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**PROJECT DOCUMENT**

**Tajikistan**

**Project Title:** Innovative solutions for nationalizing and localizing SDGs and economic empowerment of women, youth and PWD  
**Project Number:** Award ID: 00107771, Project ID: 00107955  
**Implementing Partner:** United Nations Development Program – Tajikistan (UNDP)  
**Start Date:** 01 January 2018 **End Date:** 31 December 2019 **LPAC Meeting Date:** 2 February 2018

<b>Brief Description</b>
<p>The main objective of the Project is enabling development stakeholders at national and local levels, including governmental institutions, community-based organizations, disabled persons organizations and private sector 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 ensure economic engagement of most vulnerable population.</p> <p>The project reinforces and complements the past and on-going projects of the UNDP Communities Programme in the spheres of strategic development planning and monitoring, mainstreaming of SDGs and human development, localizing good governance reforms, and improving economic opportunities for the most vulnerable population.</p> <p>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 capacities and opportunities for better livelihoods due to limited knowledge, skills and weak support provided by public service institutions. The project will enhance capacities of national and local stakeholders to apply innovative solutions, including Public Private Partnerships and other cooperation models for sustainable management of local resources and provision of basic services.</p> <p>The main Components/Outputs of the project are:</p> <ol style="list-style-type: none"> <li>I. Support to SDG nationalization and localization in Tajikistan;</li> <li>II. Support to trade promotion and development of women and youth-led innovative solutions for small and medium business development;</li> <li>III. Promotion of public-private partnership for local development, including PPP models for management of natural resources; and</li> <li>IV. Engagement of youth, people with disabilities and women into the entrepreneurship.</li> </ol>

<p><b>Contributing Outcome (UNDAF/CPD, RPD or GPD):</b></p> <p>UNDAF Outcome 2: People in Tajikistan benefit from equitable and sustainable economic growth through decent and productive employment, stable energy supply, improved access to specialised knowledge and innovation and more favourable business environment especially for entrepreneurs and farmers.</p> <p><u>UNDAF/CPD Outcome 1:</u> People in Tajikistan have their rights protected and benefit from improved access to justice and quality services delivered by accountable, transparent, and gender-responsive legislative, executive and judicial institutions at all levels.</p> <p><b>Indicative CPD Outputs:</b></p> <p><u>CPD Output 2.1.</u> National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment and livelihood intensive.</p> <p><u>CPD Output 2.4.</u> National data collection, measurement and analytical systems in place to plan, adopt and implement equitable, sustainable and resilient national development strategies and monitor progress on post-2015 sustainable development goals</p> <p><b>Gender marker: GEN2</b></p>
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<b>Total resources required:</b>	\$1,100,000.00	
<b>Total resources allocated:</b>	\$1,100,000.00	
	<b>UNDP TRAC:</b>	\$50,000
	<b>Donor: Government of Norway</b>	\$1,050,000.00
	<b>Government:</b>	n/a
	<b>In-Kind:</b>	n/a
<b>Unfunded:</b>	n/a	

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## I. DEVELOPMENT CHALLENGE

In 2016, the Government of Tajikistan adopted the National Development Strategy for the period to 2030 (NDS-2030) and the Mid-term Development Programme for the period 2016-2020 (MtDP-2020). The NDS-2030 is emphasizing the Government of Tajikistan's commitments to pursue Agenda 2030, and is anchored on four strategic goals:

- ensuring energy security;
- development of the country's communication potential and turning into a transit country;
- ensuring food security and access to good quality nutrition; and
- expanding productive employment.

In support of these, the following NDS-2030 priority areas were identified: i) improving efficiency of human, natural and physical capital; ii) enhancing diversification and competitiveness of national economy; iii) strengthening national institutions; iv) increasing and strengthening the middle class; and v) equitable regional development. The NDS-2030 provides direct linkages to the global Agenda 2030 and the Sustainable Development Goals (SDGs), with clear articulation of links specified in various sections of both the NDS-2030 and the MtDP-2020.

Addressing the SDGs in Tajikistan means overcoming bottlenecks. Tajikistan's geographical, historical, cultural, social and economic problems provide ample room for regional disparities and consequently inequalities and exclusion at the different scales and levels. Obsolete infrastructure, limited funding and in many cases lack of qualified human resources impedes the provision of quality basic services. This further result in dissatisfaction of the population with the quality of services and instabilities. Experience shows that in such situations women, persons with disabilities and at-risk youth are among the most disadvantaged. However, while there is a strong commitment to the SDGs in Tajikistan, further alignment, M&E, statistical advocacy, financial allocations and capacity building is needed.

The 2030 Agenda will require the mobilization of unprecedented investments which will not be met by Government and development financing alone; i.e. important to SDG achievement: 1) Government investment; 2) the role of development partners (ODA); 3) applying tools to reform public expenditure for sustainable development. While the private sector will need to play a role, given the current bottlenecks, it remains difficult to assess how they will contribute to the achievement of SDGs in Tajikistan – more work may be needed in this area as well as in terms of enabling business environment for private sector development.

According to the rapid integrated assessment of key strategies done by UNDP in 2016, the level of SDG alignment with national priorities covers 78% of 119 SDG targets. Nationalization of the Agenda 2030 involves aligning sectoral and local development plans and priorities with the SDG targets and defining actions to meet the SDGs. The country faces the challenge of coordinating the implementation and monitoring both, its National Development Strategy and the SDG agenda, as existing monitoring frameworks are outdated, ineffective and unconnected, whereas the existing institutional framework for coordination of NDS/SDGs implementation needs to be adjusted and strengthened<sup>1</sup>. The SDG nationalization and NDS implementation process require broad participation of all stakeholders. Transparent and responsible management and increased accountability of the authorities is required to address issues/achieve SDGs/NDS targets. At present participation rate of different stakeholders is unequal, with limited voice of civil society, private sector, and community groups in SDGs/NDS planning, implementation and monitoring. With support of UN the Government of RT presented its voluntary national review on SDG progress at the ECOSOC HLPF in July 2017<sup>2</sup> and it is currently in the process of elaborating its first National Report on SDGs. This Report will be presented in mid-2018 to the National Development Council that currently represents the highest NDS/SDG coordination body.

Since early 2000<sup>th</sup>, Tajikistan achieved impressive success with reducing poverty level from 81% in 1999 to approximately 31% in 2016. However, both, monetary and multidimensional poverty remains widespread in rural areas, especially in Khatlon region, Rasht Valley and Gorno Badakshan Autonomous Oblast

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<sup>1</sup> MAPS Report, December 2016

<sup>2</sup>VNR report, available at: <https://sustainabledevelopment.un.org/memberstates/tajikistan>

(GBAO), while inequality is growing<sup>3</sup>. Women and girls from rural areas and the youth population continue to be disadvantaged by insufficient domestic job opportunities and limited access to public services. Limited access to electricity, sanitation, safe drinking water further exacerbate the vulnerability to multidimensional poverty in rural areas. Weak governance, transparency and limited citizens participation reduce accountability and pressure on institutions to deliver quality services to all citizens. Local governments have limited knowledge to apply innovative solutions, including PPPs and other partnership models for sustainable management of local resources and provision of basic services.

The current structure of growth and exports in Tajikistan has contributed to poverty reduction over the last decade, but falls short of being fully economically, socially or environmentally sustainable. The export baskets are dominated by unprocessed minerals with weak links to decent job creation (jobless growth). This has led to a dependence on labour migration and remittances, with (for example) approximately one million migrants from Tajikistan working abroad. Remittances constituted up to 40% of GDP in Tajikistan in different years<sup>4</sup>, which leaved the economy and households vulnerable to external economic shocks. This situation is aggravated by demographic pressures. 36% of the population is aged 15-28 years, and 40,000 young people are joining the labour force each year. However, the labour participation rates among young people is very low, especially for young women. There is a growing share of “NEETs” (young people not in education or training). In 2016, 30%<sup>5</sup> of 15-24 years were in the NEET category in Tajikistan, with a greater prevalence among young women (54% of women compared to 27% of males)<sup>6</sup>. Exclusion of women is particularly vivid, only 27% of women is taking part in labor force and since 2003<sup>7</sup> disparity between men and women in labor is on the increase.

To advance its economic goals the country has to ensure that the potential of trade is harnessed in ways which contribute to more inclusive and sustainable development pathways. The current structure of growth and exports in Tajikistan falls short of being fully economically, socially or environmentally sustainable. The threats to economic sustainability stem from the fact that the economy of Tajikistan is characterized by a strong dependence on export baskets with a limited number of export destination target countries. This in turn contributes to the vulnerability of national economy to external shocks. The export basket is dominated by unprocessed minerals with weak links to decent job creation (jobless growth). This has led to a dependence on labour migration and remittances, with (for example) circa one million migrants from Tajikistan working abroad. Remittances constitute up to 40% of GDP in Tajikistan<sup>8</sup>, which leaves the economy and households vulnerable to the fluctuations of the Russian economy, and further threatens the resilience of national and local economies.

