partnerships with below named Russian institutions are envisaged during project implementation to build the capacity of main stakeholders in Tajikistan: DI Group, Algoritmatika, Business Incubator of the Moscow State University, etc.

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Stakeholder Engagement

Partners and Stakeholders	Anticipated roles to play
<i>State Committee on Investment and State Property Management of the Republic of Tajikistan</i>	The State Committee on Investment and State Property Management of the Republic of Tajikistan (SCISPM) as the leading state authority on the development and implementation of entrepreneurship, investment and private sector support is the main partner of the project. At the national level, the Committee will assist in the design and monitoring of the necessary legislation and regulations at the central level, as well as the effective implementation of the project. SCISPM has its structural divisions in the regional, city and district levels. The SCISPM will be a key member of the Steering Committee, constantly conduct monitoring of the project implementation and achievement of specified goals and objectives
<i>State Institution “Formation and Development of Entrepreneurship in Tajikistan”, Consultative Council on Improvement of Investment Climate under the President of Tajikistan, local administrations</i>	The project will also partner with State Institution “Formation and Development of Entrepreneurship in Tajikistan” support youth start-ups in rural areas, promote entrepreneurship and innovation, and youth skill development. Partnership with the Consultative Council on Improvement of Investment Climate under the President of Tajikistan will be established to support the implementation of legislative reforms, as well as organization of awareness-raising campaigns. The main role of local administration is to support the sustainable socio-economic status of the areas, improving the welfare of people living in these areas, development of economic infrastructure and territories, etc. UNDP has established a fruitful collaboration with these local authorities. Thus, the main task of local administrations in the implementation of this project is to assist in the effective implementation of the project in the target districts and conducting daily monitoring of it. Particularly, local administrations will be actively involved in the selection of facilities, which are planned to construct/renovate within the framework of the project.
<i>Local public organizations and support institutions for</i>	Close cooperation with Alif Academy, Legal Centre “Himoya”, Ilmhona and other, community-based organizations, associations, as well as business support centres, are planned within the project implementation.

<i>business development</i>	These organizations will contribute to the effective implementation of the project in the field and awareness-raising of interested stakeholders on existing opportunities, skill development, digital transformation, and decent jobs.
<i>Private sector companies and media</i>	<p>The project will ensure close cooperation with private sector companies specifically in food processing and textile industries and ICT industries, including Dushanbe Dairy Factory, Megafone, Tcell, 55 Group, Alif Group to facilitate the inclusion of youth in value chain development and trade, and to promote green and digital decent jobs for the youth in rural areas.</p> <p>The project will actively partner with media, including Asia Plus, Sputnik Tajikistan and others to promote digital transformation and conduct envisaged awareness-raising campaigns under the project.</p> <p>Close cooperation is envisaged with digital media and social platforms, particularly your.tj, limu.tj, Asia Plus platforms and others.</p>
<i>Russian public institutions, private sector companies</i>	<p>The project looks forward to closely cooperate with Russian public institutions and private sector companies to study Russian best practices and adapt them to the needs of the project.</p> <p>National Research University Higher School of Economics and Kazan Federal University for research expertise and business incubation expertise.</p> <p>Moscow State University named after Lomonosov for activities related to youth skill development and establishment of learning platforms.</p> <p>Moscow Center for Technological Modernization of Education and “The School of New Technologies” for their expertise in bringing innovation to schools and ensuring inclusive education.</p> <p>Russian schools which successfully implement innovative approaches to education and organize creative corners (e.g., Private Lomonosov School in Nizhniy Novgorod or with the Engineering and Technology School No. 777 in Saint Petersburg).</p> <p>WorldSkill Russia for activities related to youth skill development in urban and rural areas, popularization of working professions and drafting the apprenticeship programme.</p> <p>Russian initiatives devoted to matching the youth with volunteering opportunities (e.g., “Dobro”, “Pomogi Prosto”).</p> <p>IT Park of Kazan and Innopolis for developing online learning materials to enhance knowledge and capacity building in IT.</p> <p>The Chamber of Commerce and Industry of Russia and with The Ministry of Economic Development of the Russian Federation for their experience on the development of</p>

	<p>“mono-cities” and “mono-regions”.</p> <p>With Russian experts in the organisation of case-championships (e.g., Challenge, the Higher School of Economics or NGO Challenge).</p> <p>Other Russian private sector companies for their experience with apprenticeship and volunteer programmes.</p>
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Risks and Assumptions

The project will adhere to the UNDP’s [Enterprise Risk Management \(ERM\) Strategy](#) and to the [UNDP’s Social and Environmental Standards \(SES\)](#). Risk management will be monitored through the [UNDP corporate project risk dashboard](#). ERM applies an integrated approach to risk management, with horizontal integration across all types of risks, and vertical integration from projects up to corporate level. The ERM methodology consists of six key elements in line with the ISO 31000:2018: communication and consultation; establishing scope, context, criteria; risk assessment; risk treatment; monitoring and review; and recording and reporting. In line with the above UNDP policies, an initial Risk Analysis for this project is presented in the Annex 3 and Social and Environmental Screening Procedure Template is presented in the Annex 2.

Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

The project is based on the following assumptions:

- The government strategies in the post-COVID context increasingly focus on promoting innovative economies, digitalization of business and governance and modern skill development for youth.
- The Government readiness for adaptation of regulatory changes and promotion of enabling environment for enhanced use of digital solutions, modern technologies and innovative financing.
- Increased accessibility and availability of high-speed Internet for all strata of population.
- Adherence of the Government and local stakeholders to invest in upskilling for local labor force, including digital skills and literacy and connect the vocational programs with modern skills and competencies required at the local and international labor market

South-South and Triangular Cooperation (SSC/TrC)

The project envisages engagement of experienced national and international trainers and experts having an advanced understanding of the country’s socio-economic context, experienced in the field of area development, business promotion, employment agencies for capacity building of national and local stakeholders. The project also assumes SSC/TrC exchange visits depending on COVID-19 pandemic to the counties having relevant experience, conducting knowledge sharing events in the regions, establishing the e-platform for sharing innovative approaches, experiences, and best practices, as well as supporting participation of people living in rural areas in capacity building events.

Knowledge

Results from the project will be disseminated within and beyond the project intervention zone through a number of existing information-sharing networks and forums. In addition, the project will share lessons and knowledge products with project managers of similar projects and development partners working in the same area of development. The project will identify and participate, as relevant and appropriate, in scientific, policy-based, and/or any other networks, which may be of benefit to project implementation through lessons learned.

Sustainability and Scaling Up

The project's approach towards sustainability is focused on ensuring national ownership, involving stakeholders at all levels through enhanced dialogues, and capacity building. The sustainability of the project will depend on stability both in the sense of security and political, as well as pandemic context, and continued commitment of all stakeholders.

The project's objectives are based on national priorities and a series of national legislative and strategic documents. Such approach ensures inherent ownership over the project's interventions and targets the core needs of the authorities.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The activities implemented by UNDP will make part of the portfolio of projects implemented by the Sustainable Economic Development Cluster of UNDP Tajikistan. The portfolio approach allows saving on administrative and operational costs of the project, as well as benefit from the synergies with other development projects and activities implemented by the SED Cluster in the country. Monitoring of activities will be implemented by UNDP along with the implementation of the CO/SED Cluster monitoring plan. UNDP Local Implementation and Innovation Centers will be engaged in implementation of activities at the local level.

In order to be cost-effective and work with high effectiveness the project management will rely on evidence-based approach in order to deliver maximum results with available resources. By using the theory of change analysis, different options to achieve the maximum results with available resources have been explored. The cost effectiveness will be pursued by sharing resources, knowledge and leveraging activities and partnerships with other ongoing country offices' projects, as well as through synergised efforts with the projects and agencies working in the same direction in the target area (reference to Partnerships section).

Project Management

The project will be implemented by UNDP Country Office in Tajikistan through its Sustainable Economic Development Cluster under Direct Implementation Modality (DIM) in accordance with rules and procedures of UNDP. International and local consultants and SSC/TRC schemes will be involved on a need basis. UNDP will provide operational and management support in project implementation through its programme and operations units.

The Project Steering Committee will be established to provide strategic project management of the project and will include a representative of the donor – Embassy of Russian Federation in the Republic of Tajikistan, UNDP in Tajikistan, and the Government of Tajikistan – State Investment Committee and State Property Management of the Republic of Tajikistan. Steering Committee will review the progress of the project, including project reports and work plans. Steering Committee will serve as a platform that key stakeholders will use it to discuss the overall direction of the project implementation, as well as to make strategic decisions to ensure the best use of resources to achieve goals and objectives.

Project Steering Committee Meeting will be held at least once a year (physically or virtually via email) to discuss the project implementation progress. For more effective communication of the project results, representatives of key project stakeholders could be invited to the Project Steering Committee meetings and communication exchange.

V. RESULTS FRAMEWORK²⁰

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

UNDAF/CPD Outcome 2: People in Tajikistan benefit from equitable and sustainable economic growth through decent and productive employment, stable energy supply, improved access to specialized knowledge and innovation and more favourable business environment especially for entrepreneurs and farmers

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

UNDP Tajikistan CPD Output 2.1: National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment and livelihood intensive.

Indicator 2.1.1: Number of additional full-time equivalent jobs created disaggregated by sex

Baseline: 6,295 (incl. 4,242 women)

Target by 2022: 81,884 (incl. 32,750 women); Data source: Progress reports

Indicator 2.1.2: Number of additional people benefiting from strengthened livelihoods, disaggregated by sex

Baseline: 82,585 (incl. 40,839 women)

Target by 2022: 107,361 (incl. 42,944 women); Data source: Progress reports;

Indicator 2.1.3: Extent to which policies, systems and/or institutional measures are in place at the national and sub-national levels to generate and strengthen employment and livelihoods;
Baseline: Very partially

Target by 2022: Largely; Data source: NDS review.

