

Russian Federation-UNDP Trust Fund for Development

Project document

Project Title: Youth for Business and Innovation
Project Number: Award ID: 00114095, Output ID: 112266
Implementing Partner: United Nations Development Program – Tajikistan (UNDP)
Start Date: 1 January 2019 **End Date:** 30 June 2021 **LPAC Meeting Date:** 23 January 2019

Brief Description
<p>The Project is addressing the economic vulnerability and social exclusion of young people of age 15-29 in Tajikistan, with a special focus on youth living in the remote areas of GBAO, Rasht and Sughd. The project promotes youth's engagement in sustainable entrepreneurship, innovative and inclusive local development through development of young people's skills for innovations and business. The project also promotes youth-led local initiatives and overall empowerment of youth as proactive development agents in the context of Agenda 2030. All interventions proposed within the project are aligned with the national development priorities which are expected to push forward the SDG localization in close partnership with the Government of Tajikistan (both national and sub-national levels), private sector, as well as civil society organizations (CSO's) and development partners.</p> <p>The project reinforces and complements the results of the past and on-going projects of the UNDP Communities Programme in youth empowerment and inclusive economic development. The project outcome, outputs and activities aimed at bringing innovations will be leveraged by the parallel funding coming from other youth- and innovation-focused projects of UNDP. The Project envisages development of modern employable business skills as well as skills for innovation for young men and women in order to increase the number of decent jobs for youth in agribusiness, sustainable tourism and green technologies for rural development. The project objectives will be achieved through interconnected complex of activities including but not limited to vocational trainings to meet the rising local demand for new skills, support to start-ups, trainings for innovations in business, knowledge and experience exchange at the national and international level, strengthening capacities of decision makers for youth-friendly policies, institutions, etc.</p> <p>The project "Youth for business and innovation" is aimed to ensure implementation of national and local priorities, which, in their turn, will contribute to addressing priorities linked with the commitments of the Republic of Tajikistan in achieving Sustainable Development Goals. Among 17 Goals, the project will be contributing directly and indirectly in implementation of the Goals # 1, 5, 8, 9, 11 and 17, covering issues of poverty elimination and hunger (ensuring food security), innovation development, gender equality, employment and development in climate change conditions as well as partnership building with various sectors of society in the context of local and national development.</p>

<p>Contributing Outcome (UNDAF/CPD, RPD or GPD): <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. Indicative CPD Outputs: <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. Gender marker: GEN2</p>	Total resources required:	\$1,150,000.00	
	Total resources allocated:	\$1,150,000.00	
		TFD Youth Window:	\$1,000,000
		UNDP:	\$50,000
	Government, private sector and community contribution (in-kind and in-cash):	\$100,000	
Unfunded:	n/a		

Agreed by (signatures):

UNDP
Mr. Jan Harfst UNDP Country Director
Date:

I. DEVELOPMENT CHALLENGE

Role of youth in Tajikistan's strategic development vision in the context of SDGs

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.

The recent National Report on the progress of NDS2030 and MTDP2020 in the context of SDGs¹ confirmed the strong linkage of the national priorities with the global development agenda, and, in particular, the accelerating impact on SDGs by the progress in the following strategic objectives:

- improving access to sustainable energy for all,
- balanced economic and social development of regions and districts of the country;
- addressing gender disparities and economic empowerment of women;
- expanding youth engagement in education, social and economic spheres;

The Government of Tajikistan's recognizing the demand to create new accessible and attractive jobs to address the 'youth bulge' and reduce gender imbalance in employment. The young population under 20, which in 2015 makes 45% of the total population, will form the basis of the Tajikistan's employable population by 2030. Young people should become an integral part of the development, thus, should be proactively engaged in implementation and evaluation of plans and strategies that affect their lives. Through proactive engagement of youth in political, economic and social life, the risk of "leaving them behind" can be transformed into the development catalyst enabling Tajikistan to utilize the "demographic window of opportunity", the significance of which is noted in the NDS-2030 and MTDP-2020. The first step in this direction was made when the President of Tajikistan officially 2017 as the Year of Youth in the country. This initiative was aimed at developing potential of youth generation to become one of the greatest wealth of Tajikistan.

Youth Empowerment: risk drivers and development opportunities

Since early 2000th, Tajikistan have achieved impressive results in reducing poverty level from 81% in 1999 to approximately 29.7% in 2017. Yet, despite this remarkable progress, economic gains have not been felt everywhere, and by every Tajik in the country. There are stark imbalances between and within regions and districts, socio-economic groups, urban and rural areas, as well as between women and men. Many people, especially women, are still unable to reach their full potential in life because they suffer deprivations in multiple dimensions of human development. A large share of Tajik households still struggles with non-monetary poverty, which manifests in the lack of access to education, especially higher education, lack of access to safe housing, acceptable sanitation and heating facilities, to name a few. Women and girls from rural areas and the youth population continue to be among the most disadvantaged due to insufficient domestic job opportunities and limited access to professional and higher education and public services.

Economic and social disparities are particularly noted in the remote rural districts of Sughd region, Khatlon region, Rasht Valley and Gorno-Badakshan Autonomous Oblast (GBAO²). Weak governance, lack of

¹ National Report on the progress of NDS2030 and MTDP2020 in the context of SDGs, MEDT, July 2018

² <http://www.dataforall.org/dashboard/ophi/index.php>

transparency in decision-making and limited citizens participation reduce accountability and pressure on institutions to deliver quality services to all citizens. Local governments have inadequate knowledge to apply innovative solutions for local economic development, hence are not able to effectively partner with private sector for job creation, to promote PPPs and alternative partnership models for effective management of local resources and provision of basic services. Limited access to finance and economic resources impedes development of businesses especially by young people and women).

The country faces serious challenge in absorbing the working-age young population into the labour market. According to official statistics in 2016 the youth unemployment rate (aged 15-29 years old) amounted to 10.6 percent and is twice higher than among those who were aged 30-75 years and exceeds the national average by more than 1.5 times³. Similarly, labour underutilization is also most frequent among the young population (21 percent). Particularly disturbing factors for the persistence of poverty are unpredictable, low quality and insufficient jobs. Another issue is a growing discrepancy between education level of youth and skills required by employers. In accordance with the 2016 Labour Force Survey (LFS), proportion of persons whose education level did not match required qualifications was at 58.7% of the total youth employment. Results of the LFS revealed that labour underutilization among youth was 20.5% which means that one in five young people could not use their labour potential. There is a clear evidence of an inverse relationship between unemployment and age. As people grow older, their unemployment risk is decreasing, though the unemployment duration in these age groups is increasing. Analysis of age groups revealed that highest proportion among those who were in time-related underemployment was among the population aged 30-75 (56.1%). Meanwhile, this indicator remains high among persons aged 15-29 years (43.9%)⁴.

One of the worrisome trends in analysis of labour market in Tajikistan is the high rate of NEET youth (i.e. youth “not in employment, education or training”). This indicator refers to the proportion of individuals among young people who are not engaged in work, do not study and do not undergo vocational training. NEET indicator is often associated with early school leavers, unemployed or discouraged youth, but also those outside the labour force for various reasons (disability, care, etc.). Hence, it targets “youth at risk” lacking access to education, jobless and/or inactive. The LFS 2016 revealed that as of 2016 around 30% (690,724 people) of youth were falling under the NEET category⁵. Out of the total number of young people who belong to the NEET category 11.6 % were men and 88.4 % were women. Women NEET rate was nine times higher than men’s rate. Regional variations are also noteworthy with highest NEET rates found in Dushanbe (40 percent) and lowest in Sughd (24 percent). Interestingly, GBAO is the region with the lowest shares of young women who neither work, nor are involved in any trainings (36 percent), while in Districts of Republican Subordination (DRS) almost two out of three young women fall into the NEET category (61 percent) and in Dushanbe more than half (52 percent).