The Government of Tajikistan has implemented substantial work for the development and promotion of public – private partnership in the country, particularly, in December 2012 the Law of RT “On public-private partnership” has been adopted, which created the legal base for introduction and implementation of PPP mechanism. In order to provide implementation mechanism of this Law, the Government of RT formed State Organization “Center for implementation of public and private partnership projects” (PPP Center) under the State Committee on Investment and State Property Management of the RT as operational and consultative body to promote PPP projects at national and local level.

Currently Government of Tajikistan identified the ways to attract private sector into the public service delivery. During the past 20 years there were no sufficient investments into the public infrastructure, public services became less efficient and there is lack of enough capacity and expertise to manage the public infrastructure, provide services. One of the ways for cooperation and involvement of private sector into the public service delivery process is public and private partnership mechanism. During last years, UNDP and other international partners support supported government on development of this mechanism. UNDP closely worked with State Entity “Center for Implementation of Public-Private Partnership projects” by conducting trainings, development instructions, guides, organization of study tour to learn relevant experience of Czech Republic on this sector and other capacity building activities.

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<sup>3</sup> <http://www.dataforall.org/dashboard/ophi/index.php>

<sup>4</sup> World Bank (2016), Migration and Remittances Factbook 2016 (2014 data).

<sup>5</sup> UNICEF (2017), Mapping the vulnerable and excluded groups of adolescents and youth in Tajikistan

<sup>6</sup> World Bank (2016), Tajikistan Jobs Diagnostics

<sup>7</sup> Ibid

<sup>8</sup> World Bank (2016), Migration and Remittances Factbook 2016 (2014 data).

Also, ADB support government in undertaking capacity development for PPP, reforms in the enabling environment, and PPP project development, as well as IFC in conducting feasibility study.

In April 2017, UNDP Aid for Trade project (AFT) has conducted stakeholders' (state, private and CSOs) consultation meetings in all targeted areas of Tajikistan. Based on this survey the current problems were identified, analyzed and possible solution defined:



Based on this survey, the UNDP selected some priorities for further interventions:

1. Lack of affordable financial services and private investments for SMEs;
2. Poor business management practices of SMEs, inadequate access to business information;
3. Challenges of export and access to foreign markets;
4. Inadequate gender empowerment in business and trade. Most of economically active women are in the "gray zone" - in informal business, without rights and without social protection.

Promotion of trade and entrepreneurship, with more active engagement of the most vulnerable groups of population, provides opportunities to alleviate poverty, maintain development gains, reduce livelihoods risks in rural areas and create new jobs for growing labour force. One of the key challenges for Tajikistan is to ensure that the potential of trade is harnessed in ways which contribute to more inclusive and sustainable development pathways, especially for rural areas.

## STRATEGY

UNDP through its flagship Communities Programme (CP) and other projects has defined a set of strategies to promote 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<sup>9</sup>. The proposed project is aimed to reinforce and complement the CP program as it:

- will build on the results, lessons and best practices of the past and on-going UNDP projects;
- will timely and directly support government's efforts and enhance their capacities and knowledge to mainstream sustainable and innovative solutions for localizing SDGs;
- builds on the substantial work that was done so far in relation to developing the M&E framework for NDS/SDGs;
- will promote greater engagement of non-governmental constituencies in the process of SDG localization;
- will be testing innovative approaches for local development, youth and women economic empowerment and public-private collaboration.

The Project comprises of the following **Components/Outputs**:

1. Support to SDG nationalization and localization in Tajikistan;

<sup>9</sup> UNDP CPD 2016-2020

2. Support to trade promotion and development of women and youth-led innovative solutions for small and medium business development;
3. Promotion of public-private partnership for local development, including PPP models for management of natural resources; and
4. Engagement of youth, people with disabilities and women into the entrepreneurship;

**Output 1** will be focused on continued SDG nationalization and localization in close partnership with the Government of Tajikistan, civil society and population groups and other development partners.

This Output includes the following activities:

- To enhance capacity of Ministry of Finance (MoF) and Ministry of Economic Development and Trade (MEDT) to development finance assessment and review the financial landscape for sustainable development goals;
- Policy support for nationalizing of SDGs in national and sub-national country development policies and plans;
- Strengthening M&E system and coordination mechanisms for SDGs/NDS implementation management;
- SDG analytics, policy research and communication: supporting the Government of Tajikistan to conduct policy research, analytical studies and alternative reports on SDGs/NDS progress to complement the evidence base for SDG and NDS mainstreaming, acceleration, evaluation and reporting.

The proposed activities will generate analysis and research that will allow better understanding of the financial landscape, facilitate informed discussions and reaching consensus among various constituencies about integrated approach to coordination, implementation and monitoring of NDS and SDGs, and guide efforts on strengthening the capacities of key governmental stakeholders in planning, reporting and coordination of NDS/SDG Agenda.

SDGs and its underlying principle of «Leave no one behind» will be gradually adapted to sub-national and sectoral development strategies and programmes and nationalized/localized through introduction and harmonization of relevant targets and indicators that are measurable, adequate, cost-efficient, and directly reflect medium-term results. The project will support ongoing activities of UNDP on reporting on SDG implementation and M&E, linking of planning and budgeting processes, prioritisation of development interventions, identification of accelerators, etc. Involvement of the civil society, private sector and other constituencies in NDS monitoring and use of independent or/and alternative data on SDGs/NDS progress including establishing an open platform will be taken into consideration. The project will provide support the Government of Tajikistan to conduct policy research, analytical studies and alternative reports on SDGs/NDS progress to complement the evidence base for SDG nationalization, localization, acceleration, evaluation and reporting, as well as develop the effective resource mobilization mechanisms for SDGs/NDS implementation.

**Output 2** is aimed at development of more conducive business environment and new jobs, especially for women and youth in rural areas.

This Output intends to complement and leverage the activities implemented within the UNDP Aid for Trade project (AFT). In 2016-2017 the AFT project did a micronarrative research of barriers to female entrepreneurship and held a series of national consultations to define the key challenges in sustainable and inclusive production and trade. The key barriers that SMEs face include lack of affordable financial services, limited access to private investments, lack of business management skills, unequal access to information and markets for men and women-led SMEs, limited domestic market and insufficient capacities of SMEs to export their products. The project's findings shaped the necessity of better targeting of SMEs, in particular women and youth-led enterprises, to promote inclusive and environmentally sustainable solutions for trade and business development and also for better integration of gender considerations in the next phase of AFT project. The Output is aimed to leverage the AFT project results through the following set of activities:

- Improving access of microenterprises, especially female-lead companies, to affordable financial resources by increasing the portfolio of the Business Challenge Funds (innovative micro-finance solution established by UNDP and Government) in Khatlon and DRS regions of Tajikistan;

- Supporting the micro- and small agro-producers/processors in improving business skills and linkages with the markets;
- Organizing innovation lab for green niche products of Tajikistan to elaborate packaged solution for development of green products value chains and to provide consultative service for producers of sustainable local products.

UNDP will focus on employment and income generation using sustainable production methods. Jobs and income generated should benefit rural populations that have limited access to income or employment opportunities. The project will therefore work with:

- Small companies, producers, processors, cooperatives and associations;
- Agri-SMEs dealing with production and exporting their goods to foreign markets; and
- Special focus will be given to women entrepreneurs and youth.

**Output 3** builds on the earlier UNDP efforts within the framework of the Livelihood Improvement of Rural Population in Nine Districts of Tajikistan (LIRP) project to support capacities of the Government to cooperate with and involve private sector into the public service delivery process through PPP models. UNDP closely worked with PPP Centre by conducting trainings, development instructions, guides, trainings, learning relevant experience of EU countries. It also supported the Government with elaboration of Public-Private Partnership Development Programme for 2018-2020. The following activities to be done under this Output:

- Strengthening institutional capacities of Public-Private Partnership Centre under the State Investment Committee through conducting mentorship and trainings;
- Capacity building of main stakeholders on PPP using the mechanisms of South-South and triangular cooperation (including possibly learning from experience of Norway and CIS countries);
- Explore opportunities of building knowledge network among PPP institutions in both countries;
- Conducting workshops and round tables to promote PPP mechanism and discuss actual problems at the national and regional level; and
- Document best practices and cases on PPP and disseminate them among interested parties.

**Output 4** has a specific focus on promoting of economic empowerment of young people, women and girls in rural areas and people with disabilities. The Output will reinforce UNDP projects and is shaped by the lessons and achievements of earlier interventions under the LIRP, LITACA and Cross-border cooperation projects. UNDP considers young people as agents of development change and critical stakeholders in its programs. Particularly, UNDP jointly with other partners, supports learning from relevant experiences of other countries through South-South and Triangular Cooperation (SSC/TrC)<sup>10</sup> schemes and use of different innovative platforms for youth entrepreneurship such as “Start-Up Chohona”. This platform creates an enabling environment for young entrepreneur-minded people, and helps to promote the start-up ideas and mentality in Tajikistan. The promising start-up companies participating in the platform come from various industries, such as textile, handicrafts, ceramics, recycled plastic, ICT and energy etc. In addition, this platform also promotes social entrepreneurship, the start-ups ventures aimed at benefitting the society at large. Thus, UNDP Tajikistan is actively working on improving ecosystem for youth engagement in SDG implementation in the country.