Indicator 2.1.4: Number of additional schemes which expand and diversify the productive base, based on the use of sustainable production technologies;

Baseline: 15

Target by 2022: 25; Data source: external evaluations

Applicable Output(s) from the UNDP Strategic Plan: Outcome 1, Signature Solution 1, Output 1.3. and Output 6.1

Project title and Atlas Project Number: Award ID: 00136318, Output ID: 00127262

EXPECTED OUTPUTS	OUTPUT INDICATORS ²¹	DATA SOURCE	BASELINE				TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS	
			Value	2021	2022	2023	2024	2025	FINAL			

²⁰ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

²¹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output 1 <i>Improving knowledge and skills of youth in urban and rural areas of Tajikistan</i>	Activity 1.1. Capacity building of youth on demanded skills among private sector companies to match with employment opportunities in selected sectors of economy	# of youth covered with the demanded capacity building activities	UNDP Reports	0	2021	50 (at least 30% women)	150 (at least 30% women)	100 (at least 30% women)		300 youth (at least 30% women)	Needs assessment Project progress reports
	Activity 1.2. Analytical research and policy support for promotion of youth engagement in entrepreneurship, innovative development and digitalization of economy	# young people (30% women) have improved knowledge and skills	UNDP Reports	3257	2021	50 (30% women)	100 (30% women)	200 (30% women)	100(30% women)	450 (at least 30% women)	Needs assessment Project progress reports
	Activity 1.3. Strengthening access of youth in rural areas to skill development and digital education	# of legislative documents changed/drafted on entrepreneurship, digitalization, business incubation in Tajikistan	UNDP Reports	2	2021		1			1	Adopted legislation Project progress reports
	Activity 1.3. Strengthening access of youth in rural areas to skill development and digital education	# local development initiatives proposed by young people are implemented in rural areas	UNDP Reports	47	2021		2	1		3 (at least 1 women led)	Reports from partners Project progress reports
	Activity 1.3. Strengthening access of youth in rural areas to skill development and digital education	# of pilot universities and schools where creative corners are established	UNDP Reports	0	2021		3	2	1	5	Reports on conducted activities Project progress reports

Output 2 <i>Enhanced opportunities for employment in innovative economic sectors</i>	# of education and vocational training institutions have been equipped with modern equipment to ensure improved educational facilities	UNDP Reports	0	2021	3	2			5	Reports on conducted activities Project progress reports
	# of youth accessed improved conditions for educational facilities	UNDP Reports	0	2021	200 (at least 35% women)	300 (at least 35% women)	300 (at least 35% women)	300 (at least 35% women)	1100 (at least 35% women)	Reports on conducted activities Project progress reports
	# number of youth covered by internship programs in public and private sector companies during the education process	UNDP Reports	0	2021	10 (at least 35% women)	90 (at least 35% women)	50 (at least 35% women)	50 (at least 35% women)	200 (at least 35% women)	Reports on conducted activities Project progress reports
	Activity 1.4. Strengthening capacities of the national volunteer movements through knowledge exchange with Russian volunteer networks									
	# of volunteers registered in the established web-platform	UNDP Reports	0	2021		50 (at least 30% women)	300 (at least 30% women)	400 (at least 30% women)	750 (at least 30% women)	Reports on conducted activities Project progress reports
Activity 2.1. Launching an apprenticeship programme in cooperation with the private sector for young people from rural areas # of people who took part in apprenticeship program	UNDP Reports									
	UNDP Reports	104 (42 women)	2021	100 (at least 30% women)	100 (at least 30% women)			200 (at least 30% women)	Reports on conducted activities Project progress reports	
	Activity 2.2. Creating a database platform for outsourced services/distance work/ international work to open new job opportunities for skilled youth in Tajikistan.									
# young people benefited from the database	UNDP Reports	0	2021		50	100	50	200 (at least 30% women)	Developed database Project progress reports	

Output 3 <i>Enhanced access of young entrepreneurs to innovative financing and promotion of knowledge exchange and business connectivity among Tajik and Russian innovators</i>	Activity 2.3. Support to promotion of local small economic initiatives offering decent jobs for youth in rural areas.																			
	# of production facilities established	UNDP Reports	0	2021	2	6	4	2	20 (at least 7 women led)	Reports on conducted activities Project progress reports										
	# of new jobs created for youth (35% young women)	UNDP Reports	0	2021	10	65	40	15	130 (at least 35% young women)	Reports on conducted activities Project progress reports										
	Activity 3.1. Scaling up Startup Choihona Platform and matching the youth-led start-ups with investment opportunities		UNDP Reports																	
	# of young innovators presented business ideas within the Startup Choihona	UNDP Reports	350	2021	25	25	25	25	100 (at least 45 women)	Reports on conducted activities Project progress reports										
	# of businesses launched by youth	UNDP Reports	27	2021	2	2	3	2	9 (at least 4 women led)	Startup Choihona reports Project progress reports										
	Activity 3.2. Launching entrepreneurship support fund to support entrepreneurship and innovative projects of youth																			
	# of Entrepreneurship Support Fund established	UNDP Reports	0	2021	1				1	Entrepreneurship Support Fund report Project progress reports										
	# of private sector companies aware on established Entrepreneurship Support Fund	UNDP Reports	0	2021	40	60	50	100	250 (at least 120 women led)	Project progress reports										

	# of project ideas funded by the established Entrepreneurship Support Fund	UNDP Reports	0	2021	2		2			6 (at least 2 women led)	Minutes of selection committee Project progress reports
	Activity 3.3. Support in packaging and presentation of innovative projects of Tajik young businessmen and innovators to Russian market and vice versa										
	# startups benefited from the joint Tajik-Russian business consultation program (30% women)	UNDP Reports	0	2021	3 (1 women led)	20 (8 women led)	20 (8 women led)	7 (2 women led)	50 (19 women led)	30 (11 for women)	Project progress reports
	# job opportunities created to young people in supported startups	UNDP Reports	0	2021		15 (6 for women)	10 (3 for women)	5 (2 for women)			Project progress reports

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Semi-annually	Slower than expected progress will be addressed by project management.		USD 20,000
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Semi-annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		USD 5,000
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.		USD 5,000
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons, and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be	Annually,			

	presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		USD 5,000

Evaluation Plan²²

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Project Evaluation	n/a	SP 1.1.2	Outcome 2.	June 2025	SCISPM, local administrations, private sector and CSOs	USD 20,000

²² Optional, if needed

VII. MULTI-YEAR WORK PLAN ²³²⁴

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document. For further guidance, please refer to [POPP PPM Formulate Development Projects 3.0 Procedures > Step 3.2 > Prepare Fully Costed Budgets for Projects](#).