Limited access to tertiary education is reckoned as one of the factors impeding youth from decent employment. The technical and vocational education’s objective is to specifically respond to the country’s labour market demands and prepare young Tajik graduates accordingly. However, according to UNICEF, only 4 percent of general secondary education graduates enrol in those institutions nowadays, critically reducing the skills level of a large share of the young population. Education curricular in many vocational institutions is outdated or poorly connected with the new demand of the local labour markets and cannot serve the needs for new set of skills in emerging and growing sectors such as tourism and others. The project will contribute for implementation of SDG Goal # 8 related to decent work and economic growth and will also make contributions to certain targets under SDG 5, 10 and 15.

Discrimination or vulnerability of young people, unless timely addressed, has a tendency to deteriorate and requires new approaches. The social immaturity of young people, their inability to make decisions independently and high expectations exacerbate the risks of their precarious employment. Moreover, in the context of Tajikistan, economic vulnerability of youth, especially young women, may trigger other types of exclusion of youth. High unemployment rate and general dissatisfaction with the quality of life makes the engagement of “youth at risk” in radical or extreme practices more likely. In the case of Tajikistan, this is not only limited to religious radicalization and violent extremism but can include criminal activities related

³ Tajstat, Labor Force Survey, 2016.

⁴ ibid

⁵ This figure does not include labor migrants, which are accounted as ‘employed’.

to drug abuse, drug trafficking, street violence, etc. Failure to provide employment opportunities to the young population increases the risk of radicalization of a generation and may fuel instability within the country. Insufficient involvement of youth in social and economic transformation is identified as one of the challenges to development in the NDS 2030.

The importance of youth-oriented national policy is recognized at the highest level of Tajik Government. The previous year was announced as the Year of Youth and was commemorated with a series of events devoted to youth entrepreneurship and empowerment. This year 2018 is announced by the Government of Tajikistan as a Year of Tourism and Handicrafts, considering the growing potential of this sector. The tourism industry is becoming an attractive sector for the young population exploring the employment opportunities. The significance of the tourism industry for employment creation, economic development and poverty alleviation is being increasingly recognized on the global level. Tourism as a labour-intensive industry requires both skilled and unskilled labour force. Recent estimates indicate that the tourism industry will contribute a total of 296 million to global employment by 2019⁶. Considering the emerging domestic demand for new vocational skills it is becoming important to expose youth to the industry and encourage them to engage in the entrepreneurial activities including social entrepreneurship. In 2018, the Republic of Tajikistan adopted its National Tourism Development Strategy until 2030. The Strategy envisages analysis of status of service provision at airports and other border crossing points, improvement of such services, etc.

Tajikistan's exposure to global economy as well as commitment to promote the global development priorities emphasized by the Agenda 2030, creates a demand for promotion of the new ways of development in the country, embracing the global experience in sustainable use of natural resources, innovations in industrial development, agriculture and trade, IT development for business and services, etc. Tajikistan experience a critical need in bringing up the new culture of innovations to shift from traditional agrarian development route to the new industrial-agrarian development pathway, which in turn implies a more active application of soft and hard innovations and technologies. Thus, implementation of this project will contribute for implementation of SDGs Goals 8 and 9 related to industry, innovation and infrastructure.

Entrepreneurship and the private sector play important roles as the engine of economic growth and job creation in Tajikistan, particularly to young people. Provision of goods and services generates tax revenues to finance essential social and economic infrastructure, develops new and innovative solutions that help to tackle development challenges faced by the country. As such, the private sector is an important strategic partner for UNDP in achieving its vision to help countries achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shocks. Having more than 20 years of experience in Tajikistan, the United Nations Development Programme is bringing its global expertise to promote public private dialogue and to build effective cooperation platforms for the Government, business support organizations and private sector representatives, including young entrepreneurs. Also, the project will be contributing directly and indirectly in implementation of the Goals # 11 and 17, covering issues of sustainable communities and partnership building with various sectors of society in the context of local and national development.

II. 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 Document⁷.

The Project will address the development challenge outlined above by promoting youth's engagement in sustainable entrepreneurship, innovative and inclusive local development through development of young people's skills for innovations and business, promotion of youth-led local initiatives and overall

⁶Employment in the tourism industry to grow significantly

http://www.ilo.org/global/publications/world-of-work-magazine/articles/WCMS_157893/lang-en/index.htm

⁷ UNDP CPD 2016-2020

empowerment of youth as proactive development agents in the context of Agenda 2030. All interventions proposed within the project are aligned with the national development priorities which are expected to push forward the SDG localization in close partnership with the Government of Tajikistan (both national and sub-national levels, particularly in GBAO, Rasht Valley and Sughd), private sector, as well as civil society organizations (CSO's) and development partners.

The Project reinforces and complements past and on-going projects of the UNDP Communities Programme in youth empowerment and inclusive economic development. It envisages development of modern business skills and skills for innovations for young men and women, to increase their ability to get decent jobs in agribusiness, sustainable tourism and green technologies for rural development. The project objectives will be achieved through a complex of activities including but not limited to: vocational trainings to meet rising local demand for new skills, supporting start-ups, trainings for innovations in business, knowledge and experience exchange at the national and international level, master classes, open lectures for youth, etc.

The important aspect of youth engagement in development processes is promotion of the innovative and sustainable development solutions, primarily addressing the needs of the most-vulnerable and excluded groups of population, living in remote areas, such as GBAO (people with disabilities, low-income families, women-headed households, abandoned women and families of labour migrants, etc.). It is reasonable to support development of new set of skills, promotion of youth income generation activities, organization of courses on entrepreneurship, raising understanding of the ICT and green economy niche technologies, etc. The lessons and practices of other youth-focused initiatives confirms the positive effect of complementing the youth entrepreneurship promotion projects with trainings on confidence building and social leadership skills.

The project has a gender focus, and gender equality is seen as a principal objective. The project particularly focuses on supporting implementation of the women entrepreneurship activity. The project results framework includes outputs and activities directly contributing to the project objective, with gender, sex/age segregated indicators to inform project implementation and its impact on gender equality through reduction of different forms of women empowerment.

To ensure that women as the principal target group equally benefit from the project, the following key principles will be applied:

- Ensuring that project activities are inclusive and implemented in a participatory manner with meaningful involvement of women in planning and training processes;
- Ensuring women and girls in target districts have access to and benefit from the capacity building activities in the field.

This Project incorporates the key principles of the Sustainable Development Goals, National Development Strategy of Tajikistan for the period to 2030 (NDS 2030), as well as key outcomes of Tajikistan UNDAF and UNDP Country Programme Document for 2016-2020 in terms of **promotion of decent and productive employment and livelihoods, innovation and inclusive development and strengthening the role of young people in development.**

The project aligns with below priorities of the Concept of the “Russian Federation-UNDP Trust Fund for Development” Youth Window:

1. Supporting youth employment and harnessing the youth innovation potential. It will be achieved through: improving skills and knowledge of youth on entrepreneurship, tourism and green technologies, active use of Russian experience, etc.
2. Promoting decent work, income-generating opportunities and improved wellbeing for rural youth. This will be achieved through support of various activities aimed at increasing employment opportunities for rural young people through skills development, establishment of small innovative income generation workshops, creation of national crowdfunding platform, establishment of platform for improving access of youth to knowledge, skills, information and finance, provision of grants for youth start-ups in IT, tourism, green technologies, etc.