In July 2017, UNDP launched project “Promotion of social and economic opportunities for women and youth in Zerafshan Valley of Tajikistan”. Implementation of activities presented below will help to reinforce above mentioned project’s results by promoting entrepreneurship skills among youth, people with disabilities and women:

- Conducting start-up trainings, open lectures, hackathons, master classes of famous entrepreneurs in the regions of Tajikistan aimed to promote doing business opportunities and knowledge;
- Promotion of small grants for implementation of innovative and social projects that benefit youth and the most vulnerable population;
- Facilitate learning from the experience of other countries related to business incubation and start-ups promotion;
- Organization of national level events to advocate and debate on youth entrepreneurship;

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<sup>10</sup>South-South and triangular cooperation

- Conducting information campaigns for promoting entrepreneurship among youth and women including those dedicated to breaking stereotypes on typical roles and professions; and
- Supporting Start Up “Choihona” and alike initiative (incubator for youth-led start-ups) and youth engagement in social entrepreneurship

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## RESULTS AND PARTNERSHIPS

### Expected Results

For implementation of its Country Program 2016-2020 UNDP has established internal monitoring and evaluation mechanism, as per its rules and regulations, which serve as a basis for monitoring of projects’ results against set goals and targets. Each outcome and output of the Project has baseline data and targets identified based on UNDP past experience in the field. Indicators are both quantitative and qualitative and developed based on the proposed project interventions.

The project contributes to the indicators and targets of the UNDP Country Program Document at impact, outcome and output level, in particular:

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

The proposed project is supposed to contribute to targets planned for the above-mentioned CPD outcome. The project’s theory of change is based on strategic vision of the UNDP Country Programme and supported by the independent evaluations of Communities Program and its projects<sup>11</sup> conducted between 2014 and 2017:

**IF** the development stakeholders at all levels, including governmental institutions, community-based organizations, disabled persons organizations and private sector, have better knowledge and skills to effectively plan, monitor and implement sustainable and inclusive development strategies in the context of Agenda 2030, **THEN** they will be able to more effectively address existing development challenges, reinforce conducive business environment and contribute to sustainable and inclusive economic growth.

**IF** representatives of the economically vulnerable and socially excluded population groups, particularly women, youth and people with disabilities, have better knowledge and skills for entrepreneurship and self-employment, **THEN** they will have wider opportunities for active participation at the local development market and thus support the livelihoods of their families.

The full set of project indicators and targets is provided in the Results framework of the project document, Section IV.

The projects contribution to CPD outcome and outputs will be measured by the following set of output-level activities:

### Output 1. Support to SDG nationalization and localization in Tajikistan

#### **Activity Result 1.1. Enhance capacity of MoF, Agency of Statistics and MEDT to do development finance assessment and review the financial landscape for SDGs**

- 1.1.1 Leverage development financing through catalysing a better enabling environment for both governmental and non-governmental funding and providing services to help mobilize non-governmental capital and other investments for country development;
- 1.1.2 Technical and advisory support for Tajikistan’s access to development financing from non-government providers including development banks and the IFIs, alternative financing, private sector, and domestic financing.

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<sup>11</sup> UNDP Outcome Evaluation: Poverty Reduction and MDG Attainment, July 2014; Mid-term and final evaluation of UNDP project “Livelihood Improvement of Population Living on Tajik-Afghan Cross-Border areas (LITACA)”, November 2017; Final Evaluation of Livelihood Improvement of Population living in Rural areas of Tajikistan (LIRP)”, November 2017.

**Activity Result 1.2. Policy support for mainstreaming of SDGs in national and sub-national country development policies and plans**

- 1.2.1 Supporting MEDT in conducting review and evaluation of MtDP-2020 and preparation of the report;
- 1.2.2 Supporting Government of Tajikistan in development of the mid-term development programme for the period 2021-2025 aligned with SDGs Agenda;
- 1.2.3 Technical support for localization of SDGs through improved methodologies for planning and implementation of the province/district development programmes.

**Activity Result 1.3. Strengthening M&E system and coordination mechanisms for SDGs/NDS implementation management**

- 1.3.1 Strengthening institutional capacities for SDGs/NDS coordination and building inter-agency dialogue for quality monitoring and reporting;
- 1.3.2 Providing expert support to the WGs under NDC for mapping of available data, data gap analysis, developing data ecosystem including official statistics and data available through development partners and other sources;
- 1.3.3 Development of mechanisms/methodologies for use of independent or/and alternative data on SDGs/NDS progress and public monitoring of SDGs/NDS implementation.

**Activity Result 1.4. SDG analytics, policy research and communication**

- 1.4.1 Supporting analytical studies and research in priority areas to complement and reinforce existing evidence base for NDS/SDG reporting and to inform strategic planning and decision-making;
- 1.4.2 Follow up on the previous work on human development reporting to develop a new policy support system and corresponding analytical tools;
- 1.4.3 Support public engagement in advocacy, communication and reporting on Agenda 2030 and promoting public feedback mechanism on implementation of SDGs/NDS

**Output 2. Support to trade promotion and development of women and youth-led innovative solutions for small and medium business development**

**Activity result 2.1. Improving access of microenterprises, especially female-lead companies, to affordable financial resources.**

- 2.1.1 Conducting needs assessment among women-lead enterprises;
- 2.1.2 Formulation a microfinance product devoted to women-lead microenterprises;
- 2.1.3 Conducting awareness raising campaigns in rural areas on new microfinance products and selection criteria;
- 2.1.4 Establishing an Appraisal Committee for selection of business ideas and plans for further support;
- 2.1.5 Provision of affordable loans to selected SMEs via BCF mechanism.

**Activity Result 2.2. Supporting the micro- and small agro-producers/processors in improving business skills and linkages with the markets.**

- 2.2.1 Conducting needs assessment and defining the skills gap among agro-processors/producers;
- 2.2.2 Conducting capacity building actions (seminars, trainings and awareness raising events);
- 2.2.3 Provision of individual, targeted consultations to SMEs;
- 2.2.4 Organising a SSC/TrC exchange visits to the counties having relevant experience;
- 2.2.5 Support to participation the export oriented SMEs on exhibitions.

**Activity Result 2.3. Organizing innovation lab for green niche products of Tajikistan (packaged solution for development of green products value chains and consultative service for producers);**

- 2.3.1 Conducting a study on VCs;
- 2.3.2 Conducting knowledge sharing events in the regions;
- 2.3.3 Establishing the e-platform for sharing innovative approaches, experiences and best practices;
- 2.3.4 Conducting trainings on greening products and VCs.

**Output 3. Promotion of public-private partnership for local development, including PPP models for management of natural resources**

**Activity Result 3.1. Capacity building of stakeholders on PPP, particularly using the mechanisms of South-South and triangular cooperation**



- 3.1.1 Strengthening institutional capacities of Public-Private Partnership Centre under the State Investment Committee through mentorship and trainings;
- 3.1.2 Capacity building of main stakeholders on PPP using the mechanisms of South-South and triangular cooperation (including possible learning from experience of Norway and CIS countries);
- 3.1.3 Explore opportunities to build knowledge network among PPP institutions of both countries.

**Activity Result 3.2. Conducting awareness raising campaign on PPP mechanism among local stakeholders and actors**

- 3.2.1 Conducting workshops and round tables to promote PPP mechanism and discuss challenges at the national and regional level;
- 3.2.2 Conducting awareness raising campaign among representatives of private sector, civil society and other interesting stakeholders;
- 3.2.3 Documenting best practices and cases on PPP and disseminating them among interested parties.

**Output 4. Engagement of youth, people with disabilities and women into the entrepreneurship**

**Activity Result 4.1. Promoting doing business opportunities and knowledge among youth, people with disabilities and women**

- 4.1.1 Conducting startup trainings for youth and women benefiting at least 200 people;
- 4.1.2 Organizing Hackathons involving youth and women covering at least 100 people;
- 4.1.3 Organization of open lectures, master classes of famous entrepreneurs in the regions of Tajikistan aimed to promote doing business opportunities and knowledge covering at least 200 youth, people with disabilities and women into the entrepreneurship;
- 4.1.4 Organization of study tours to the companies for youth and women benefiting at least 25 people;
- 4.1.5 Support function of the Start Up “Choikhona” initiative (incubator for youth-led start-ups) and youth engagement in social entrepreneurship;
- 4.1.6 Promotion of small grants for implementation of innovative and social projects benefiting youth and the most vulnerable population.

**Activity Result 4.2. Support in enhancing youth entrepreneurship ecosystem and awareness raising**

- 4.2.1 Organization of national level events on youth entrepreneurship and provision of platforms for discussion issues related to it;
- 4.2.2 Organization of study tour for business incubators and startups of Tajikistan to the foreign business incubators for learning experience;
- 4.2.3 Conducting information campaigns for promoting entrepreneurship among youth and women.