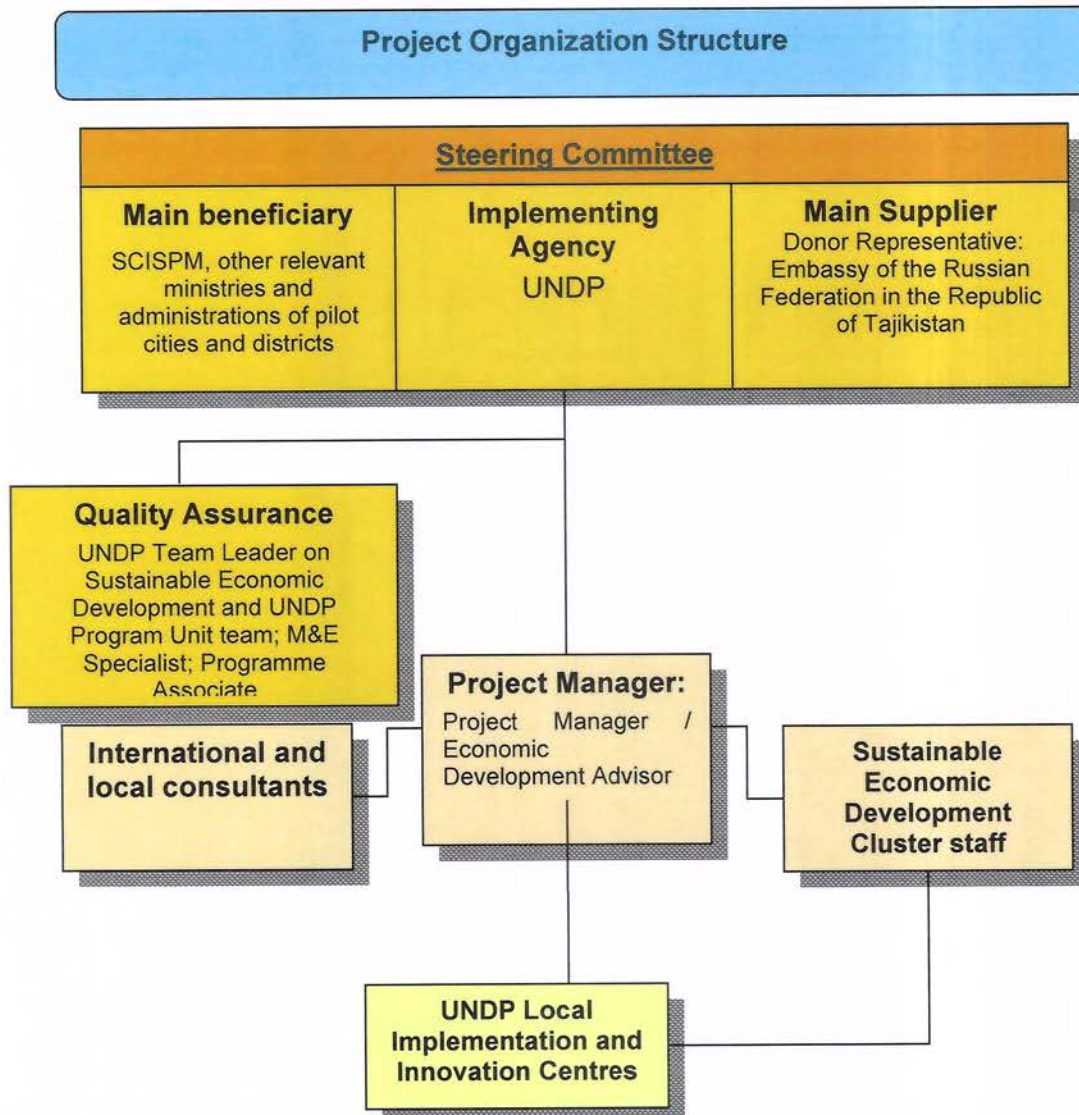
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4		Funding Source	Amount
Output 1: Promoting knowledge and skills for youth engagement in innovative development. <i>Gender marker: Gen2</i>	1.1 Capacity building of youth on demanded skills among private sector companies to match with employment opportunities in selected sectors of economy.	17,000.00	23,000.00	9,808.22		UNDP, SCISP	RTF	49,808.22
	1.2 Analytical research and policy support for promotion of youth engagement in entrepreneurship, innovative development and digitalization of economy.	30,000.00	75,000.00	58,000.00	43,000.00	UNDP	RTF	206,000.00
	1.3 Strengthening access of youth in rural areas to skill development and digital education.	108,000.00	87,000.00	30,500.00	18,500.00	UNDP	RTF	244,000.00
	1.4 Strengthening capacities of the national volunteer movements through knowledge exchange with Russian volunteer networks.	21,300.00	13,500.00	7,800.00	6,400.00	UNDP	RTF	49,000.00
	Delivery Enabling Services (DPC, QA, monitoring costs)	15,000.00	15,000.00	15,000.00	15,000.00	UNDP	RTF	60,000.00
Sub-Total for Output 1								
Government parallel financing (if applicable)								
Output 2: Enhanced opportunities for employment in innovative economic sectors	2.1. Launching an apprenticeship programme in cooperation with the private sector for youth from rural areas	55,000.00		8,000.00		UNDP, SCISP	RTF	63,000.00
	2.2. Creating a database platform for outsourced services/distance work/ international work to open new job opportunities for skilled youth in Tajikistan.	20,000.00	29,850.00	14,850.00	15,300.00	UNDP, SCISP	RTF	\$80,000.00
608,808.22								