3. Conducting research on the youth entrepreneurship and opportunities for introduction of digital economy in Tajikistan is envisaged under the project, which will provide insights on the level of digital skills among youth and opportunities for the creation of jobs for youth in the digital economy.

It is expected that the Project will contribute to expansion of opportunities for young people to get full-time decent jobs and improve local livelihoods through implementation of active employment and self-employment promotion measures such as development of business and vocational skills and promotion of the youth-friendly business support environment in line with the country's strategic priority – *Expand Productive Employment* outlined in NDS-2030 and several SDGs, particularly SDG#8 - *Decent Work and Economic Growth*. The project will cover around 140,000 beneficiaries (including 11,000 people of direct beneficiaries) from target areas of Sughd and GBAO regions, Rasht Valley.

Enhancement of youth engagement in social and economic activity through creation of new jobs and livelihood opportunities will also contribute to addressing of such global and regional challenges as youth marginalization and radicalization and will address the negative consequences of unemployment, social exclusion and illegal labour migration of young people in Tajikistan.

To address the development challenge outlined in the background section, the project has adopted the following chain of results starting from impact level to development outcome aligned with UNDAF and UNDP Country Program document and presenting the project-level output and activities (also, refer to the chart below).

Overall Goal / Expected impact: Inclusive and sustainable economic growth, employment and decent work for all, and particularly for young women and men in Tajikistan (SDG#8)

Expected Outcome: Young people benefit from equitable and sustainable economic growth in Tajikistan through decent and productive local employment, improved access to specialised knowledge & technologies and conducive business environment especially for youth-led start-ups and innovations.

Project Output: Young women and men are equipped with skills for employment, self-employment and innovations and are able to more actively participate in and contribute to inclusive and sustainable national and local development.

The project will accelerate the achievement of the output outlined above through two Project's **components / key activities:**

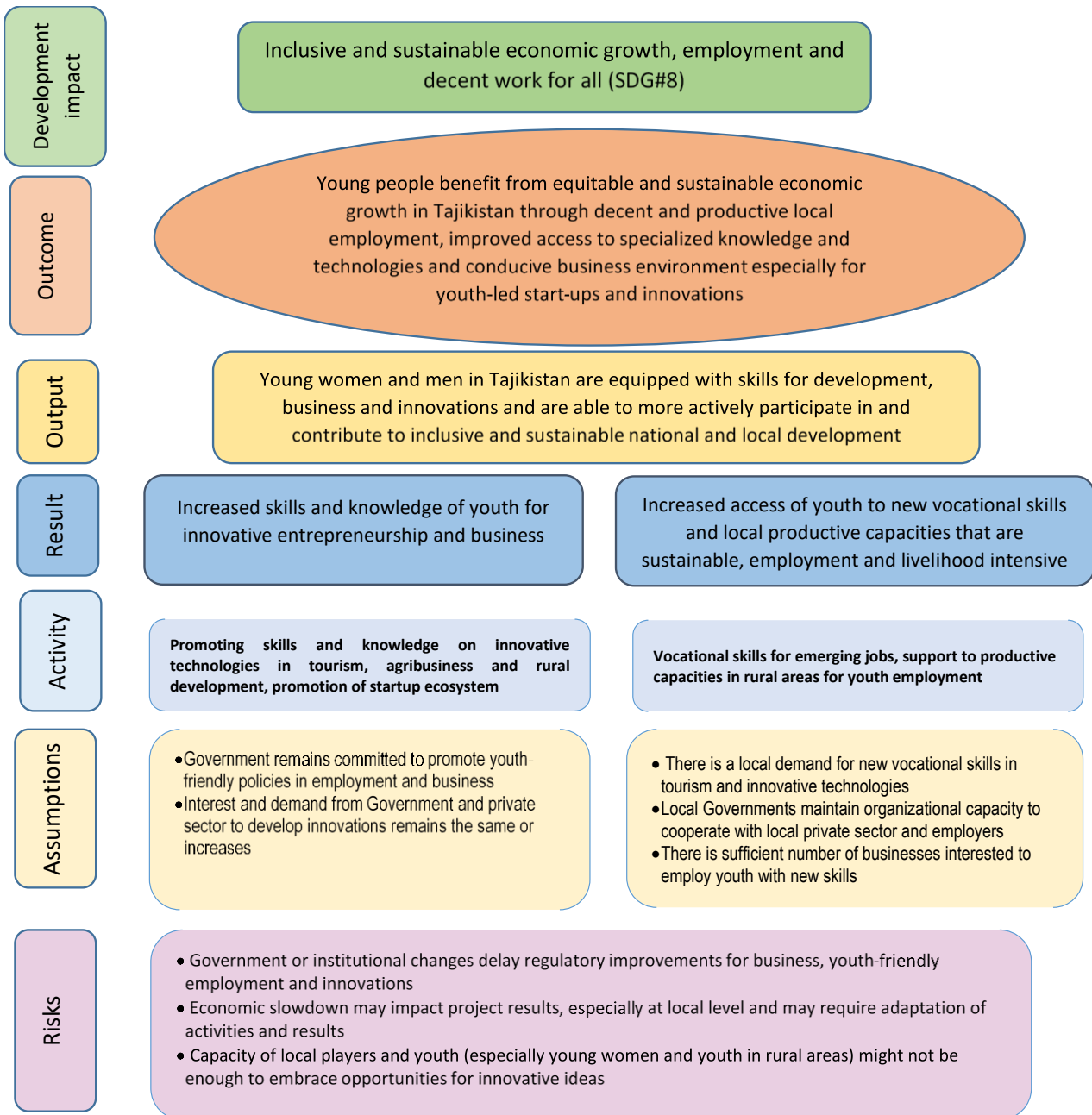
1. Enhanced skills and knowledge of youth on innovative entrepreneurship and business
2. Improved access of youth to new vocational skills and local productive capacities that are sustainable, employment- and livelihood intensive

The projects **theory of change** is based on the following considerations:

If young people are better equipped with new skills and knowledge, including digital economy skills, skills for innovations and start-up/self-employment, **then**, they will be more able to seize opportunities in the labour market, including in the emerging and growing sectors, and, hence, will be more able to find a decent job or become self-employed. The theory of change is based on **assumptions** that 1) young people are more agile to adapt and pursue new ways of doing things and to do innovations in businesses, and 2) there is a growing need for more effective solutions, innovations and greener technologies in the country and 3) the Government is ready to ensure conducive business environment for innovations, especially in such areas as digital economy and sustainable local development.

The Project will specifically target **young men and women of 15-24, and 24-29 years of age**, especially those living in remote rural areas of GBAO, Rasht and Sughd, considering vulnerability of these age groups to unemployment, social exclusion, their limited access to vocational education and trainings, limited capacity to start a business, etc. In rural areas the focus will be on **young people, who are not in labour market, in education or training (NEET)**. The project will apply the **gender-sensitive approach to reach out girls and young women** from NEET category, to equip them with needed knowledge and skills, and empower them to engage more actively in economic activities.

The theory of change for this project is designed with consideration of parallel funding from other projects to achieve the planned outcome and contribute to the final goal.



