

WOMEN'S UNION OF TURKMENISTAN

UNITED NATIONS DEVELOPMENT PROGRAMME

SUPPORT TO GENDER MAINSTREAMING IN POLICY-MAKING IN TURKMENISTAN

Brief Description:

The Project will support the Government of Turkmenistan in promoting gender equality and women's advancement by enhancing national capacity for gender-sensitive analysis, policy formulation and planning and implementation processes.

The project will be implemented by the Women's Union of Turkmenistan and will play a key role in supporting the Government in implementation of and reporting on national strategies and international conventions ratified by the Government of Turkmenistan that are relevant to gender issues and women's advancement, such as CEDAW report and National Action Plan as the follow-up on the Beijing Platform for Action (Beijing+10).

A comprehensive public awareness campaign will complement the above efforts and will attempt to enhance interest and support of the general public for gender equality. Cooperation with civic organizations in all these activities will enhance impact of the project and further develop the capacity in this sphere.

PART I:

SITUATION ANALYSIS

Socio-Economic Content

Turkmenistan became an independent state in 1991 and embarked on transition to a market economy. Unlike many CIS countries, it chose a slower process of transition, with specific attention to maintaining the system of social support and expenditure on subsidies. This policy, supported by a strong human, mineral and agricultural resource base has helped to ease the effects of transition.

Turkmenistan's economy is based largely on natural gas, oil and cotton which together account for about 85% of total exports. Turkmenistan experienced steady positive growth during 1998-2002, largely due to energy exports. In 2003 this trend is expected to continue. This growth has resulted in the improvement of some human development indicators, life expectancy and mortality rate among them. According to the official statistics, Turkmenistan's GDP amounted to 63.8 trillion mantas, with a real GDP growth estimated at 21.2% compared to 2001. GDP per capita in 2000 amounted to US\$ 4,255, one of the highest in the CIS region.

The country still faces some challenges related to the need to diversify production and its market for gas; balancing its policy of maximum self-reliance with the increasing debt service (2% in 1994 to 16% of current account revenues in 1996) and the need for increased foreign investment; linking education to current market demands and balancing privatization of public enterprises with the consequent rise in unemployment.

Although the number of people with low standards of living is small compared to Turkmenistan's neighbors in Central Asia, surveys reveal that many people are vulnerable to changes in the economic environment. The official social safety net consists of old age and disability pensions, family and other allowances and guaranteed employment.

Status of Women in Turkmenistan

The Constitution of Turkmenistan guarantees, besides equal electoral rights for men and women, such norms as the safeguarding of human rights and freedoms by the state, equal rights, freedoms and obligations regardless of sex and other characteristics, equality before the law and equal protection by the law and the equal rights of men and women in marriage and in divorce. The Constitution safeguards economic, social and family rights that are regulated by labour, marriage, family, and civil codes and several other legal documents.

The favorable legal status of women appears to be a reflection of an equally favorable social situation. Although available information on gender issues is limited, there do not appear to be significant differences in women and men's access to basic education or other social services, as is evident from the best available measure of gender gap, namely the difference between the HDI (for both sexes) and the GDI (for women only). This is clearly illustrated in the Table below.

Human and Gender related Development Index, and its components; Turkmenistan, 1999

Indexes	GDI and components	HDI and components
Health Index	0.670	0.668
Education Index	0.875	0.875
Income Index	0.603	0.616
Composite development index	0.716	0.720
GDI as % of HPI	99.4	-

Source: National Institute of Statistics "Turkmenmillihasabat"(TMH)

The GDI is 0.716, and is only fractionally lower than the value of 0.720 for the HDI. This suggests that there is a little disparity between men and women in the spheres captured by this measure. Looking at the three components of the HDI/GDI - health, education and income generation potential - provides a more refined picture:

- women are marginally better off in terms of health: they enjoy a longer life;
- women are not disadvantaged in terms of access to general education;
- women have not quite reached the same potential in generating income as men do.

There are stronger gender imbalances in opportunities to participate in political and economical life. For example, in 1999 the share of women in administrative and managerial posts was 36% and in senior posts approximately 16%. Women's participation in the political sphere is still low, but increasing. Today, women are making changes to the inequalities of governance - 26% of Parliamentarians are women (highest in CIS), 37% of women are in administrative and managerial posts, and approximately 17% in senior posts.