²³ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

²⁴ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

<i>Gender marker: Gen 2</i>	2.3. Support to promotion of local small economic initiatives offering decent jobs for youth in rural areas.	67,000.00	199,000.00	151,000.00	98,000.00	UNDP, SCISP	RTF	515,000.00
	Delivery Enabling Services	15,000.00	15,000.00	15,000.00	15,000.00	UNDP	RTF	60,000.00
Sub-Total for Output 2								
Government parallel financing (if applicable)								
Output 3: Enhanced access to young entrepreneurs to innovative financing and promotion of knowledge exchange and business connectivity among Tajik and Russian innovators <i>Gender marker: Gen 2</i>	3.1. Scaling up Startup Choinona Platform and matching the youth-led startups with investment opportunities.	43,500.00	13,500.00	28,500.00	13,500.00	UNDP, SCISP	RTF	99,000.00
	3.2. Launching entrepreneurship support fund to support entrepreneurship and innovative projects of youth.	18,200.00	34,800.00	24,800.00	18,200.00	UNDP, SCISP	RTF	96,000.00
	3.3. Support in packaging and presentation of innovative projects of Tajik young businessmen and innovators to Russian market and vice versa.	5,000.00	38,400.00	26,400.00	27,200.00	UNDP, SCISP	RTF	97,000.00
	Delivery Enabling Services	15,000.00	15,000.00	15,000.00	14,629.63	UNDP	RTF	59,629.63
Sub-Total for Output 3								
Management	Project support cost (EDA, DIO, Admin/Finance Associate, interns)	\$10,000.00	20,000.00	30,000.00	30,000.00	UNDP	RTF	\$90,000.00
	Travel and Office costs (communication, stationary, equipment, rent, travels)	\$10,000.00	15,000.00	15,000.00	15,000.00	UNDP	RTF	\$55,000.00
	Total Project Admin Costs							\$145,000.00
Evaluation								
General Management Support (8%)					\$28,414.00	UNDP	RTF	\$28,414.00
		\$36,000.00	\$47,524.00	\$35,972.66	\$28,651.49	UNDP	RTF	\$148,148.15
TOTAL								\$2,000,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The UNDP Country Office team will provide overall strategic guidance of project, general management oversight on project implementation and programmatic and operational quality assurance.

- o UNDP Team Leader on Sustainable Economic Development (5%) and UNDP Programme Associate (5%) will ensure strategic management guidance, support in linking the projects' outputs with UNDP country program strategic objectives, general management oversight on project implementation and programmatic quality assurance, as well as other programmatic support;
- o UNDP M&E Analyst will ensure that regular monitoring is performed and reporting on results is being effectively captured. This will be done through regular or alternative M&E channels and tools, noting the limited movement to be imposed by COVID19.
- o UNDP Communications Analyst will ensure the visibility of the project and will contribute to reporting on activities on UNDP's communication platforms and will regularly develop stories and document achievements.

- Project Manager / Economic Development Advisor – PM/EDA (25%) will provide overall management of project implementation and activities. He/she will coordinate the project activities

with relevant state bodies and other stakeholders at the national level. PM/EDA will be acting under the direct supervision by UNDP Team Leader on Sustainable Economic Development and deliver the main executing project decisions to Project Board (Steering Committee);

□ SED staff will support PM/EDA in programme/operations activities and daily coordination of the practical implementation of all activities and reporting;

Project Officer (100%)- under the direct supervision of the Project Manager will be responsible for coordination of all project activities. He/she will actively participate in the preparation of annual work plans including budgets, reports, ensuring the establishment of proper communications and partnership strategy, coordinating activities with other development partners and private sector companies;

Digital and Innovation Officer (30%) - under the direct supervision of the Project Manager will be responsible for coordination of the project activities related to digital solutions and innovations, as well as promotion of outsourcing activities.

Finance Associate; Admin and Logistics Associate (25% each) - under the direct supervision of the Project Manager will be responsible for the implementation of finance, procurement and administrative issues related to all project activities;

Above-mentioned project staff will ensure an appropriate level of cooperation, linkages, and synergy of project activities with the other projects of UNDP.

□ International/local consultants will provide the needed technical expertise necessary for the project implementation.

IX. LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Tajikistan and the United Nations Development Program (signed by the parties on 1 October 1993). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner".