Close cooperation with Russian institutions, knowledge networks and private sector is envisaged for implementation of the project. The project will actively use Russian expertise for promotion of innovations in development of Tajikistan. For implementation of proposed interventions, as needed, UNDP will take advantage from effective partnerships with other development partners and UN agencies to promote youth-friendly employment and business policies and ensure development of new professional skills needed for successful long-term participation of young people in the domestic urban and rural labour market.

The project will be implemented country-wide with a special focus to remote areas in GBAO, Sughd Region and Rasht Valley. The project will reach out to youth in remote districts to ensure their active inclusion in the nation-wide youth empowerment initiatives by supporting local youth in improving access to employment and livelihood-intensive skills, knowledge and finance, as well as courses on building confidence and developing social leadership skills for groups of students and young activists. Expansion of UNDP support to the districts of GBAO has strategic importance for this project, since the geographical and economic context of this region highly affects the vulnerability of youth. The GBAO region is bordering with such countries as China, Afghanistan and Kyrgyz Republic, all of them playing a significant role in defining

Tajikistan's economic context and security. Thus, UNDP is going to strengthen and use its partnership connections with other development players and civil society organizations working in GBAO to support engagement of youth into economic empowerment and innovation development.

The interventions envisaged by the project are underpinned by the principle of Agenda 2030 to "leave no one behind" and will ensure tailored approach to specific vulnerabilities of youth living in different geographical and economic context, will address the different needs of women and men, PWD, and other vulnerable youth groups, based on results of the need assessments done by the project. The project aims to promote the new development thinking of young people by sharing knowledge about SDGs and national development priorities, by building understanding of the social, environmental and gender standards in development, the concepts of inclusiveness and social responsibility in business, and how this new development thinking can be mainstreamed on practice in the economic and social activities proposed by youth.

UNDP comparative strength, strategic positioning and program lessons for youth programming:

UNDP Tajikistan has a strong local presence in Dushanbe, while its operations on the ground are implemented through its 5 Field Project Offices located across the country, in Sughd (Khujand and Ayni Field Project Offices) and Khatlon Provinces (Shaartuz and Kulyab Field Project Offices), in Rasht Valley (Gharm Field Project Office), as well as a project-based presence in GBAO (Khorog). Furthermore, UNDP Tajikistan has a well-established partnership with both local and national Governments, local CSO's and business support organizations. The organizational and partnership set up enables UNDP Tajikistan to mobilize and utilize its technical, financial and human resources as well as partnership connections in line with prevailing time and quality standards.

Effective synergies will be established with other programmes of UNDP Tajikistan aimed at building good governance at the local level, particularly the project will consider lessons learnt from completed and on-going projects, including (but not limited with) the projects supported by the Government of Russian Federation: (i) "Livelihood Improvement for 1 million of Rural Population" (LIRP) implemented in 9 districts of the country and (ii) "Promotion of social and economic opportunities for women and youth in Zerafshan Valley of Tajikistan".

Lessons learnt:

The project's concept is based on consideration of the following lessons and good practices of UNDP projects:

1. Rehabilitation and equipping of the vocational training institutions (VTI) in remote districts was crucial to strengthen their capacity to provide quality professional education and was important contribution to development of professional potential and expanding the employment opportunities of the local population, especially for young people from poor and vulnerable families. UNDP through its projects supports introduction of new training courses in local vocational lyceums, and diversification of educational programs that are in demand in the labour 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, their ability to conduct professional courses and business trainings.
2. The Regional Consultative Councils, initially established with UNDP support, evolved into effective local platforms for public-private dialogue dedicated to improving the investment climate, serving as a tool to build confidence between different sectors of society, and as an effective mechanism for discussing/addressing challenges that businesses face. Regular meetings and open discussions 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 matching businesses with investors. Based on this involvement of the Consultative Councils in information campaigns, conducting business trainings, and monitoring the implementation of the small grants is expected in the framework of this project.

3. Close cooperation with the responsible government agencies and the local community to raise awareness about the economic reforms affecting entrepreneurship, labour market and employment opportunities is a prerequisite for the effective implementation of projects to increase employment. This experience will be applied in the design of events, and information campaigns.
4. The contribution of the local community and the local administrations in the implementation of projects is an important precondition for subsequent sustainability of this initiatives. This experience has demonstrated that the most sustainable projects are those that have a clear business case. Economically-feasible projects serve as an important tool to create new jobs, increase export potential of the territory and, in general, to improve the livelihood of the population. This experience will be taken into account in the provision of small grants to non-governmental organizations, associations of dekhkan farms, local business - associations and business support centres in the framework of the project. Contribution of local community to the implementation of small projects is a must. In most of such projects the contribution of local actors, both from public and private sector and/or community must be at least 25% of the total cost of the proposed project. This approach will be introduced in the implementation of youth-led, small economic initiatives in rural areas dedicated to promotion of innovative solutions and green technologies to benefit rural youth.
5. Start-up platforms support youth, private sector representatives, venture capital and other interested stakeholders to network and collaborate with each other. UNDP jointly with other partners supports an innovative platform called “Start-Up Chohona” that gives space to new young entrepreneurs and supports the building and strengthening of a functioning youth entrepreneurs ecosystem in Tajikistan. The project creates an enabling environment for young entrepreneurial people and helps them to present and obtain funds for their start up ideas. The promising start-up companies participating in the platform come from various industries, such as textile, handicrafts, ceramics, recycled plastic, ICT, energy, etc. In addition, this platform also promotes social entrepreneurship, start-up ventures aimed at benefitting the society in general. This initiative will be further developed, and implementation of youth-initiated ideas will be supported under this project.

UNDP’s Integrated rural development approach will be applied to offer the target groups (i.e. rural youth) comprehensive skills and knowledge development options, innovation support, supporting youth entrepreneurship and business start-ups. The aim of proposed interventions is expected to demonstrate and promote efficient integrated youth innovation development solutions to improve wellbeing and economic opportunities for young people of 15-29 year of age through strengthened business skills and innovation education, better access to skills and finance. A combination of ‘soft’ and ‘hard’ interventions focusing on economic empowerment of rural young people, including girls, addressing their legal concerns and creating better conditions in provision of innovative skills and knowledge, and other services is proposed to address the needs of the target beneficiaries.

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

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

III. RESULTS AND PARTNERSHIPS

Expected Results

For implementation of its Country Program 2016-2020, as per its rules and regulations, UNDP has established internal monitoring and evaluation mechanism, which serves 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 is expected to be implemented in the framework of localizing NDS/SDGs agenda in Tajikistan and TFD Youth Window programme priorities and will facilitate concrete action on the ground with the most vulnerable so that "no one is left behind". Project will be implemented in close *partnership* with the Government of Tajikistan (both national and sub-national levels) as well as civil society organizations and development partners. Proposed activities will include technical and expert support to local Youth Action Groups and local governments, and support to knowledge exchange and good practices replication.

Component 1. Enhanced skills and knowledge of youth for innovative entrepreneurship and business

The Project's component is focused on exploring the demand of the local and national labour market for new skills in emerging and growing sectors. The country's development strategy envisages gradual shift from traditional development schemes to innovative expansion scenario with balanced development of both urban and rural areas. There is a growing demand from the Government's side to bring new innovative solutions for sustainable and inclusive development. In particular, new innovative solutions are being sought in information technologies, tourism, renewable energy and solar technologies industries as well as in development of "green" value chains that will strengthen local economies and improve livelihoods in remote areas.