Promoting Gender issues and Women's Advancement in Turkmenistan

To address gender inequality and promote women's advancement in Turkmenistan, the Government has ratified various international and UN conventions, which provide conceptual and legislative framework for redressing women's inequalities in the country.

The Women's Union of Turkmenistan plays an important role in the protection of women's rights and promoting women's participation in economic and social life of the country. The Women's Union coordinates research on gender issues, information sharing among the interested organizations, and various gender-related projects in the velayats.

As part of these efforts and in partnership with UNDP, the Government, through the Women's Union, implemented a project entitled "Strengthening of women's role in socio-economic development of Turkmenistan" (1998-2001). Through the activities of a Woman in Development (WID) Bureau, established as the implementation agency of the project, and close collaboration with various government ministries, departments, agencies as well as civic organizations, this project was successful in:

- Raising gender awareness among government officials at central and local levels, civic organizations and population in general, through gender awareness training and conferences, publication and dissemination of gender disaggregated statistics, a newspaper and other material on women's rights and gender issues, including the reports "Women of Turkmenistan and gender disaggregated data", "Women's Rights in Turkmenistan" and the Status Report on Women in Turkmenistan.
- Establishing a job placement and re-training center for women, through which 26% of trainees found jobs. This component was conducted in close partnership with the Labour Exchange of Turkmenistan.
- Establishing Information Consulting Centers on Reproductive Health in partnership with UNFPA in various provinces.

Persisting challenges and problems to be addressed in promoting gender issues

Although, there are achievements attained in promoting gender issues in Turkmenistan, challenges remain in the following areas:

- Whilst there is increasing gender awareness among policy makers, the capacity for detailed gender analysis in all sectors of the economy to perform gender-sensitive planning is still quite limited, resulting in persisting inequalities in some sectors.
- There is inadequate data and information on women's activities, workload, household structures, etc. Of critical importance is the need to further assess the gender impact of current policies related to women's participation in the economy and review policies to enhance women's economic status. The complex nature of this issue would require linkage to other critical areas such as education, health and reproductive health, demographic trends, social services and women's role in the society.
- Societal attitudes that maintain a triple burden on women (domestic, economic and community), resulting in less time and abilities to advance economically and engage equally in public life and leadership. A survey has to be conducted in all 5 velayats and Ashgabat taking into consideration that the majority of the population is not gender-aware.
- Further development is needed in the collection and publication of statistics to provide a picture of how women and men are represented at all levels of decision-making process.
- Although the CEDAW was ratified by Turkmenistan in 1996 the mandatory report was not completed.
- The National Plan of Action, which was drafted as follow up on the Beijing Platform of Action needs to be reviewed to build upon achievements to date, address persisting challenges and meet emerging demands.

PROJECT STRATEGY

"Promoting of gender mainstreaming is a social fairness issue and required for ensuring equal and sustainable human development through most effective and efficient measures" (UNDP RBEC Practical Manual on Promoting Gender Mainstreaming, 2002).

The Government of Turkmenistan recognizes the critical importance of gender equality in the efforts to promote democratic governance, economic, social and political development. Gender analysis in the policy making process improves relevance and responsiveness of national and sectoral policies to both men and women, which in turn, increases impact of such policies and may contribute to more efficient allocation of scarce resources.

Moving beyond women-focused initiatives to the gender mainstreaming approach, the project will enable the government to assess the problems, needs, and interests of women and men, addresses disparities in critical areas and also continue to promote advancement of women to strengthen their capacities to access and effectively utilize opportunities in all spheres of life.

The project will therefore focus on the following inter-related components:

- Enhancing national capacity for gender analysis and mainstreaming;
- Raising public awareness on gender issues;
- Finalizing the CEDAW report and elaborating the National Action Plan for Advancement of Women in Turkmenistan;
- Building the capacity for promoting women in leadership.

Enhancing national capacity for gender analysis and mainstreaming

The objective of the project is to conduct a gender impact analysis of existing policies and programmes and to develop recommendations for policy review and revision to be submitted to the Government.

For that purpose, Gender Focal Points will be identified in selected ministries, government entities and civil society organizations (CSO) for training in gender sensitive planning and policy development. The training will enable the gender focal points to:

- Conduct gender impact assessment of existing policies and plans in their respective sectors;
- Provide guidance and advice in their respective organization on gender mainstreaming;
- Provide gender training for government personnel as necessary.