This project will be implemented by UNDP Tajikistan and Responsible Parties in accordance with its financial regulations, rules, practices, and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

Option b. UNDP (DIM)

UNDP as the Implementing Partner will comply with the policies, procedures, and practices of the United Nations Security Management System (UNSMS.)

UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds] [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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies, and procedures.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor, and sub-recipient. To this end, each responsible party, subcontractor, and sub-recipient shall:

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;

assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient'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 the responsible party's, subcontractor's, and sub-recipient's obligations under this Project Document.

In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes, and policies to prevent and/or address SEA and SH.

Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, or corruption, by its officials, consultants, subcontractors, and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor, and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors', and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP will be entitled to a refund from the responsible party, subcontractor, or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's, or sub-recipient's obligations under this Project Document.

Each contract issued by the responsible party, subcontractor, or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions, or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover, and return any recovered funds to UNDP.

Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all

the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Project Quality Assurance Report

Social and Environmental Screening Template [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. (NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).

To be completed at the stage of LPAC

Annex 2. Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Youth Empowerment through Skills Development and Promotion of Innovations in Tajikistan
2. Project Number	Award ID: 00136318 , Output ID: 00127262
3. Location (Global/Region/Country)	Republic of Tajikistan

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project goal: Development stakeholders at national and local levels, including governmental institutions, community-based organizations and private sector, are able to effectively plan, monitor and implement sustainable and inclusive development strategies in the context of Agenda 2030 to promote sustainable and inclusive local development and to ensure economic engagement of the most vulnerable population.

The project targets the needs of young people (18-35 years of age) and women living in rural areas as well as people with disabilities, who are facing difficulties with employment and self-employment and cannot utilize their opportunities for better livelihoods due to limited knowledge, skills and weak support provided by public service institutions.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project was designed taking into consideration the existing research data and UNDP own observations on the effect of existing inequality issues and gender biases on social and economic opportunities of women and young people. The project activities will be implemented using the results of analysis of specific needs of project target groups, men and women, with consideration of active engagement of the vulnerable groups, including women and girls, as agents of change. The project indicators include disaggregation by gender, wherever is applicable, to ensure targeted assistance and proper monitoring of gender-responsiveness of the project.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project will contribute to environmental sustainability by promoting research of the green agriculture product potential and wherever is possible will promote green jobs and environmentally friendly practices. In addition, it will cover environmental sustainability through supporting SDG nationalization and localization in Tajikistan.






Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low-Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</p>
<p>Risk 1: Human rights: Capacity of local authorities and duty-bearers might be limited to support and enable results expected within the Project, due to lack of knowledge and skills and their engagement with other priorities at the district level</p>	<p>Significance (Low, Moderate, High) Low</p>	<p>Close cooperation will be maintained with local authorities; capacity building activities are envisaged to increase adherence and accountability to project results; the schedule of activities is adjusted to ensure the effective and timely implementation of project activities in the project target areas</p>

<p>Risk 2. Human Rights: Young people due to lower level of confidence, knowledge and skills might be less active in taking benefits from opportunities provided by the project or will take passive role in the process of implementation of small economic projects.</p>	<p>I - 2 P - 2</p>	<p>Low</p>		<p>The project will ensure proper information sharing, awareness raising and capacity building for vulnerable groups including women and young people, as well as their equal participation in the project to ensure their proactive engagement, feedback for proper decision making and monitoring of results.</p>
<p>Risk 3. Gender Equality and Women's Empowerment: Introduction of the innovations in digital spheres to enable better access to public services, employment and entrepreneurship can increase disparities between urban/rural population as well as between men and women. Women (particularly young women in rural areas) having lower level of education and digital/IT skills might be in a disadvantaged position in comparison with men to benefit from the project results.</p>	<p>I - 2 P - 2</p>	<p>Low</p>		<p>The project will pay attention to development of skills of women and girls in rural areas, to ensure their proper engagement and participation in all stages of project implementation, starting from design and ending with use of innovative products generated by the project. Targeted information and communication campaign and tailored activities will be implemented to ensure proper coverage of women and girls (at least at the level of 30%) and gender-sensitive dissemination of knowledge and information about products and services.</p>
<p>QUESTION 4: What is the overall Project risk categorization?</p>				
<p>Select one (see SESP for guidance)</p>				
<p>Low Risk <input checked="" type="checkbox"/></p>				
<p>Moderate Risk <input type="checkbox"/></p>				
<p>High Risk <input type="checkbox"/></p>				
<p>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</p>				
<p>Check all that apply</p>				
				<p>Comments</p>

	Principle 1: Human Rights	<input checked="" type="checkbox"/>	Human rights risks, related to insufficient capacity of duty-bearers and right-holders will be assessed and addressed by the project at the earliest stage of project implementation to ensure effective support and engagement of both groups.
	Principle 2: Gender Equality and Women's Empowerment	<input checked="" type="checkbox"/>	The project will pay attention to development of skills of women and girls in rural areas, to ensure their proper engagement and participation in all stages of project implementation, starting from design and ending with use of innovative products generated by the project. Targeted information and communication campaign and tailored activities will be implemented to ensure proper coverage of women and girls (at least at the level of 30%) and gender-sensitive dissemination of knowledge and information about products and services.
	1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>	
	2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	
	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
	25.10.2021	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ²⁵	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Yes
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		

²⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g., modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water?	No
1.9	Does the Project involve utilization of genetic resources? (e.g., collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ²⁶ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g., explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g., dams, roads, buildings)?	No

²⁶ in regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.4	Would failure of structural elements of the Project pose risks to communities? (e.g., collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g., from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e., principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g., due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g., knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g., loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ²⁷	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are	No

²⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

	recognized as indigenous peoples by the country in question)?	
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 3. Risk Analysis.