The project will explore and address the needs for specific knowledge and skills for employment and doing business in emerging and growing sectors at the national and regional level. Through partnership with national institutions, including universities, business support organizations, and state institutions responsible for employment and business promotion, the Project will support organization of complex capacity building campaigns for young women and men from pilot areas. Capacity building campaign will include range of activities, such as specialized trainings to build relevant professional and business skills among youth, access to repository of global information and knowledge resources for youth networks and partners, coaching and mentoring programs for young professionals, engagement of policy and decision makers in capacity building program, co-creation of innovative projects and models with business community, and universities, doing joint research, publication and communication campaign to promote youth-friendly employment and business policies; supporting the Government's in promotion of youth agenda aligned with national strategic priorities and SDGs. UNDP will organize youth visits to successful companies/institutions of Tajikistan to explore their experience and will also assist to establish connections between private sector employers working in innovative spheres with vocational trainings institutions to develop educations programs responsible to the demand of emerging economic sectors as well as needs of the target beneficiaries.

Based on experience of Russia in promoting business mentoring and peer networking, the Project is going to replicate some of the best practices and connect young professional from urban areas with their peers in rural districts to exchange and reinforce the potential for innovative, sustainable and inclusive local development.

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

Activity result 1.1. Promoting skills and knowledge on innovative technologies and job opportunities among youth

- 1.1.1 Conducting needs assessment among private sector companies and youth from target areas, including GBAO, Rasht and Sughd on job and business opportunities in innovative and emerging economic sectors.
- 1.1.2 Development of comprehensive training module on doing business in the new emerging sectors of entrepreneurship, including digital economy, sustainable tourism and green economy/technologies in rural areas.
- 1.1.3 Conducting trainings on starting up new businesses, which include innovative elements, such as green technologies and IT solutions, benefiting at least 150 young men and women, particularly from rural areas.
- 1.1.4 Conducting trainings on provision of rural/ethnic/eco-tourism service (guides, guest service, etc) for at least 100 rural youth.
- 1.1.5 Conducting research on opportunities for engagement of youth in advocacy and development of digital economy culture in Tajikistan.
- 1.1.6 Introducing course on Technological and Innovation Entrepreneurship in the pilot universities of Tajikistan using Russian experience.
- 1.1.7 Support to young entrepreneurs and professional for development of business plans and prototyping models for running innovative business in emerging economic spheres.

Activity result 1.2. Support in development of startup ecosystem and innovation entrepreneurship in Tajikistan using Russian expertise

- 1.2.1 Organization of national and regional level events (workshops, round tables, conferences) with participation of youth from target zones, including GBAO.
- 1.2.2 Organization of master classes and open lectures involving famous entrepreneurs, particularly Russian experts
- 1.2.3 Involving Russian expert for provision of consultancy to local stakeholders on development of startups, innovation entrepreneurship, digital economy, etc.
- 1.2.4 Organizations of study tours to Russian Federation to explore experience and establish partnership with Russian institutions
- 1.2.5 Support in participation of young people from Tajikistan in events in the Russian Federation and CIS countries to present their innovative ideas/products

Component 2. Increased access of rural young men and women to new vocational skills and local productive capacities that are sustainable, employment- and livelihood intensive

The second component of the Project is devoted to promotion of the local productive and livelihood capacities, with a particular emphasis on bringing new ways of doing business in the spheres of sustainable tourism, agriculture, agribusiness, sustainable tourism and green value chains. The key objective of this component is to link capacity for innovations in emerging and growing sectors which will be established and supported under the Component 1 of this Project with the actual local demand for innovations and technologies. The Project will target remote rural areas in GBAO, Sughd and Rasht, where young people, women and men experience difficulties with employment and self-employment in traditional areas. The Project's idea is to shift the attention of local vocational education institutions, entrepreneurs and job seekers from traditional livelihood options towards opportunities in the new sectors. For example, Tajikistan is currently putting big attention to development of tourism in the country, whereas the potential

of this sector in many rural areas is still largely underutilized; people lack necessary skills for hosting, guiding and servicing tourists interested in rural, eco- and ethnic tourism. Growing demand for more efficient use of natural resources, such as water, land and energy, is pushing forward the need for modern effective technologies, such as drip irrigation, hydroponics, solar/renewable energy solutions, energy and water-saving technologies, etc. However, dissemination of new technologies is hampered by the lack of operating capacity in the field, lack of service maintenance system, lack of skilled people able to install, and maintain such new technologies. The Project will closely work with existing vocational education facilities to strengthen their ability to provide youth in rural areas with new trainings modules covering the demand for new skills. The Project will offer technical and consultative guidance as well as selected financial support to competitive youth-led business ideas and local economic initiatives which apply innovative solutions and technologies. The Project will also contribute to the new initiative of UNDP Tajikistan aimed at establishing a multi-stakeholder platform for young people to develop, pitch and present their innovative ideas and start-up models. The platform will represent a further development of *Startup Chohona* initiative and will support youth with prototyping and testing new ideas for sustainable development and self-employment. The Project will connect young innovators with business community and assist with attending national and regional events and networks. The project will ensure the whole-of-society approach to connect different stakeholders and to bring international knowledge and expertise for youth-led innovations.

The Project's Component 2 envisages the following set of activities and results:

Activity result 2.1. Improving access of rural youth to new vocational skills

- 2.1.1. Needs assessment of pilot vocational training institutions on modern equipment and educational materials to provide trainings for skills in emerging and growing sectors.
- 2.1.2. Development of new innovative vocational training modules for education of youth on sustainable tourism service, IT skills for rural development, sustainable technologies for sustainable agriculture and livelihoods (including skills for maintenance of solar panels for heating and lighting).
- 2.1.3. Equipping vocational training institutions with modern innovative equipment and educational materials

Activity result 2.2. Support in sustainable jobs creation for youth living in the rural areas

- 2.2.1. Conducting analysis of productive capacities in the rural areas with high potential for job creation for rural youth, men and women, with a focus on application of green technologies for farming, business and livelihoods.
- 2.2.2. Organization of trainings and consultations for rural youth on green products, value chain, sustainable technologies in agribusiness, access to markets and trade, etc., based on the needs analysis of rural youth
- 2.2.3. Connecting rural youth with national and regional networking events, trade fairs and forums to develop and present innovative goods and services;
- 2.2.4. Support for youth-led small economic initiatives in rural areas applying innovative solutions and green technologies and benefiting rural youth
- 2.2.5. Provision of grants for innovative ideas of young start-uppers in IT and digital economy spheres, sustainable local tourism, green technologies for rural development, etc.
- 2.2.6. Support to national dialogue platform for conducting pitching sessions by youth to present their innovative ideas and projects.

Partnerships

The project will actively look for synergies, synergy with the past and ongoing projects of UNDP in Tajikistan and other UN and development organizations. 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:

The Communities Programme (CP) of UNDP 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, Norway, as well as from its own resources. CP has field project offices in Sughd (Khujand and Ayni) and Khatlon (Shaartuz and Kulob) regions and in the districts of republican subordination, Rasht valley (Gharm).