**Partnerships**

Communities Programme (CP) aims at supporting local economic development, local governance and access to services and basic infrastructure at the local level. The Programme’s Strategy is to support the Government of Tajikistan to promote wider participation of communities in the process of local development planning, as well as in the management and implementation of local development priorities. The efforts of UNDP CP increased in scale and financially during the last years with the financial support of the Russian Federation, Japan, UK, Finland, Switzerland, as well as from core resources of UNDP. CP has area offices in Sughd (Khujand and Ayni) and Khatlon (Shaartuz and Kulob) regions and in the Districts of Republican Subordination, Rasht valley (Gharm).

The partnership schemes envisaged by the project, are based on the previous experiences and lesson of Community program, as well as the experience of other UNDP projects and include the following considerations:

- UNDP will continue its cooperation with the Ministry of Labor, Employment and Migration and its local structures to assist with introduction of new vocational training courses and diversification of educational programs that are in demand in the labor market. Targeted vocational lyceums are actively working with different groups (including women, youth, people with disabilities), and actively cooperate with employers and local authorities. This experience will be taken into account in the implementation of this project, in particular in the implementation of measures to

enhance the capacity of vocational training institutions, conducting of professional courses and business trainings.

- UNDP will continue using the potential of the local public-private dialogue platforms - the Regional Consultative Councils (RCC) established to improve the investment climate and to serve as a tool to build confidence between different sectors of society. Regular meetings of RCCs promote open discussions and create an atmosphere of trust between the sectors; increase the possibility of obtaining the views and expertise of the private sector on how to improve the policy, ensure transparency in the decision on the development of business solutions; provide vertical and horizontal exchange of information and involve other state and public institutions in the process of dialogue. Consultative Councils are also serving as a platform to facilitate the investors for selection of areas for funding. Based on this involvement of the Consultative Councils for information campaigns, conducting business training, and monitoring the implementation of the small grants is expected in the framework of this project.
- UNDP will continue its close cooperation with the responsible local government agencies and the local community to raise their awareness about the reforms in the sphere of investments, business, trade, labor and employment. Partnership at the local level will be essential to bring the project results to the grass-root level and to establish a bottom-up information flow for the purpose of national and local development planning and monitoring.
- The project will continue close cooperation with the Ministry of Economic Development and Trade, Agency of Statistics, academia and civil society institutions help to leverage ongoing activities of UNDP on nationalizing SDG agenda and enhancing M&E system, linking of planning and budgeting processes, prioritisation of development interventions, identification of development accelerators, etc. The project envisages proactive involvement of civil society organizations, disabled persons organizations, private sector and other constituencies in the process of policy research, monitoring and reporting of SDG progress.

### **Stakeholder Engagement**

The key project stakeholders were identified during the project design and their respective roles are described in below table:

Partners	Anticipated roles to play
Ministry of Economic Development and Trade of the Republic of Tajikistan	Ministry of Economic Development and Trade of the Republic of Tajikistan (MEDT) as the leading state authority on the development and implementation of economic development policy of the state is the main partner of the project. The Ministry will assist in the nationalization and localization of SDGs, design and monitoring of the necessary legislation and regulations at the central level, as well as the effective implementation of the project. MEDT has its structural divisions in the regional, city and district levels. The Ministry will be a key member of the Steering Committee, providing overall guidance on the relevant of the project to the national strategic priorities, effectiveness of the project results and participating in the monitoring of the project implementation.
National level agencies	UNDP will partner with other national level agencies, including State Committee on Investment and State Property Management, Ministry of Labour, Migration and Employment, PPP Centre, the Agency of Statistics, and the Ministry of Finance for the implementation of relevant project activities. The national partners and stakeholders will be engaged in implementation and monitoring of the project implementation and achievement of specified goals and objectives
Local administrations of districts	Local administrations are the structural bodies at the local level for the implementation of state policy in the field. The main role of local administration is to support the sustainable socio-economic status of the areas, improving welfare of people living in these areas, development of economic infrastructure and territories, etc. UNDP has established a fruitful collaboration with these local authorities. 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 localization of SDGs and awareness raising campaigns on PPP at the local level within the framework of the project.
Local public organizations and support institutions for business development	Close cooperation with business incubators, community-based organizations, disabled persons organizations, associations of dekhkan farms, as well as business support centers are planned within the project implementation. Also, religious leaders and representatives of mahalla committees will be involved into the project implementation. These organizations will contribute to the effective implementation of the project in the field and awareness raising of local people about the project implementation.

### South-South and Triangular Cooperation (SSC/TrC)

The project approach is built on consideration of locally available resources and opportunities for development as well as adaptation of the best international practices in order to develop relevant local capacities to address social and economic disparities faced by population living in rural areas. Rural women and young people not only represent beneficiaries of this project, but at the same play important role of community advocates for change, as far as the project devotes significant attention to building consensus among duty bearers, service providers and local population.

The project envisages engagement of experienced national and international trainers and experts having advanced understanding of the country socio-economic context, experienced in the field of SDG localization, youth engagement, business development and employment for capacity building of national and local stakeholders. The project also assumes SSC/TrC exchange visits 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 the export oriented SMEs in exhibitions.

### Knowledge

The project will support analytical studies and research in priority areas to complement and reinforce existing evidence base for NDS/SDG reporting and inform strategic planning and decision-making. Moreover, support will be provided in public engagement for advocacy, communication and reporting on Agenda 2030 and promoting public feedback mechanism on implementation of SDGs/NDS.

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 between the project managers of similar projects. 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. The sustainability of the project will depend on stability both in the sense of security and political, as well as 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.

UNDP will capture lessons and best practices of this project and ensure due dissemination among the relevant partners and stakeholders to ensure effective transfer of knowledge and experience. UNDP will maintain a policy dialogue with the Government and development partners, including IFIs to advocate and promote innovative development solutions with proven feasibility for replication and scaling up in the country and for potential exchange through SSC/TrC mechanism.

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## **PROJECT MANAGEMENT**

### **Cost Efficiency and Effectiveness**

The activities implemented by UNDP will make part of the portfolio of projects implemented by Communities Programme of UNDP (CP). The portfolio approach allows saving on administrative and operational costs of the project, as well as benefit from the synergies with other infrastructure and social projects and activities implemented by the CP in rural areas. Monitoring of activities will be implemented by UNDP along with implementation of CO/CP monitoring plan. CP Area offices will be engaged in direct implementation of activities at the local level.

### **Project implementation mechanism**

Project will be implemented by UNDP Country Office in Tajikistan through its Communities Programme (CP) under Direct Implementation Modality (DIM) in accordance with rules and procedures of UNDP. CP will play the leading role of project implementation. 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 representative of the donor, UNDP in Tajikistan and the Government of Tajikistan.

The Government of Tajikistan will be represented at the Steering Committee by the Ministry of Economic Development and Trade, in its capacity of the key Government agency responsible for coordination of national development strategy implementation.

The responsibilities of the Steering Committee are following:

- a. Provide overall guidance and direction to the project, ensuring it remains within specified logical framework and agreed budget;
- b. Address project issues as raised by the project manager;
- c. Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
- d. Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- f. Appraise the project annual review report, including the quality assessment rating report; make recommendations for the workplan; and inform UNDP about the results of the review;
- h. Provide ad hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded; and
- i. Assess and decide to proceed on project changes through appropriate revisions.

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 through exchange of emails) 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.

#### SUMMARY BUDGET

Project Outputs	Total funds required
<b>Output 1:</b> Support to SDG nationalization and localization in Tajikistan	\$546,800.00
<b>Output 2:</b> Support to trade promotion and development of women and youth-led innovative solutions for small and medium business development	\$185,457.60
<b>Output 3:</b> Promotion of public-private partnership for local development, including PPP models for management of natural resources	\$148,737.60
<b>Output 4:</b> Engagement of youth, people with disabilities and women into the entrepreneurship	\$219,004.80
<b>Sub-total Programme</b>	<b>\$1,100,000.00</b>
<i>General Management Support</i>	<i>\$77,777.78</i>
<b>Total</b>	<b>1,100,000.00</b>

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## IV. RESULTS FRAMEWORK<sup>12</sup>

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

**UNDP Tajikistan 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, innovation, and more favourable business environment especially for entrepreneurs and farmers.