The project will support development of step-by-step guidelines and checklists for policy makers for integrating gender into their policies and programmes. The guidelines and checklists will be based on international expertise and related handbooks and the national context of the country, and will be tested and used for training of government officials as appropriate.

The project will help increase government capacity for detailed gender analysis through conducting training on gender statistics for employees of the National Institute of Statistics “Turkmenmillihasabat” and other government statistics departments to enable them use their knowledge in collecting and publishing gender disaggregated data in all key spheres, especially in those indicators identified in the Millennium Development Goals (MDG).

Raising public awareness on gender issues

To understand the behaviors and patterns of society with regard to gender topics, a Social Assessment Research will be conducted by the Women’s Union in collaboration with the National Institute of Statistics “Turkmenmillihasabat” supported by an international expert.

A public information strategy will be prepared based on the results of a Social Assessment Research that will include all elements for a public awareness campaign to promote gender equality and women empowerment in Turkmenistan. The strategy will also include a budget and recommendations for fundraising.

Public awareness campaign will be conducted at the national and local levels. UNDP support to the implementation of this campaign will be limited to public trainings on gender and women empowerment issues and publication of MDG related brochures and pamphlets that may be included in the public information strategy. Fundraising should be conducted to finance all other components of the strategy.

Finalizing the CEDAW report and elaborating the National Action Plan for Advancement of Women in Turkmenistan

The CEDAW report

The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) was adopted in 1979 by the UN General Assembly and is often described as an international bill of rights for women. By accepting the Convention, States commit themselves to undertake a series of measures to end discrimination against women in all forms, including:

- to incorporate the principle of equality of men and women in their legal system, abolish all discriminatory laws and adopt appropriate ones prohibiting discrimination against women;
- to establish tribunals and other public institutions to ensure the effective protection of women against discrimination; and
- to ensure elimination of all acts of discrimination against women by persons, organizations or enterprises.

Countries that have ratified the Convention are legally bound to put its provisions into practice. They are also committed to submit national reports, at least every four years, on measures they have taken to comply with their treaty obligations.

Turkmenistan ratified the Convention in 1996. Although, the Convention requires the submission a report on one year after ratification, it was not presented. However, favorable conditions are in place to prepare the prerequisite national report.

Therefore, this project will support the government in finalizing the CEDAW report, facilitating participatory process of preparing the report through involving central and local governments and NGOs. Accordingly, the project team will conduct training seminars on CEDAW to the representatives all participating parties focusing on strengthening women's rights advocates' understanding of the Convention and of the CEDAW reporting guidelines.

National Action Plan for Advancement of Women in Turkmenistan

The Beijing Conference of 1995, which determined many priorities of further development of the women's movement is a powerful tool for women's advancement. The National Plan of Action as the follow up on the Beijing Platform of Action aimed at the improvement of the women's social and economic status in Turkmenistan. It includes strategies and priorities of the government policy aiming at improving the women's status, family, maternity and childhood protection, realization of the principles of equality, creation of equal opportunities for men and women, and improvement of social, economic and spiritual life.

Seven out of the 12 directions of the Beijing Platform of Action were selected as priorities for Turkmenistan:

- Institutional mechanism for advancement of women:
Focusing on strengthening of sufficient understanding of gender equality and gender mainstreaming among government structures, as well as eliminating gender stereotypes; developing and disseminating data disaggregated by sex and age.
- Women's participation in power and decision making:
Highlighting the importance to society of the full participation of women in decision-making and power at all levels, including inter-governmental, governmental, and non-governmental sectors.

- Women's Education and Training:
Increasing awareness that education is one of the most valuable means of achieving gender equality and empowerment of women. Progress is to be achieved in women's and girls' education and training at all levels.
- Women and Health:
Creating awareness among policy-makers on the need for health programmes to cover all aspects of women's health throughout women's life, which will contribute to an increase in life expectancy. Increase attention to sexual and reproductive health and reproductive rights of women, knowledge of family planning and contraceptive methods as well as increasing awareness among men of their responsibility in family planning. Increase attention to sexually transmitted infections, including HIV/AIDS among women and girls and methods of protection against such infections.
- Women and Economy:
Introducing by the government a variety of measures, that address women's economic and social rights, equal access to and control over economic resources and equality in employment
- Women's rights:
Legal reforms against all forms of discrimination in laws governing marriage and family relations, all forms of violence, ownership rights and women's political, work and employment rights.
- Women and Mass media:
Establishment of local, national and international women's media networks contributing to global information dissemination, exchange of views and support to women's group active in media work.