The project logically continues, complements and reinforces the following projects:

- “Livelihood improvement of rural population in 9 districts of the Republic of Tajikistan (LIRP)” funded by the Government of Russian Federation, implemented in 2014-2017.
- “Promoting social and economic opportunities for women and youth in Zerafshan Valley of Tajikistan” funded by the UNDP-Russia Trust Fund for Development.
- “Innovative solutions for nationalizing and localizing SDGs and economic empowerment of women, youth and PWD” project financed by the Government of Norway with total budget of 404,462.40 USD. The project is implementing activities on enhancing youth entrepreneurship ecosystem and awareness raising, promoting doing business opportunities and knowledge among youth, including startup training, that would be synergetic with 1 Component of the project. It will create bases for implementation of small scale income generation activities under the 2 Component of the project.
- “Cross-border Cooperation for Sustainable Peace and Development”, funded by United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF) with total budget for youth component of 370,000.00 USD. The project is implemented in Isfara and Bobojon Gafurov district of Sughd region and will strengthen activities related to improving capacity of local youth to run business in the cross-border areas, conducting awareness raising campaigns, and synergy among this projects will be ensured with 1 Component of the project in this target area.
- Strengthening Community Resilience and Cooperation for Prevention of Violent extremism (PVE) in Central Asia, the regional UNDP project funded by the Government of Japan, with Tajikistan’s budget around 639,000.00 USD. The Project priority is to address social and economic exclusion experienced among at-risk youth of the target areas by providing specific groups of women and men with tailored ‘decent’ employment/entrepreneurship support and on-demand skills development activities. Activities related to the entrepreneurial skills development services for youth, provision of apprenticeship places, youth involvement in the provision of community-level social and economic services are envisaged within the project, which will be synergetic with 2 Component of the project.

The theory of change for this project is designed with consideration of parallel funding from other projects to achieve the planned outcome, and to foster innovations for development as it is envisaged by the Project. In particular, the project activities will be co-financed and complemented with the resources of ‘PVE’ project and ‘Innovative solutions for nationalizing and localizing SDGs’. In total, the parallel funding and in-kind contribution of UNDP will make around 1,043,462.40.

Visibility of Russia’s assistance will be ensured in full accordance with the Communication and Visibility Strategy of the Russia-UNDP Trust Fund for Development.

UNDP Communities Programme has established strong connection with local private sector, business support organizations and other international organizations for constructive dialogue and exchange of experience and views around the role and opportunities for the young people in development of entrepreneurship in Tajikistan. Series of workshop were implemented in 2017-2018 to discuss: challenges and opportunities for the development of youth entrepreneurship in Tajikistan, support trends of youth entrepreneurship in Russia and world, forms of involving young people in entrepreneurship, support of technological projects on the example of the Business Incubator of the Higher School of Economics.

The Project will continue its cooperation and coordination with International Labour Organization (ILO) towards development of youth-friendly employment policies. Within the framework of this project cooperation with ILO will be continued under the second phase of the project "Applying the G20 Training Strategy", funded by the Russian Federation⁸. The project aims at creating favourable conditions in the country by increasing the capacity of the labour agencies to conduct research, development of guidelines and training materials. The first phase of the project achieved successful results. During the implementation of this project UNDP plans to take into account the experience gained by the ILO in Tajikistan in provision of professional courses for the young people and improve their skills, as UNDP had already had a good experience of cooperation with this organization. In the frame of the proposed project jointly with ILO further effort will be made on implementation of vocational trainings by active involving of Ministry of Labour, Migration and Employment of the Republic of Tajikistan, Labour and Employment Agency, and the Adult Education Centre. In this regard, it is planned to work with the above-mentioned organizations with development of training materials and organization of professional courses and job fairs within the frame of activities 2.1.1 and 2.1.2.

The project will partner with an on-going UNDP/GEF "Green Energy Small Medium Enterprises Development" project which aims to identify, support and promote scalable, private sector-led business models for provision of affordable and sustainable energy products and services (with focus on solar-based applications) for Tajikistan's rural population, including in GBAO region.

UNDP will actively cooperate with partners working in the GBAO region of Tajikistan for implementation of activities. Particularly close cooperation will be ensured with Business Incubator "Accelerate Prosperity" for implementation of activities related to enhancing knowledge and skills of active youth in GBAO region, as well as organization of round tables, workshops, awareness raising campaigns on development of startup ecosystem in the region.

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 innovations, investments, business, trade, labour 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 SCISPM, Universities, private sector, academia and CSO's to leverage ongoing activities of UNDP, link with the capacity building processes, prioritize on youth-oriented policies, identify development accelerators for youth empowerment, etc. The project envisages proactive involvement of CSO's, private sector and other stakeholders in the process of policy research, monitoring and reporting of the Project's progress.

Stakeholder Engagement

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

⁸ http://www.ilo.org/moscow/news/WCMS_541904/lang--en/index.htm

Partners	Anticipated roles to play
State Committee on Investment and State Property Management of the Republic of Tajikistan	State Committee on Investment and State Property Management of the Republic of Tajikistan (SCISPM) as the leading state authority on the development and implementation of economic development policy of the state is the main partner of the project. The Committee will assist in the implementation of components of the project at the national level, as well as the effective implementation of the project. SCISPM has its structural divisions in the regional, city and district levels, as well as coordinates activities of the State Institution "Business Incubator of Tajikistan". The Committee will be a key member of the Steering Committee, constantly conduct monitoring of the project implementation and achievement of specified goals and objectives
National level agencies	Other national level agencies, including State Committee on Investment and State Property Management, Ministry of Labour, Migration and Employment, Committee on Youth and Sports Affairs, Committee on Tourism Development will be partnered for the implementation of project activities, such as conducting workshops, round tables, etc. Also, will constantly conduct 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 conducting capacity building activities and awareness raising campaigns within the framework of the project.
Local public organizations and support institutions for business development	Close cooperation with business incubators, community-based organizations, associations of dekhkan farms, as well as business support centers are planned within the project implementation. Also, 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 youth in capacity building events.

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 though 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.

Innovative solutions and expertise

To achieve the above-mentioned objectives and outputs, UNDP Tajikistan will actively search and apply innovative solutions and bring expertise and knowledge of the best international practice. The Russian expertise on innovations in business and development will be actively utilized through involvement of Russian experts, organization of study tours and peer networking with relevant institutions of the Russian Federation.

Throughout previous and ongoing projects UNDP CP has established good partnership with Russian institutions on startup ecosystem. Particularly, study tours to Republic of Tatarstan, Altay and Sverdlovsk regions of the Russian Federation to study the Russian experience in the implementation of advanced technologies on local development management, entrepreneurship development, introducing innovation technologies were conducted and partnership established. Representatives from Tajikistan participated in the Summer School on Entrepreneurship organized by Higher School of Economy, visited Russian business incubators and business schools, such as Innovation Center "Skolkovo", Innopolis, Internet Initiatives Development Fund, Business Incubator of the Higher School of Economy, MyStarta, etc. Also, project team will ensure partnership with respective Russian institutions. Cooperation with Russian Venture Company will be established on introducing curriculums on innovation and digital entrepreneurship, which was developed by teachers from Moscow State University, ITMO, etc.

IV. 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 Field Project offices will be engaged in direct implementation of activities at the local level.

Project Management

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. Steering Committee will review the progress of the project, including project reports and work plans. Steering Committee will serve as a platform that key stakeholders will use it to discuss the overall direction of the project implementation, as well as to make strategic decisions to ensure the best use of resources to achieve goals and objectives.