### **Outcome indicators as stated in the Country Programme 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 female)

Target by 2020: 81,884 (incl. 32,750 female); 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 female)

Target by 2020: 107,361 (incl. 42,944 female); 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 2020: 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 2020: 25; Data source: external evaluations

UNDP Tajikistan CPD Output 2.4: National data collection, measurement and analytical systems in place to plan, adopt and implement equitable, sustainable and resilient national development strategies and monitor progress on post-2015 sustainable development goals

Indicator 2.4.2: Effective mechanisms in place to collect and disseminate quality and disaggregated data and gender statistics

Baseline: Existing mechanisms are not functional

Target by 2020: Functional mechanism in place; Data source: SA

**Project title: Innovative solutions for nationalizing and localizing SDGs and economic empowerment of women, youth and PWD**

**Atlas Project Number: 00107771, Project ID: 00107955**

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<sup>12</sup>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.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018	Year 2019	FINAL	
<b>Output 1 Support to SDG nationalization and localization in Tajikistan</b>	1.1 Number of capacity building events conducted; Availability of comprehensive assessment of the development financing landscape in Tajikistan to support SDG mainstreaming policies; Number of additional districts with scaled-up budget open initiative	Project implementation reports, External reports	0	2017	3 trainings and 1 knowledge exchange event	Completed development finance assessment for SDG implementation; Budget open initiative in 2 districts	4 capacity building events and DAF completed	Project progress reports
	1.2 Number of national and sub-national country development policies and plans aligned with SDGs	Project implementation reports, external/Government reports	5	2017	5 sub-national policies and plans	5 national and sub-national policies and plans	10 national and sub-national policies and plans	Project progress reports
	1.3 Number of analytical tools developed and applied for SDGs/NDS implementation and M&E	Project implementation reports		2017	2	1	3	Project progress reports Monitoring reports
	1.4 Number of SDG policy papers and communication products	Project implementation reports	1 VNR report and 2 communication products	2017	2 policy papers, 10 communication products	5 communication products	2 policy papers, 15 communication products	Project progress reports Monitoring reports
<b>Output 2: Support to trade promotion and development of women and youth-led innovative</b>	<b>2.1. Improving an access of microenterprises, especially female-lead companies, to affordable financial resources.</b>							
	2.1.1. # of microfinance products developed for sustainable products promotion;	BCF report	0	2017	2	0	2	Project progress reports

<b>solutions for small and medium business development</b>	2.1.2. # of SME received affordable loans (at least 30% female-led SME);	Project reports Report from MCF; Loans agreements concluded with SMEs;	0	2017	8	4	12	Project progress reports Monitoring reports MCF reports
	2.1.3. # of new full-time jobs for women and youth created as a result of microfinance support to SME;	Monitoring reports	0	2017	16 (at least 9 for women)	8 (at least 4 for women)	24 (13 for women)	Project progress reports MCF reports Monitoring reports
<b>2.2. Supporting the micro- and small agro-producers/processors in improving business skills and linkages with the markets</b>								
	2.2.1. # of trainings conducted; # of participants (including youth and women);	Project implementation reports	0	2017	3 40 (30% women)	3 40 (30% women)	6 80 (30% women)	Project progress reports Monitoring reports LoP
	2.2.3. # of SMEs receiving consultancies (incl. # of women- and youth-lead SMEs);	Project implementation reports	0	2017	10	5	15	Project progress reports Monitoring reports
	2.2.4. # of SMEs (incl. women- and youth- lead) participated in study tour;	Project implementation reports	0	2017	6 (at least 2 women-led SME)	0	6 (at least 2 women-led SME)	Project progress reports Monitoring reports Feedback forms of clients BtoR
<b>2.3. Organizing innovation lab for green niche products of Tajikistan (packaged solution for development of green products value chains and consultative service for producers)</b>								
	2.3.1. # of identified innovative green products with developed business solution package;	Project implementation reports	0	2017	1	0	1	Assessments
	2.3.2. # of knowledge sharing events on international practices and certification;	Assessment reports	0	2017	1	1	2	Project progress reports Monitoring reports;
	2.3.3. # of e-platforms established;	Assessment reports	0	2017	1	0	1	Project progress reports; Monitoring reports; Feedback forms of clients



	2.3.4. # of trainings conducted; # of people participated (including youth and women)	Assessment reports	0	2017	3 40	1 15	4 55	Project progress reports Monitoring reports Feedback forms of clients;
<b>Output 3: Promotion of public-private partnership for local development, including PPP models for management of natural resources</b>	<b>3.1. Capacity building of stakeholders on PPP, particularly using the mechanisms of South-South and triangular cooperation</b>							
	3.1.1 # of mentorship and trainings for national and local level authorities and private sector representatives	Project implementation reports	1	2017	4	1	5	Project progress reports Training reports Monitoring reports LoP
	3.1.2 # of study tours on PPP implementation	Project implementation reports	0	2017	1		1	Project progress reports Study tour reports Monitoring reports LoP
	3.1.3 # of projects approved by PPP Centre	Project implementation reports	0	2017	1		1	Project progress reports PPP Council reports Monitoring reports
	<b>Activity Result 3.2. Conducting awareness raising campaign on PPP mechanism among local stakeholders and actors</b>							
	3.2.1 # of round tables to promote PPP mechanism and discuss actual problems at the national and regional levels	Project implementation reports	1	2017	2	1	3	Project progress reports Event reports Monitoring reports
	3.2.2 # of awareness raising campaign among representatives of private sector, civil society and other interesting stakeholders	Project implementation reports	2	2017	3	1	4	Project progress reports Monitoring reports
	3.2.3 # of documented best practices and cases on PPP and dissemination among interested parties	Project implementation reports	0	2017	2	0	2	Project progress reports Prepared documents Monitoring reports
<b>Output 4: Engagement of youth, people with disabilities and</b>	<b>Activity Result 4.1. Promoting doing business opportunities and knowledge among youth, people with disabilities and women into the entrepreneurship</b>							
	4.1.1 # of young people benefited from start-up trainings, by sex and age and disability condition	Project implementation reports	200	2017	160 (40% women)	40 (40% women)	200 (40% women)	Project progress reports Startup training reports Monitoring reports

<b>women into the entrepreneurship</b>	4.1.2.1 # of people participated in Hackathons, by sex and age and disability status	Project implementation reports	0	2017	80 (40% women)	20 (40% women)	100 (40% women)	Project progress reports Reports of the Hackathons
	4.1.2.2 # of innovative projects elaborated during the Hackathons and supported by investors	Project implementation reports	0	2017	6	2	8	Project progress reports
	4.1.3 # of youth, people with disabilities and women attended open lectures, master classes of famous entrepreneurs in the regions of Tajikistan	Project implementation reports	50	2017	170 (40% women)	30 (40% women)	200 (40% women)	Project progress reports Event reports
	4.1.4 # of youth and women participated in the study tours to the private sector companies	Project implementation reports	0	2017	25 (40% women)	0	25 (40% women)	Project progress reports Study tour reports Monitoring reports
	4.1.5.1 # of conducted events under Start Up “Choihona” initiative	Project implementation reports	4	2017	3	1	4	Project progress reports Start Up “Choihona” initiative reports
	4.1.5.2 # of people presented business ideas in the Start Up “Choihona” events, by sex, age and disability condition	Project implementation reports	119	2017	60	30	90	Project progress reports Start Up “Choihona” initiative reports Monitoring reports
	4.1.6.1 # of provided small grants for implementation of innovative and social projects benefiting youth and the most vulnerable population	Project implementation reports	0	2017	3	0	3	Project progress reports Grants Committee meetings minutes Monitoring reports
	4.1.6.2 # of full-time formal jobs created for women, young people and PWD as a result of conducted activities	Project implementation reports	0	2017	10	6	16	Project progress reports Monitoring reports
<b>Activity Result 4.2. Support in enhancing youth entrepreneurship ecosystem and awareness raising</b>								

	4.2.1 # of organized national level events on youth entrepreneurship and provision of platforms for discussion	Project implementation reports	0	2017	3	1	4	Project progress reports Monitoring reports
	4.2.2.1 # of conducted study tours for business incubators and startups of Tajikistan to the foreign business incubators	Project implementation reports	1	2017	2		2	Project progress reports Study tours reports Monitoring reports
	4.2.2.2 # of established cooperation among business incubators and startups of Tajikistan with foreign business incubators	Project implementation reports	2	2017	3		3	Project progress reports Study tours reports Monitoring reports
	4.2.3 # of youth, women and PWD covered with information campaigns for promoting entrepreneurship	Project implementation reports	100	2017	600 (40% women)	200 (40% women)	800 (40% women)	Project progress reports Monitoring reports

## V. 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)
<b>Track results progress</b>	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.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
<b>Monitor and Manage Risk</b>	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.	Quarterly	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.		
<b>Learn</b>	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.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
<b>Annual Project Quality Assurance</b>	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.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
<b>Project Report</b>	A progress report will be presented to the	Annually, and at the			

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	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.	end of the project (final report)			
<b>Project Review (Project Board)</b>	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.	Specify frequency (i.e., at least 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.		