The project will facilitate broad based consultations on each component/priority area and support the development of National Action Plan for Advancement of Women in Turkmenistan.

Building the capacity for promoting women in leadership

The participation of gender-aware women in leadership and political processes further enhances gender sensitivity of policies and programmes and hence promotes equity and women's advancement. It is therefore essential to build on the current achievements to maintain and further increase the high level of women's participation and effectiveness in leadership in Turkmenistan.

This will involve identifying potential young women leaders, training them through the existing networks of the Women's Union. The training will consist of basic leadership skills (image building, public speaking, etc), legal and economic knowledge and gender issues. This will also involve linking young women and potential leaders with existing women leaders in parliament, civil service and private sector as role models to facilitate mentoring transfer through knowledge and experience. A critical mass of women is necessary if real change is to occur. One way to create this critical mass is the mentoring of young women colleagues by experienced female decision-makers, which can help to change women's perception of politics.

INTENDED BENEFICIARIES

The project will benefit all women and men of Turkmenistan, as it will build capacities for more engendered policies and strategies, which in turn increase relevance, impact and efficiency in the public policy and management process.

OVERALL OBJECTIVE

The overall objective of the project is to support the efforts of the Government of Turkmenistan in enhancing national capacity for promoting gender equality through gender sensitive policy formulation and planning processes and promoting further advancement of women in all spheres of life.

IMMEDIATE OBJECTIVES OF THE PROJECT

1. To enhance national capacity for gender analysis and mainstreaming in Turkmenistan.
2. To raise public awareness on gender issues
3. To support the Government in meeting its commitments for reporting and implementation of conventions and instruments ratified by Turkmenistan in the area of gender, i.e. the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and Beijing Platform for Action.
4. To promote young women in leadership

<p><u>Part II: Project Results and Resources Framework</u></p> <p>Intended Outcome as stated in the Country Results Framework: Closer partnerships between the Government and Civil Society organization for systematic analysis of gender issues</p>	<p>Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target.</p> <p><u>Indicator</u></p> <ul style="list-style-type: none"> • Inter-ministerial mechanism and networks in place to coordinate national action plan implementation with regular data on gender issues update and analysis based on the Platform of actions (Beijing +10) <p><u>Baseline</u></p> <ul style="list-style-type: none"> • National action plan was adopted and Inter-ministerial task force was created in 1998; CEDAW report has never been produced <p><u>Target</u></p> <ul style="list-style-type: none"> • Sustainable network among major gender stakeholders created and national report on CEDAW finalized
<p>Applicable Strategic Area of Support (from SRF) and TTF Service Line (if applicable): G4 SGN1-SAS2 & TTF Gender</p>	<p>Partnership Strategy</p> <ul style="list-style-type: none"> • UNDP reviews progress on project implementation and conveys the issues appeared during the project implementation to the Government and Women's Union. <p>Partners:</p> <ul style="list-style-type: none"> • Women's Union is a key national partner in promoting gender equality

**Project title and number: TUK/03/001
Support to Gender Mainstreaming in Policy-Making in Turkmenistan**

Development Objective: Gender issues mainstreamed in government policy and planning

Immediate Objective 1: Enhancing national capacity for gender analysis and mainstreaming