Project Title: Youth Empowerment through Skills Development and Promotion of Innovations in Tajikistan	Award ID: 00136318 , Output ID: 00127262	Date: 25 October 2021
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Description of risk	PROBABILITY (high, medium, low)	IMPACT (high, medium, low)	Mitigation Measures
<p>Political risks/non-conducive political context.</p> <p>Shift in Government priorities towards security and crisis response in case of worsening of regional and domestic security situation, especially along the borders with Afghanistan and Kyrgyzstan</p>	Medium	Medium	<p>→ Monitoring of the political and crisis context</p> <p>Development of contingency plans at the country level and the extended resilience systems to minimize the impact of those risks on the operations.</p>
<p>The effects of the Covid-19 pandemic and declaration of restrictions for movement of people and goods affect the implementation of activities, such as Travel restrictions for local and international experts, difficulties for operation in communities, delays in del of goods and specifically organization of stakeholder consultations</p>	Medium	Medium	<p>→ Close monitoring of the development and alignment with the government's response to the effects of Covid-19</p>
<p>Government or institutional changes delay regulatory improvements for business, youth-friendly employment, and innovations</p>	Medium	Medium	<p>→ Continued advocacy at the national decision making and policy level for youth friendly policies and reforms;</p> <p>→ Direct and extensive engagement in project implementation of the key national stakeholders, including, but not limited with the SCISPM;</p> <p>→ The project will enhance knowledge and capacity of the local governments to ensure effectiveness and continuity of initiated efforts;</p> <p>→ Continued engagement with GoT across multiple</p>

Description of risk	PROBABILITY (high, medium, low)	IMPACT (high, medium, low)	Mitigation Measures
Economic slowdown may impact project results, especially at the local levels and may require adaptation of activities and results	Medium	Low	<p>platforms, including Forums, Regional and National Policy Dialogues and etc.</p> <p>→ The project will build on existing development strategies, particularly National Development Strategy, and SDGs, etc.</p> <p>→ The project will keep abreast with the latest changes in economic context in the country and in target areas to adapt its implementation strategies and jointly with project stakeholders will define the most effective coping strategy to ensure achievement of project results.</p>
Capacity of local players and youth (especially youth in rural areas and young women) might not be enough to embrace opportunities in innovative spheres	Medium	Low	<p>→ The project envisages active engagement of both government and non-government constituencies, including representatives of marginalized and excluded groups in design and implementation of planned actions;</p> <p>→ The project will ensure proper information sharing, awareness raising and capacity building for vulnerable groups including women and young people, as well as their equal participation in the project to ensure their proactive engagement, feedback for proper decision making and monitoring of results.</p>
<p>Institutional Risks: Limited impact on women's access to jobs and gender equality</p>	Low	Low	<p>→ The Project has a special focus on addressing gender disparities in terms of labor force participation and envisaged targeted interventions benefiting women and young girls;</p> <p>→ The project will be using existing dialogue platforms with the Government and development partners, including Taskforce on Women Entrepreneurship under the State Investment Committee to advocate on WEE issues at the high</p>

Description of risk	PROBABILITY (high, medium, low)	IMPACT (high, medium, low)	Mitigation Measures
Environmental Risks: Negative impact on climate/environment	Low	Low	<p>level;</p> <p>→ The Project will conduct awareness raising campaigns to advocate women and youth economic empowerment and entrepreneurship.</p> <p>→ All projects of UNDP undergo environmental screening. If required, the project will apply environment friendly measures;</p> <p>→ The project has a special focus to introduce innovative solutions for more sustainable production and trade, including development of 'green' niche products.</p>

Annex 4. Project Board Terms of Reference

Terms of Reference for the Project Board - Steering Committee for the Project “Youth Empowerment through Skills Development and Promotion of Innovations in Tajikistan”

1. General information about the Project

UNDP has defined a set of strategies to support equitable and sustainable economic growth by promoting decent and productive employment, improving access to specialised knowledge and innovation and creating a more favourable business environment especially for entrepreneurs and farmers, as outlined in the Outcome 2 of the Country Program Document. The TFD Youth Window has supported project proposal “*Youth Empowerment through Skills Development and Promotion of Innovations in Tajikistan*” to address the economic vulnerability and social exclusion of young people of age 15-29 in Tajikistan, with a special focus on youth living in the remote areas in order to minimize impact of COVID-19. The project promotes youth’s engagement in sustainable entrepreneurship, innovative and inclusive local development through development of young people’s skills for innovations and business. The project also promotes youth-led local initiatives and overall empowerment of youth as proactive development agents in the context of Agenda 2030. All interventions proposed within the project are aligned with the national development priorities which are expected to push forward the SDG localization in close partnership with the Government of Tajikistan (both national and sub-national levels), private sector, as well as civil society organizations (CSO’s) and development partners.