Project Steering Committee Meeting will be held at least once a year (physically or virtually 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 Components	Total funds required (USD)
Component 1. Enhanced skills and knowledge of youth for innovative entrepreneurship and business	290,500.00
Component 2. Improved access of youth to new vocational skills and local productive capacities that are sustainable, employment- and livelihood intensive	642,426.00
Sub-total Programme	932,926.00
<i>Total Staff and Project Management Support</i>	143,000.00
<i>GMS (8%)</i>	74,074.00
Total	1,150,000.00
<i>Russian Trust Fund contribution</i>	1,000,000.00
<i>Local communities in-kind and in cash contribution</i>	100,000.00
<i>Contribution from UNDP TJK in-kind and in cash</i>	50,000.00

V. RESULTS FRAMEWORK

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 women)

Target by 2020: 81,884 (incl. 32,750 women); Data source: Progress reports

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

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

Target by 2020: 107,361 (incl. 42,944 women); Data source: Progress reports;

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

Baseline: Very partially

Target by 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

Applicable Outputs from the UNDP Strategic Plan:

1.1.2 Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs

Relevant SDG targets: 1.2, 1.4, 4.3, 8.3., 8.5, 8.6, 8.9.

Project title: Youth for Business and Innovation

Atlas Project Number: 00114095 **Project ID:** 112266

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	December 2019	December 2020	June 2021)	
Output 1 Enhanced skills and knowledge of youth for innovative entrepreneurship and business	1.1.Promoting skills and knowledge on innovative technologies and job opportunities among youth							
	1.1.1 # of needs assessment conducted among private sector and target groups of youth on job and business opportunities in innovative and emerging economic sectors	Project implementation reports	0	2018	1			Project progress reports
	1.1.2 # of comprehensive training module on doing business in the new emerging sectors of entrepreneurship	Project implementation reports	0	2018		1		Project progress reports
	1.1.3 # of young people benefited from start-up trainings, by sex and age and disability status	Project implementation reports, trainings reports	210	2018	100 (30% women)	50 (30% women)		Project progress reports Trainings reports
	1.1.4 # of youth participated in the trainings on provision of rural/ethnic/eco-tourism service	Project implementation reports, trainings reports	0	2018	50 (30% women)	50 (30% women)		Project progress reports Monitoring reports Trainings reports
	1.1.5. # of researches on opportunities for engagement of youth in advocacy and development of digital economy culture in Tajikistan	Project implementation reports	0	2018		1		Report
	1.1.6. # of universities which introduced a course on Technological and Innovation Entrepreneurship	Project implementation reports	0	2018	1	1		Project progress reports

1.1.7. # of young entrepreneurs and professionals developed business plans and prototyping models for running innovative businesses in emerging or growing sectors	Project implementation reports	0	2018	2	4	2	Project progress reports
1.2. Support in development of startup ecosystem and innovation entrepreneurship in Tajikistan using Russian expertise							
1.2.1. # of organized national level events on youth entrepreneurship and provision of platforms for discussion	Project implementation reports	3	2018	2	2	1	Project progress reports
1.2.2. # of youth, people with disabilities and women attended open lectures, master classes of famous entrepreneurs in the regions of Tajikistan	Project implementation reports	150	2018	100 (30% women)	100 (30% women)	80	Project progress reports Posts in social media
1.2.3. # of established cooperation among business incubators and start-ups of Tajikistan with foreign business incubators	Project implementation reports	4	2018	2	3	1	Project progress reports Posts in social media
1.2.4 # of conducted study tours for business incubators and start-ups of Tajikistan to the foreign business incubators	Project implementation reports	4	2018	1	1		Project progress reports Posts in social media
1.2.5. # of young people from Tajikistan engaged in events in Russian Federation and CIS countries to present their innovative ideas/products	Project implementation reports	6	2018	1	3		Project progress reports Posts in social media
2.1. Improving access of rural youth to new vocational skills							

Output 2: Increased access of rural young men and women to new vocational skills and local productive capacities that are sustainable, employment- and livelihood intensive	2.1.1. # of young people, including women from remote villages passed vocational trainings	Project implementation reports	200	2018		200 (30% women)	40 (30% women)	Project progress reports	
	2.1.2. # of developed vocational training modules	Project implementation reports	2	2018		1		Project progress reports Posts in social media	
	2.1.3. # of equipped vocational institutions for conducting vocational trainings	Project implementation reports	9	2018	1	1		Project progress reports Posts in social media	
	2.2. Support in sustainable jobs creation for youth living in the rural areas								
	2.2.1 # of young people benefited from trainings and consultations for rural youth on green products, value chains, sustainable technologies in agribusiness, access to markets and trade, etc.	Project implementation reports	0	2018	100 (30% women)	100 (30% women)			Project progress reports Posts in social media
	2.2.2 # of rural youth participated in national and regional networking events, trade fairs and forums	Project implementation reports	0	2018		10	3		Project progress reports Posts in social media
	2.2.3 # of rural youth presented innovative project in national and regional networking events	Project implementation reports	0	2018		5	2		Project progress reports Posts in social media
	2.2.4. # of supported youth-led small economic initiatives in rural areas applying innovative solutions and green technologies benefiting this rural youth	Project implementation reports	8	2018	2	9	1		Project progress reports Posts in social media

	2.2.5 # of provided grants for innovative ideas to youth-initiated start-ups in IT and digital economy sectors, sustainable local tourism, green technologies for rural development, etc.	Project implementation reports	0	2018	1	2	1	Project progress reports Posts in social media
	2.2.6.1. # of conducted events under Start Up “Choihona” initiative	Project implementation reports	7	2018	2	2	1	Project progress reports Start Up “Choihona” initiative reports
	2.2.6.2. # of people that presented business ideas in the Start Up “Choihona” events, by sex, age and disability status	Project implementation reports	210	2018	50 (at least 15 women)	39 (at least 11 women)	24 (at least 7 women)	Project progress reports Start Up “Choihona” initiative reports Monitoring reports
	2.2.7. # of new full-time jobs for women and youth created;	Monitoring reports	20	2018	6 (at least 2 for women)	25 (at least 8 for women)	6 (2 for women)	Project progress reports Monitoring reports

VI. MONITORING AND EVALUATION

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

Monitoring Plan

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

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board or Project Steering Committee) 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.	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.		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Project Evaluation		SP 1.1.2	Outcome 2.	June 2021	SCISPM, local administrations, private sector and CSOs	USD 20,000

VII. MULTI-YEAR WORK PLAN⁹

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	
		2019	2020	2021 (6 months)		Funding Source	Amount
Output 1: Enhanced skills and knowledge of youth for innovative entrepreneurship and business Gender marker: 2	Activity Result 1.1. Promoting skills and knowledge on innovative technologies and job opportunities among youth						
	1.1.1 Conducting needs assessment among private sector and target groups of youth on job and business opportunities in innovative and emerging economic sectors	\$20,000.00			UNDP Tajikistan, SCISPM	UNDP Tajikistan	\$20,000.00
	1.1.2 Development of comprehensive training module on doing business in the new emerging sectors of entrepreneurship, including digital economy, sustainable tourism and green economy/technologies in rural areas		\$15,000.00		UNDP Tajikistan, SCISPM	TFD Youth Window	\$15,000.00
	1.1.3 Conducting trainings on starting up new businesses, which include innovative elements, such as green technologies and IT solutions, benefiting at least 150 young men and women, particularly from rural areas	\$17,750.00	\$8,750.00		UNDP Tajikistan, SCISPM	TFD Youth Window	\$26,500.00
	1.1.4 Conducting trainings on provision of rural/ethnic/eco-tourism service (guides, guest service, etc.) for at least 100 rural youth	\$9,500.00	\$12,500.00		UNDP Tajikistan, SCISPM	TFD Youth Window	\$22,000.00