## VI. MULTI-YEAR WORK PLAN<sup>1314</sup>

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.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET	
		YEAR 1	YEAR 2		Funding Source	Amount
<b>Output 1: Support to SDG nationalization and localization in Tajikistan</b>  <b>Gender marker: 2</b>	<b>Activity Result 1.1. Enhance capacity of MoF, Agency of Statistics and MEDT to do development finance assessment and review the financial landscape for SDGs</b>					
	1.1.1 Leverage development financing through catalyzing a better enabling environment for both governmental and non-governmental funding and providing services to help mobilize non-governmental capital and other investments for country development. Scaling up the open budget initiative in additional districts	\$25,000.00	\$ 0,00	UNDP Tajikistan	Government of Norway	\$25,000.00
	1.1.2 Technical and advisory support for a Tajikistan's access to development financing from non-government providers including development banks and the IFIs, alternative financing, private sector, and domestic financing	\$45,000.00	\$ 0,00	UNDP Tajikistan	Government of Norway	\$45,000.00
	<b>Total Activity Result 1.1:</b>	<b>\$70,000.00</b>	<b>\$0,00</b>			<b>\$70,000.00</b>
	<b>Activity Result 1.2. Policy support for mainstreaming of SDGs in national and sub-national country development policies and plans</b>					

<sup>13</sup> 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

<sup>14</sup> 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.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET	
		YEAR 1	YEAR 2		Funding Source	Amount
	1.2.1 Supporting MEDT in conducting review and evaluation of MtDP-2020 and preparation of the report	\$0.00	\$10,000.00	UNDP Tajikistan	Government of Norway	\$10,000.00
	1.2.2 Supporting Government of Tajikistan in development of the mid-term development programme for the period 2021-2025 aligned with SDGs Agenda	\$0.00	\$20,000.00	UNDP Tajikistan	Government of Norway	\$20,000.00
	1.2.3 Technical support for localization of SDGs through improved methodologies for planning and implementation of the province/district development programmes	\$10,000.00	\$10,000.00	UNDP Tajikistan	Government of Norway	\$20,000.00
	<b>Total Activity Result 1.2:</b>	<b>\$10,000.00</b>	<b>\$40,000.00</b>			<b>\$50,000.00</b>
	<b>Activity Result 1.3. Strengthening M&amp;E system and coordination mechanisms for SDGs/NDS implementation management</b>					
	1.3.1 Strengthening institutional capacities for SDGs/NDS coordination and building inter-agency dialogue for quality monitoring and reporting	\$20,000.00	\$10,000.00	UNDP Tajikistan	Government of Norway	\$30,000.00
	1.3.2 Providing expert support to the WGs under NDC for mapping of available data, data gap analysis, developing data ecosystem including official statistics and data available through development partners and other sources	\$35,000.00	\$70,000.00	UNDP Tajikistan	Government of Norway	\$105,000.00
	1.3.3 Development of mechanisms/methodologies for use of independent or/and alternative data on SDGs/NDS progress and public monitoring of SDGs/NDS implementation	\$25,000.00	\$35,000.00	UNDP Tajikistan	Government of Norway	\$60,000.00
	<b>Total Activity Result 1.3:</b>	<b>\$80,000.00</b>	<b>\$115,000.00</b>			<b>\$195,000.00</b>
	<b>Activity Result 1.4. SDG analytics, policy research and communication</b>					

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET	
		YEAR 1	YEAR 2		Funding Source	Amount
	1.4.1 Supporting analytical studies and research in priority areas to complement and reinforce existing evidence base for NDS/SDG reporting and to inform strategic planning and decision-making	\$10,000.00	\$10,000.00	UNDP Tajikistan	Government of Norway	\$20,000.00
	1.4.2 Follow up on the previous work on human development reporting to develop a new policy support system and corresponding analytical tools	\$20,000.00	\$10,000.00	UNDP Tajikistan	Government of Norway	\$30,000.00
	1.4.3 Support to public engagement in advocacy, communication and reporting on Agenda 2030 and promoting public feedback mechanism on implementation of SDGs/NDS	\$25,000.00	\$10,000.00	UNDP Tajikistan	Government of Norway	\$35,000.00
	<b>Total Activity Result 1.4:</b>	<b>\$55,000.00</b>	<b>\$30,000.00</b>			<b>\$85,000.00</b>
	Operation Cost	\$82,250.00	\$27,750.00		\$50K UNDP TRAC 1 and \$60K - Gov of Norway	\$110,000.00
	GMS	\$19,780.00	\$17,020.00			\$36,800.00
	<b>Sub-Total for Output 1:</b>	<b>\$267,030.00</b>	<b>\$229,770.00</b>			<b>\$496,800.00</b>
<b>Output 2: Support to trade promotion and development of women and youth-led innovative solutions for small and medium business development</b>	<b>Activity Result 2.1. Improving access of microenterprises, especially female-lead companies, to affordable financial resources</b>					
<b>Gender marker: 2</b>	2.1.1. Conducting needs assessment among women-led enterprises;	\$10,000.00	\$0.00	UNDP Tajikistan	Government of Norway	\$10,000.00
	2.1.2. Formulation a microfinance product devoted to women-led microenterprises;	\$3,000.00	\$0.00	UNDP Tajikistan	Government of Norway	\$3,000.00
	2.1.3. Conducting awareness raising campaigns in rural areas on new microfinance products and selection criteria.	\$2,000.00	\$1,000.00	UNDP Tajikistan	Government of Norway	\$3,000.00



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET	
		YEAR 1	YEAR 2		Funding Source	Amount
	2.1.4. Establishing an Appraisal Committee for selection of business ideas and plans for further support.	\$500.00	\$0.00	UNDP Tajikistan	Government of Norway	\$500.00
	2.1.5. Provision of affordable loans to selected SMEs via BCF mechanism;	\$40,000.00	\$10,000.00	UNDP Tajikistan	Government of Norway	\$50,000.00
	<b>Total Activity Result 2.1.</b>	<b>\$55,500.00</b>	<b>\$11,000.00</b>			<b>\$66,500.00</b>
	<b>Activity Result 2.2. Supporting the micro- and small agro-producers/processors in improving business skills and linkages with the markets</b>					
	2.2.1. Conducting needs assessment and defining the skills gap among agri- processors/producers;	\$8,000.00	\$0.00	UNDP Tajikistan	Government of Norway	\$8,000.00
	2.2.2. Conducting capacity building actions (seminars, trainings and awareness raising events);	\$10,000.00	\$5,000.00	UNDP Tajikistan	Government of Norway	\$15,000.00
	2.2.3. Provision of individual, targeted consultations to SMEs;	\$15,000.00	\$5,000.00	UNDP Tajikistan	Government of Norway	\$20,000.00
	2.2.4. Organising a SSC/Tr exchange visits to the counties having relevant experience	\$7,000.00	\$0.00	UNDP Tajikistan	Government of Norway	\$7,000.00
	2.2.5. Support to participation the export oriented SMEs on exhibitions;	\$6,000.00	\$0.00	UNDP Tajikistan	Government of Norway	\$6,000.00
	<b>Total Activity Result 2.2.</b>	<b>\$46,000.00</b>	<b>\$10,000.00</b>			<b>\$56,000.00</b>
	<b>Activity Result 2.3. Organizing innovation lab for green niche products of Tajikistan (packaged solution for development of green products value chains and consultative service for producers)</b>					
	2.3.1. Conducting a study on VCs;	\$10,000.00	\$0.00	UNDP Tajikistan	Government of Norway	\$10,000.00