Outputs	Success Indicators	Indicative Activities
<p>1.1. Increased human resources capacity of the government in conducting gender sensitive planning and policy development</p>	<p>A cadre of government officials trained in gender sensitive planning Guidelines on gender sensitive policy and planning developed</p>	<ol style="list-style-type: none"> 1. Identify gender Focal points (GFP) in selected ministries, government entities and CSO 2. Conduct training for GFP on gender sensitive planning and policy formulation 3. GFP will provide gender awareness trainings, seminars and round tables for selected government employees and public organizations, as necessary 4. Based on international expertise, guidelines and handbooks and the national context support the development of step-by-step guidelines and checklists for policy makers for integrating gender into their policies and programmes. These guidelines and checklists will be tested and used for training of government officials as appropriate
<p>1.2. Improved understanding of impact of sectoral policies on gender</p>	<p>Gender impact analysis of existing policies and programmes completed with recommendations for policy review and revision</p>	<ol style="list-style-type: none"> 1. Engage national and international consultants to work with the focal points in conducting a gender impact analysis of existing policies and programmes 2. Develop recommendations for policy review and revision 3. Facilitate dialogue at the central and local levels to 1) promote inter-sectoral collaboration, partnership and sharing of expertise on gender issues; 2) enable discussions on the recommendations.
<p>1.3. Increased government capacity for detailed gender analysis to inform gender sensitive planning and policy development</p>	<p>TMH staff trained on gender statistics and its applications</p>	<ol style="list-style-type: none"> 1. Conduct training on gender statistics for TMH and other government statistics departments as appropriate. 2. Support TMH in collecting and publishing gender disaggregated data in all key spheres, especially in those gender related indicators identified in the MDGs.

Immediate Objective 2: Raising public awareness on gender issues

Outputs	Success Indicators	Indicative Activities
<p>2.1. Public is aware and sensitised on most pressing gender issues in Turkmenistan</p>	<p>Public information campaign developed and implemented at the national and local levels</p>	<ol style="list-style-type: none"> 1. Conduct a Social Assessment of existing behaviours and patterns of society with regard to gender topics by engaging an international consultant and in collaboration with TMH 2. Prepare a public information strategy that will include all elements for a campaign to promote gender equality and women's empowerment. The strategy will also include a budget and recommendations for fundraising. 3. Conduct public awareness campaign at the national and local levels. UNDP support to the implementation of this campaign will be limited to public trainings and to publication and dissemination of MDG related brochures and pamphlets as they relate to gender, that may be included in the public information strategy. Fundraising should be conducted to finance all other components of the strategy.

Immediate Objective 3: Support to the Government in finalizing the CEDAW report and National Plan of Action in follow-up to the Beijing Platform for Action

Outputs	Success Indicators	Indicative Activities
<p>CEDAW report is completed and submitted to the Government for approval for further submission to the CEDAW Committee</p>	<p>CEDAW report is drafted with participation of central and local governments and CSOs.</p>	<ol style="list-style-type: none"> 1. Support broad based consultations and discussion among participating parties through meetings, seminars and round tables on the CEDAW, CEDAW Reporting Guidelines 2. Support the drafting of the CEDAW Report by engaging national and international expertise as necessary
<p>National Action Plan for Advancement of Women in Turkmenistan in follow-up to the Beijing Platform for Action is completed and submitted to the Government for approval and further implementation</p>	<p>National Action Plan for Advancement of Women in Turkmenistan is drafted</p>	<ol style="list-style-type: none"> 1. Support broad based consultations on each component/priority area 2. Support the development of National Action Plan for Advancement of Women and submit to the Government for approval.

Immediate Objective 4: Promoting young women in leadership

Outputs	Success Indicators	Indicative Activities
<p>A cadre of 10 women with potential to become leaders in the society selected and trained</p>	<p>Capacity of potential young women leaders built through training, study tours and practical initiatives</p>	<ol style="list-style-type: none"> 1. Identify potential young women-leaders at the central and local levels interested in developing leadership skills through the existing network of the Women's Union 2. Build capacity of potential women-leaders through trainings, seminars, study tours related to leadership skills (image building, public speaking, etc), legal and economic knowledge and gender issues 3. Organize meetings, practical initiatives or other events for building solidarity, networking and knowledge transfer among women-leaders and young women aiming to become leaders

Part III MANAGEMENT ARRANGEMENTS

The project will be executed under the National Execution Modality by the Women's Union of Turkmenistan.

A National Project Coordinator (NPC) will be appointed by the Government of Turkmenistan. He/she will be responsible for the overall management, coordination and monitoring of the Project activities among concern parties and successful implementation of the project. The appointment of the NPC will be on an honorary basis and no fee will be paid from Project Budget.

The project staff will consist of a Project Manager and Project Assistant with knowledge and experience in gender issues and project management. A Project Manager and Project Assistant will be recruited in accordance with standard UNDP competitive processes.