The project objectives will be achieved through interconnected complex of activities including but not limited to vocational trainings to meet the rising local demand for new skills, support to start-ups, trainings for innovations in business, knowledge, and experience exchange at the national and international level, strengthening capacities of decision-makers for youth-friendly policies, institutions, etc.

The project pursues activities to enhance soft skills, such as innovations, creativity, leadership, communication, etc to empower young people to become proactive development agents. All project interventions are aligned with the national development priorities and push forward the SDGs and Agenda 2030 in close partnership with the Government of Tajikistan (both national and sub-national levels), private sector, as well as civil society organizations (CSO’s) and development partners. Among 17 Goals, the project will be contributing directly and indirectly to implementation of the Goals # 1, 5, 8, 9, 10, 11 and 17, covering issues of poverty elimination and hunger (ensuring food security), innovation development, gender equality, employment, and development in climate change conditions as well as partnership building with various sectors of society in the context of local and national development.

The project will accelerate the achievement of the goal outlined above through three Project’s components / key activities:

1. Promoting knowledge and skills for youth engagement in innovative development.
2. Enhanced opportunities for youth employment in innovative economic sectors.
3. Enhanced access to innovative financing, knowledge exchange and business connectivity.

2. Steering Committee: structure and membership

The Steering Committee (SC) makes a central element of the Project and is aimed to provide overall guidance and strategic direction to the project, including development, periodic revision, and implementation of the project strategy, and adaptation of global policies and best practices to country’s circumstances. The SC carries out monitoring and progress assessment of the Project activity and contributes to establishing mechanisms for the Project sustainability in Tajikistan. The SC is responsible for ensuring and monitoring of project technical and substantive quality.

The SC will serve as a platform for the major stakeholders of the project to discuss the overall progress of the project and make strategic decisions and recommendations to be implemented by the project team.

The SC will consist of senior staff of UNDP Tajikistan, representatives of relevant government agency representing interest of the beneficiary and is open to the donor organization. The SC meetings are co-chaired by the UNDP Tajikistan and a high-level representative of the SCISPM.

The responsibilities of Co-Chairs include:

- Organization of the SC's meetings and invitation of participants.
- Conducting meetings and encouraging all members for equal participation in discussions and evaluation of project.
- Maintaining the meeting procedures as per principles of transparency and efficiency.
- Approving of the SC's resolutions and ensuring SC minutes are signed.

Regular members of SC include representatives/senior staff of the following entities:

1. State Committee on Investment and State Property Management of the Republic of Tajikistan
2. UNDP Tajikistan
3. Representative of the donor (Embassy of the Russian Federation in the Republic of Tajikistan).

Due to the complexity and inclusiveness of the Project activities, the SC may also invite to the meetings independent representatives and technical experts from other governmental organization, UN agencies, local civil society organizations and international partner organizations, depending on the specific objectives and topic discussed at the specific SC's meeting.

3. Role and main functions of the SC

The SC will act as the coordination and management mechanism for the project. Its major role is to provide strategic oversight and direction to the project, to ensure that it retains strategic focus, and delivers the agreed benefits. *It will:*

- Make strategic decisions and provide guidance to senior management of implementing agencies;
- Review and approve a consolidated summary annual work plan prepared by the project implementing agencies, ensuring that it is focused and consistent with deliverables set out in the Project Document;
- Receive and if necessary approve progress reports against the work plans and take strategic decisions on how to address any major challenges brought to the SC's attention;
- Monitor progress and impact of any wider issues - e.g. sector reform and other legislative changes, financial situation, programmes by other partners - that might impact upon the project and ensure that these are reflected as necessary within the project.
- Consider and approve any substantive changes in the action plan or budget of the project upon submission of a solid justification by implementing agencies, should this be necessary;
- Represent, as necessary, the interests of the project in high level government and development partners' discussions.

Responsibilities of the SC members

Each member of the SC should have a possibility to carry out the following functions:

- Get acquainted with the concepts of the project, progress reports and annual work plans in advance, before the SC's meeting is held;
- Consider the progress of the project against the targets set in the project logframe, provide remarks and comments as to reports and work plans;
- Participate in monitoring of the execution of the Project in the field and the entire programme as a whole;

- Participate in fact-finding visits to potential beneficiaries;
- If necessary, participate in training and capacity building exercises that the project holds for potential beneficiaries.

Requirements to the work and representatives to the SC

The members of the SC should take all required measures to ensure full objectivity of the SC decision, both actual and formal (visible), and should avoid conflicts of interest or excessive influence. The representatives to the SC are obliged to ensure objectivity in the decision-making process using a principle of consensus, to exclude questions of personal character and conflict of interests as well as possible external influences.

In a case where a representative to the SC has any financial interest in the project or a conflict of interests with the project's vendors and contractors, s/he is obliged to inform the members of the SC well in advance and abstain from participation in the discussion even if s/he is not an executor under the project.

Financing

Members of the SC will fulfill the duties on a voluntary no-pay basis, without a financial compensation.

A compensation of expenses related to projects monitoring and evaluation and other Project related activities can be carried out upon submission of all confirming documents, according to the UN procedures and standards, and should be approved prior to expenses are made.

SC's meetings

The SC will meet regularly at least once a year to ensure coherence, review progress, adjust programming and endorse work plans.

The minutes of the SC will be taken by the assigned Project responsible staff. SC will ensure that discussions and decisions taken at the SC are complementary and well communicated to all stakeholders and partners.