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET	
		YEAR 1	YEAR 2		Funding Source	Amount
	2.3.2. Conducting knowledge sharing events in the regions	\$5,000.00	\$3,000.00	UNDP Tajikistan	Government of Norway	\$8,000.00
	2.3.3. Establishing the e-platform for sharing innovative approaches, experiences and best practices	\$5,000.00	\$0.00	UNDP Tajikistan	Government of Norway	\$5,000.00
	2.3.4. Conducting trainings on greening products and VCs	\$10,000.00	\$3,000.00	UNDP Tajikistan	Government of Norway	\$13,000.00
	<b>Total Activity Result 2.3.</b>	<b>\$30,000.00</b>	<b>\$6,000.00</b>			<b>\$36,000.00</b>
	<b>Total Activity Results 2.1, 2.2 and 2.3.</b>	<b>\$131,500.00</b>	<b>\$27,000.00</b>			<b>\$158,500.00</b>
	Operation Cost (travel, monitoring, human resources, rent of office premises, etc)	\$10,520.00	\$2,700.00			\$13,220.00
	GMS 8%	\$11,361.60	\$2,376.00			\$13,737.60
	<b>Sub-Total for Output 2:</b>	<b>\$153,381.60</b>	<b>\$32,076.00</b>			<b>\$185,457.60</b>
<b>Output 3: Promotion of public-private partnership for local development, including PPP models for management of natural resources</b>	<b>Activity Result 3.1. Capacity building of stakeholders on PPP, particularly using the mechanisms of South-South and triangular cooperation</b>					
<b>Gender marker: 2</b>	3.1.1 Strengthening institutional capacities of Public-Private Partnership Centre under the State Investment Committee through mentorship and trainings	\$27,400.00	\$13,000.00	UNDP Tajikistan	Government of Norway	\$40,400.00
	3.1.2 Capacity building of main stakeholders on PPP using the mechanisms of South-South and triangular cooperation (including possible learning from experience of Norway and CIS countries). Explore opportunities to build knowledge network among PPP institutions of both countries	\$20,000.00	\$7,000.00	UNDP Tajikistan	Government of Norway	\$27,000.00
	<b>Total Activity Result 3.1:</b>	<b>\$47,400.00</b>	<b>\$20,000.00</b>			<b>\$67,400.00</b>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET	
		YEAR 1	YEAR 2		Funding Source	Amount
	<b>Activity Result 3.2. Conducting awareness raising campaign on PPP mechanism among local stakeholders and actors</b>					
	3.2.1 Conducting workshops and round tables to promote PPP mechanism and discuss challenges at the national and regional level	\$16,000.00	\$6,000.00	UNDP Tajikistan	Government of Norway	\$22,000.00
	3.2.2 Conducting awareness raising campaign among representatives of private sector, civil society and other interesting stakeholders	\$10,000.00	\$7,976.40	UNDP Tajikistan	Government of Norway	\$17,976.40
	3.2.3 Documenting best practices and cases on PPP and disseminating them among interested parties	\$12,000.00	\$0.00	UNDP Tajikistan	Government of Norway	\$12,000.00
	<b>Total Activity Result 3.2:</b>	<b>\$38,000.00</b>	<b>\$13,976.40</b>			<b>\$51,976.40</b>
	Operation Cost	\$10,518.00	\$5,099.67			\$15,617.67
	GMS	\$9,255.84	\$4,487.69			\$13,743.53
	<b>Sub-Total for Output 3:</b>	<b>\$124,953.84</b>	<b>\$60,583.76</b>			<b>\$148,737.60</b>
<b>Output 4: Engagement of youth, people with disabilities and women into the entrepreneurship</b>	<b>Activity Result 4.1. Promoting doing business opportunities and knowledge among youth, people with disabilities and women</b>					
<b>Gender marker: 2</b>	4.1.1 Conducting startup trainings for youth and women benefiting at least 200 people	\$14,130.00	\$5,000.00	UNDP Tajikistan	Government of Norway	\$19,130.00
	4.1.2 Organizing Hackathons involving youth and women covering at least 100 people	\$11,000.00	\$5,000.00	UNDP Tajikistan	Government of Norway	\$16,000.00

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET	
		YEAR 1	YEAR 2		Funding Source	Amount
	4.1.3 Organization of open lectures, master classes of famous entrepreneurs in the regions of Tajikistan aimed to promote doing business opportunities and knowledge covering at least 200 youth, people with disabilities and women into the entrepreneurship	\$12,000.00	\$3,000.00	UNDP Tajikistan	Government of Norway	\$15,000.00
	4.1.4 Organization of study tours to the companies for youth and women benefiting at least 25 people	\$5,000.00	\$0.00	UNDP Tajikistan	Government of Norway	\$5,000.00
	4.1.5. Support function of the Start Up “Choikhona” initiative (incubator for youth-led start-ups) and youth engagement in social entrepreneurship	\$15,000.00	\$5,000.00	UNDP Tajikistan	Government of Norway	\$20,000.00
	4.1.6. Promotion of small grants for implementation of innovative and social projects benefiting youth and the most vulnerable population	\$40,000.00	\$0.00	UNDP Tajikistan	Government of Norway	\$40,000.00
	<b>Total Activity Result 4.1:</b>	<b>\$97,130.00</b>	<b>\$18,000.00</b>			<b>\$115,130.00</b>
	<b>Activity Result 4.2. Support in enhancing youth entrepreneurship ecosystem and awareness raising</b>					
	4.2.1 Organization of national level events on youth entrepreneurship and provision of platforms for discussion issues related to it	\$15,200.00	\$5,000.00	UNDP Tajikistan	Government of Norway	\$20,200.00
	4.2.2 Organization of study tour for business incubators and startups of Tajikistan to the foreign business incubators for learning experience	\$27,000.00		UNDP Tajikistan	Government of Norway	\$27,000.00
	4.2.3 Conducting information campaigns for promoting entrepreneurship among youth and women	\$11,000.00	\$3,000.00	UNDP Tajikistan	Government of Norway	\$14,000.00
	<b>Total Activity Result 4.2:</b>	<b>\$53,200.00</b>	<b>\$8,000.00</b>			<b>\$61,200.00</b>

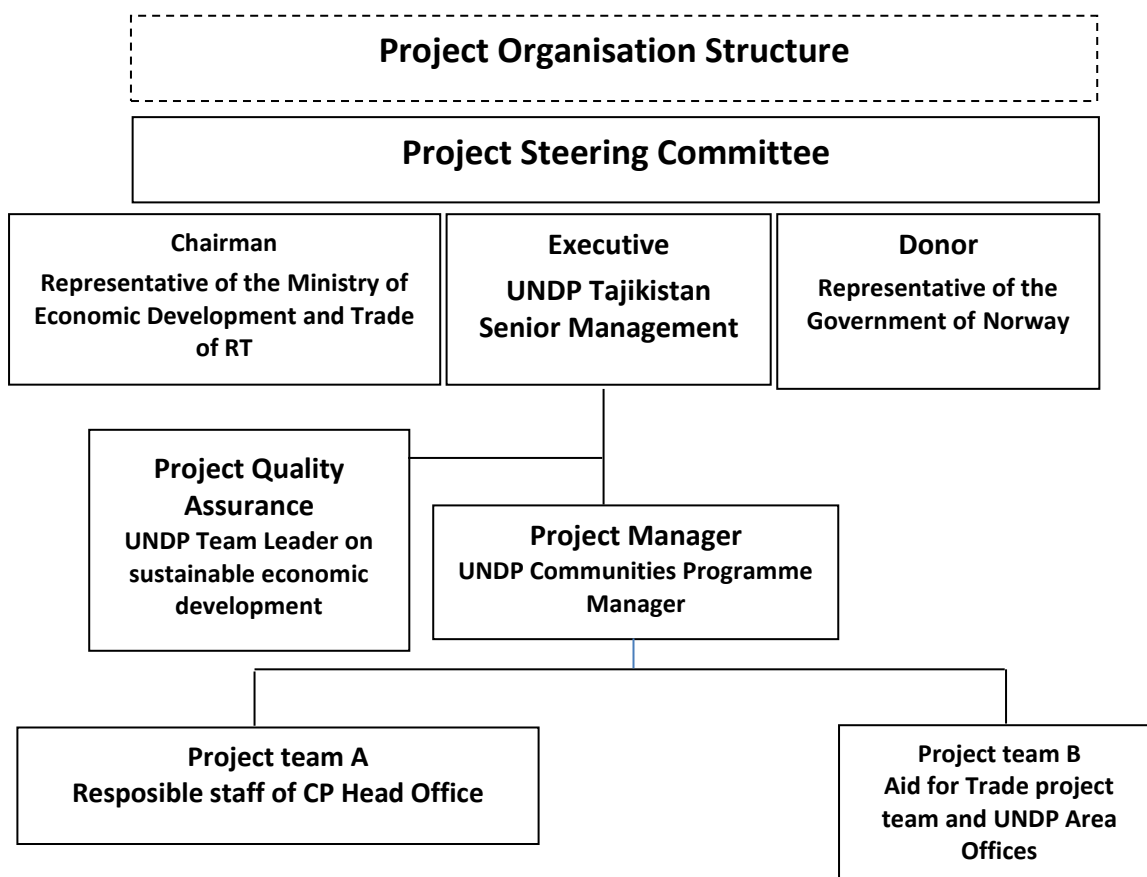
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET	
		YEAR 1	YEAR 2		Funding Source	Amount
	Operation Cost	\$22,552.50	\$3,900.00			\$26,452.22
	GMS	\$13,830.60	\$2,392.00			\$16,222.58
	<b>Sub-Total for Output 4:</b>	<b>\$186,713.10</b>	<b>\$32,292.00</b>			<b>\$219,004.80</b>
	<b>Total Output 1+2+3+4</b>	<b>\$723,762.54</b>	<b>\$326,237.76</b>			<b>\$1,100,000.00</b>
	<b>Total General Management Support:</b>					<b>\$77,777.78</b>
<b>TOTAL</b>						<b>\$1,100,000.00</b>

## VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Project will be implemented by UNDP Country Office in Tajikistan through its Communities Programme (CP) under Direct Implementation Modality (DIM) in accordance with rules and procedures of UNDP. CP will play the leading role in project implementation. 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. UNDP CP will establish close cooperation with relevant national governmental and non-governmental stakeholders to ensure synergy of development efforts and promote knowledge sharing and capacity building of the national stakeholders.

To ensure transparent and fair review of the project results, as well as to provide strategic guidance to project, the Project Steering Committee will be established which will include representative of the donor, senior management of UNDP Country office in Tajikistan and representative of the Government of Tajikistan. Steering Committee members will review the progress of the project, including project reports, and the project annual work plans and provide recommendations on relevance and effectiveness of the project to the priorities of the donor, UNDP and the Government of Tajikistan. 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 through Skype or exchange of emails) 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. More details on the role and responsibility of the Project Steering Committee are provided in the Annex 3.