Experts and consultants: National specialists and experts will be recruited by the project to undertake the research and analytical work required. In addition, international consultants on specific issues (i.e. support in drafting the CEDAW report, conducting Social Assessment and gender impact analysis, etc) will be recruited for short periods

NEX Support Services

As prescribed in the sections 6.3.1 and 6.3.2 of the Programming Manual, the UNDP Country office will provide specific implementation support services to this nationally executed project in line with the Guidelines for Operational Support Services by UNDP and in accordance with the corresponding approved budget.

The procurement and contracting of goods and provision of services referred to here above will be undertaken in adherence to the applicable UNDP Financial Rules and Regulations.

The UNDP Country office will recover NEX implementation support costs through a fee of 5% against project delivery on the nationally implemented budget lines.

Project Monitoring, Reporting, Evaluation

To ensure effective monitoring of the project, it is required that the project authority drafts/approves the annual and quarterly work plans. The NPC and PM are responsible for the development of the annual progress report in accordance with the format given in the UNDP NEX manual. Technical and financial reporting will be done on a quarterly basis.

A timetable of reviews, reports and evaluations is to be developed by the projects management in consultation with UNDP.

The Project will therefore, be subject to audit by an internationally recognized firm at least once in the project lifetime. Audit can be undertaken more regularly provided that UNDP's criteria for audit are met.

Provided that the Government and UNDP deems required, the project will be subject to a tripartite review. The National Project Coordinator and/or the Project Manager will prepare and submit to each tripartite review meeting an annual progress report (APR) using the format given in the NEX guidelines. A project terminal report will be prepared at the end of the project period.

Part IV. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Turkmenistan and the United Nations Development Programme, signed by the parties on 02 March 1992.

Upon arrival in the countries of equipment purchased by this project for the Government authorities or sub-regional/national/local bodies, and upon certification of safe and complete delivery, ownership of the equipment will be transferred to the respective Government. Upon completion of the transfer of ownership, UNDP will not bear any further legal responsibility for the equipment, its operation and maintenance. In the interest of project monitoring, however, the Government will maintain accurate inventory control data on the equipment provided under this project, and this information will be made available to UNDP upon request.

All equipment, material and supplies purchased and funded on behalf of the UNDP in the execution of this project will be used exclusively for the purpose of the project. All equipment and supplies provided will be utilized in accordance with the rules and regulations of the United Nations.

The following types of revisions may be made to this project document with the signature of the UNDP resident representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes:

- Revisions of, or addition of, any of the annexes of the project document;
- Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project;
- Mandatory annual revisions, which re-phase the delivery of agreed, project inputs or increased expert or other costs due to inflation or take into account Company expenditure flexibility.

UNITED NATIONAL DEVELOPMENT PROGRAMME
Project of the Government of Turkmenistan
Project Document

Project number: TUK/03/001
Project title: Support to Gender Mainstreaming in Policy-Making in Turkmenistan
Estimated start date: 21/04/2003
Estimated end date: 21/04/2005
Management arrangement: National Execution (NEX)
Designated institution: Women's Union of Turkmenistan
Project site: Ashgabat and velayats of Turkmenistan
Beneficiary countries: Turkmenistan

Summary of UNDP and Cost-sharing inputs
[as per attached budget]

UNDP:
TRAC (1 & 2): \$109,163

STS:
Other:

Cost-sharing:
Government: \$ 1,923
Financial institutions: \$
Third party: \$
Total: \$ 111,086

Classification information

ACC sector/ sub-sector: 17-Social Development / 30-Advancement of Women
DCAS sector and sub-sector: 004-Human Resources development /
025-Non-formal education

Government sector and sub-sector:

Primary areas of focus/sub-focus: 02-Promoting gender considerations in development /
16-Economic empowerment of women
Primary type of intervention: 01-Capacity Building
Secondary type of intervention: 01-Institution building

Primary target beneficiaries: 01-Target groups / 03-Women
Secondary target beneficiaries:

Administrative & operational services
[where applicable]

SOF
Cost-sharing \$
Total:

Country Office
Administrative Cost: \$

TOTAL: \$ 111,086

LPAC review date:
Programme officer:

Government inputs:

(in kind):
(in cash):

On behalf of:

Signature

Date

Name/title

Government of
Turkmenistan
Women's Union of
Turkmenistan



UNDP

**Mrs. Gurbansoltan
Khandurdiyeva, Deputy Prime
Minister, Head of Women's
Union**

**Mr. Khaled Philby,
Resident Representative**