UNDP Team Leader on sustainable and equitable economic development will provide strategic oversight on the project implementation and project quality assurance at the level of the Country office.

Programme Manager (CPM), CP Dushanbe staff members, Aid for Trade project team and UNDP/CP Area Offices will provide programmatic and operational support to project activities. They will also be involved in implementation of daily management and complementary functions.

The main project management functions are:

- UNDP Team Leader on sustainable and equitable economic development will provide strategic oversight, advisory management support, general project implementation quality assurance, as well as other programmatic support;
- Communities Programme Manager (25%) will ensure 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. CP Manager will be acting under the direct supervision of UNDP Senior Management and will deliver the main executing project decisions to the Steering Committee;
- CP Dushanbe staff will support PM in programme/operations activities and daily coordination of practical implementation of all activities and reporting;
- CP Area Offices will be implementing project activities at the local level.

International/local consultants will be engaged based on the need to provide technical expertise required for the project.

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## VIII. LEGAL CONTEXT

This Project Document together with the United Nations Development Assistance Framework (UNDAF) for Tajikistan (2016-2020) and the UNDP Country Programme Action Plan (CPAP, 2016-2020) will 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).

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner'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 Implementing Partner's obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](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/further to this Project Document".

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## IX. RISK MANAGEMENT

### Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds 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](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.
3. 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>).



4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards (Annex 1), (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.
5. 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.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA , 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:
    - i. 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;
    - ii. 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.
  - b. 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.
  - c. 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.
  - d. 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](http://www.undp.org).
  - e. 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.

- f. 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.

- g. *Choose one of the three following options:*

*Option 3:* 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 the 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.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. 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.
- i. 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.
- j. 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.

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## ANNEXES

### Annex 1. Social and Environmental Screening Template

#### Project Information

<b>Project Information</b>	
1. Project Title	Innovative solutions for nationalizing and localizing SDGs and economic empowerment of women, youth and PWD
2. Project Number	Award: 00107771, Project ID: 00107955
3. Location (Global/Region/Country)	Tajikistan, countrywide

#### 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, disabled persons 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 reinforces and complements the past and ongoing projects of the UNDP CP program in the spheres of strategic development planning and monitoring, mainstreaming of SDGs and human development, localizing good governance reforms, and improving economic opportunities for 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><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b></p> <p><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><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b></p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p><b>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)?</b></p>
<p><b>Risk Description</b></p>	<p><b>Impact and Probability (1-5)</b></p>	<p><b>Significance (Low, Moderate, High)</b></p>	<p><b>Comments</b></p>	<p><b>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.</b></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>I – 2 P - 2</p>	<p><b>Low</b></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: Women and 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 SDG localization.</p>	<p>I – 2 P - 2</p>	<p><b>Low</b></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><b>QUESTION 4: What is the overall Project risk categorization?</b></p>				
<p>Select one (see <a href="#">SESP</a> for guidance)</p>			<p><b>Comments</b></p>	
<p><i>Low Risk</i></p>			<p><input checked="" type="checkbox"/></p>	<p><b>UNDP will be capable to address and mitigate the potential human rights risks, related to insufficient capacity of duty-bearers and right-holders. The risks will be assessed and addressed by the project at the earliest stage of project implementation to ensure effective support and</b></p>

			engagement of both groups.
	<i>Moderate Risk</i>	<input type="checkbox"/>	
	<i>High Risk</i>	<input type="checkbox"/>	
	<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>		
	Check all that apply		<b>Comments</b>
	<i>Principle 1: Human Rights</i>	<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.
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
	<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
	<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
	<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
	<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	
	<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

### Final Sign Off

<b>Signature</b>	<b>Date</b>	<b>Description</b>
QA Assessor		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.
QA Approver		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.
PAC Chair		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

<b>Checklist Potential Social and Environmental Risks</b>		
<b>Principles 1: Human Rights</b>		<b>Answer (Yes/No)</b>
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? <sup>15</sup>	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
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
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?	No
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
<b>Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</b>		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
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

<sup>15</sup> 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.

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
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>16</sup> 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
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
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
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
<b>Standard 4: Cultural Heritage</b>		
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
<b>Standard 5: Displacement and Resettlement</b>		
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? <sup>17</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property	No

<sup>16</sup> In regards to CO<sub>2</sub>, '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.]

<sup>17</sup> 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.

	rights/customary rights to land, territories and/or resources?	
<b>Standard 6: Indigenous Peoples</b>		
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 recognized as indigenous peoples by the country in question)?	No
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
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
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 2. Risk Analysis.

<b>Project Title:</b> Innovative solutions for nationalizing and localizing SDGs and economic empowerment of women, youth and PWD	<b>Award ID:</b> 00107771	<b>Date:</b> 1 January 2017
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Description of risk	PROBABILITY (high, medium, low)	IMPACT (high, medium, low)	Mitigation Measures
Organizational Risks: Weak knowledge and technical capacity of sectoral ministries and local governments and local may limit the scope and effectiveness of SDG localization	<b>Medium</b>	<b>Low</b>	<ul style="list-style-type: none"> <li>→ Direct and extensive engagement of key agency on SDG implementation – Ministry of Economic Development and Trade in the project implementation;</li> <li>→ The project will enhance capacity of the local governments with software as well as skills to ensure continuity of initiated efforts;</li> <li>→ Continued engagement with GoT across multiple platforms, including Forums, Regional and National Policy Dialogues and etc.</li> </ul>
Institutional Risks: Negative impact on human rights	<b>Medium</b>	<b>Low</b>	<ul style="list-style-type: none"> <li>→ 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;</li> <li>→ The Project will be using human rights based approach and promote it throughout the project implementation;</li> <li>→ The project will build on existing development strategies, particularly National Development Strategy, etc.</li> </ul>
Institutional Risks: Negative impact on women’s rights and gender equality	<b>Medium</b>	<b>Low</b>	<ul style="list-style-type: none"> <li>→ 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;</li> </ul>

Description of risk	PROBABILITY (high, medium, low)	IMPACT (high, medium, low)	Mitigation Measures
			<ul style="list-style-type: none"> <li>→ The project will be using existing dialogue platforms with the Government, including Taskforce on Women Entrepreneurship under the State Investment Committee to promote gender and WEE issues at the high level;</li> <li>→ The Project will conduct awareness raising campaigns to advocate women and youth economic empowerment and entrepreneurship.</li> </ul>
<p>Environmental Risks: Negative impact on climate/environment</p>	<b>Medium</b>	<b>Low</b>	<ul style="list-style-type: none"> <li>→ All projects of UNDP undergo environmental screening. If required, the project will apply environment friendly measures;</li> <li>→ The project has a special focus to introduce innovative solutions for more sustainable production and trade, including development of 'green' niche products.</li> </ul>
<p>Institutional Risks: Negative impact on anti-corruption</p>	<b>Medium</b>	<b>Low</b>	<ul style="list-style-type: none"> <li>→ While working with stakeholders, UNDP will apply its internal rules and regulations on anti-corruption;</li> <li>→ The present project is focused on disclosure of information which can add to transparency hence prevent/deter corruption;</li> <li>→ Transparency and accountability principles will be promoted among stakeholders during project activities as inalienable part of SDG localization.</li> </ul>

### **Annex 3. Terms of Reference of the Project Steering Committee**

#### **1. General information about the Project**

UNDP through its flagship Communities Programme (CP) and other projects 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 Government of Norway has supported project proposal “*Innovative solutions for nationalizing and localizing SDGs and economic empowerment of women, youth and PWD*” to promote these innovative approaches within the country sustainable development agenda. The proposed project is aimed to reinforce and complement the CP program as it:

- will build on the results, lessons and best practices of the past and on-going UNDP projects;
- will timely and directly support government’s efforts and enhance their capacities and knowledge to mainstream sustainable and innovative solutions for localizing SDGs;
- builds on the substantial work that was done so far in relation to developing the M&E framework for NDS/SDGs;
- will promote greater engagement of non-governmental constituencies in the process of SDG localization;
- will be testing innovative approaches for local development, youth and women economic empowerment and public-private collaboration.

The main objective of the Project is enabling development stakeholders at national and local levels, including governmental institutions, community-based organizations, disabled persons organizations and private sector 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 ensure economic engagement of most vulnerable population, which is expected to be achieved through the following Outputs:

- Output 1: Support to SDG nationalization and localization in Tajikistan;
- Output 2: Support to trade promotion and development of women and youth-led innovative solutions for small and medium business development;
- Output 3: Promotion of public-private partnership for local development, including PPP models for management of natural resources; and
- Output 4: Engagement of youth, people with disabilities and women into the entrepreneurship.

#### **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 Ministry of Economic Development and Trade of the Republic of Tajikistan.

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. Ministry of Economic Development and Trade of the Republic of Tajikistan
2. UNDP Tajikistan
3. Representative of the donor (optional).

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, disabled persons 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.