⁹ 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	
		2019	2020	2021 (6 months)		Funding Source	Amount
	1.1.5 Conducting of research on opportunities for engagement of youth in advocacy and development of digital economy culture in Tajikistan		\$25,000.00		UNDP Tajikistan, SCISPM	TFD Youth Window	\$25,000.00
	1.1.6 Introducing course on Technological and Innovation Entrepreneurship in the pilot universities of Tajikistan using Russian experience	\$9,000.00	\$13,000.00		UNDP Tajikistan, SCISPM	TFD Youth Window	\$22,000.00
	1.1.7 Support to young entrepreneurs and professional for development of business plans and prototyping models for running innovative business in emerging economic spheres	\$5,400.00	\$5,400.00	\$4,200.00	UNDP Tajikistan, SCISPM	TFD Youth Window	\$15,000.00
	Total Activity Result 1.1:	\$61,650.00	\$79,650.00	\$4,200.00			\$145,500.00
	Activity Result 1.2. Support in development of startup ecosystem and innovation entrepreneurship in Tajikistan using Russian expertise						
	1.2.1 Organization of national and regional level events (workshops, round tables, conferences)	\$16,000.00	\$16,000.00	\$10,000.00	UNDP Tajikistan, SCISPM	TFD Youth Window	\$42,000.00
	1.2.2 Organization of master classes and open lectures involving famous entrepreneurs, particularly Russian experts	\$6,000.00	\$6,000.00	\$4,000.00	UNDP Tajikistan, SCISPM	TFD Youth Window	\$16,000.00
	1.2.3 Involving Russian expert for provision of consultancy to local stakeholders on development of startups, innovation entrepreneurship, digital economy, etc.	\$10,000.00	\$16,000.00	\$11,000.00	UNDP Tajikistan, SCISPM	TFD Youth Window	\$37,000.00

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET	
		2019	2020	2021 (6 months)		Funding Source	Amount
	1.2.4 Organizations of study tours to Russian Federation to explore experience and establish partnership with Russian institutions	\$11,000.00	\$10,000.00	\$10,000.00	UNDP Tajikistan, SCISPM	TFD Youth Window	\$31,000.00
	1.2.5 Support participation of young people from Tajikistan in events in Russian Federation and CIS countries to present their innovative ideas/products	\$6,500.00	\$5,500.00	\$7,000.00	UNDP Tajikistan, SCISPM	TFD Youth Window	\$19,000.00
	Total Activity Result 1.2:	\$49,500.00	\$53,500.00	\$42,000.00			\$145,000.00
	Sub-Total for Output 1:	\$111,150.00	\$133,150.00	\$46,200.00			\$290,500.00
Output 2: Increased access of rural young men and women to new vocational skills and local productive capacities that are sustainable, employment- and livelihood intensive	Activity Result 2.1. Improving access of rural youth to new vocational skills						
Gender marker: 2	2.1.1. Needs assessment of pilot vocational training institutions on modern equipment and educational materials to provide trainings for skills in emerging and growing sectors		\$10,000.00		UNDP Tajikistan, SCISPM	UNDP Tajikistan	\$10,000.00
	2.1.2. Development of new innovative vocational training module for education of youth on sustainable tourism service, IT skills for rural development, sustainable technologies for sustainable agriculture and livelihoods (including skills for maintenance of solar panels for heating and lighting)		\$10,000.00		UNDP Tajikistan, SCISPM	TFD Youth Window	\$10,000.00
	2.1.3. Equipping vocational training institutions with modern innovative equipment and educational materials	\$21,800.00	\$43,200.00		UNDP Tajikistan, SCISPM	TFD Youth Window	\$65,000.00
	Total Activity Result 2.1.	\$21,800.00	\$63,200.00				\$85,000.00

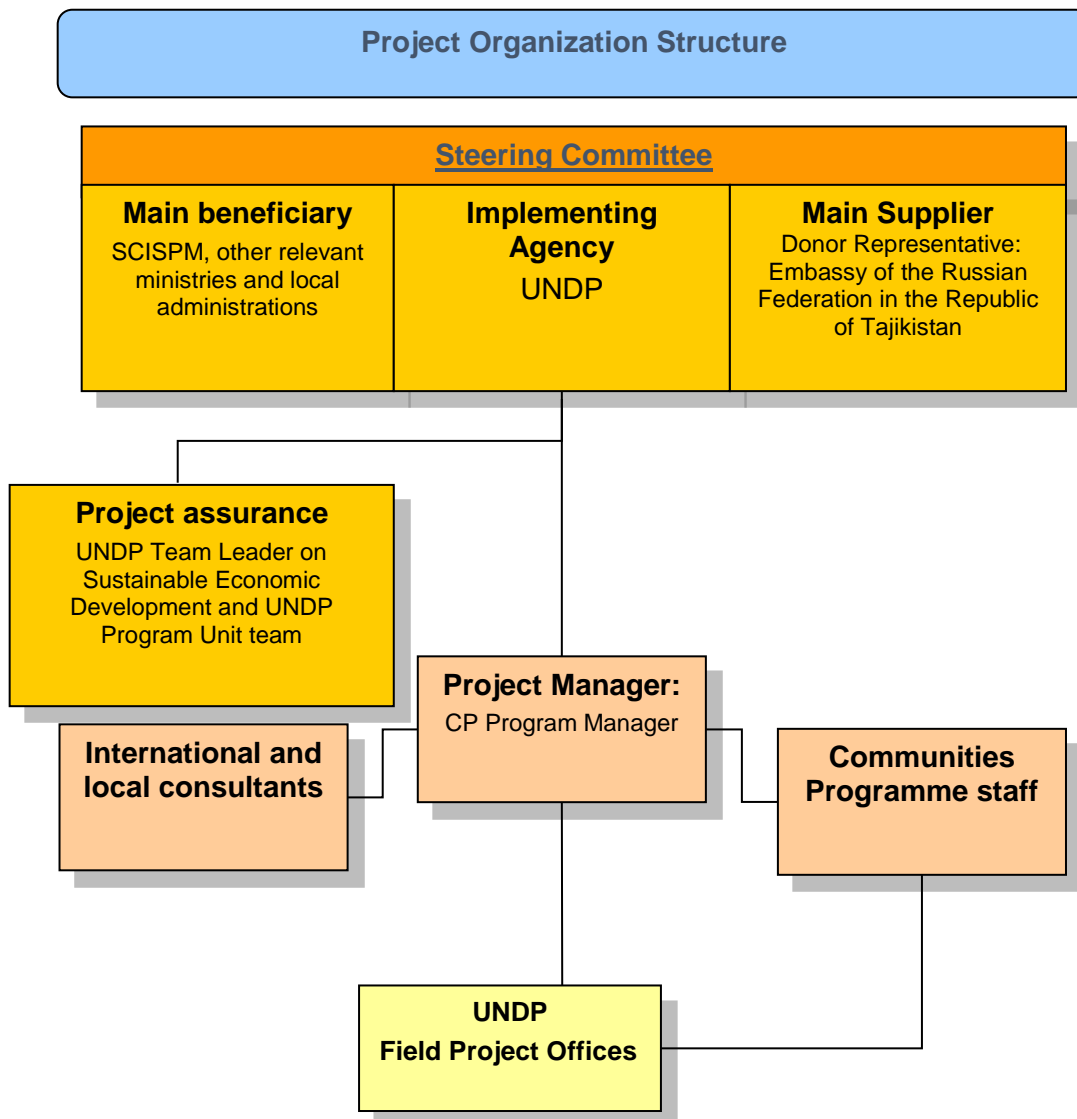
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET	
		2019	2020	2021 (6 months)		Funding Source	Amount
	Activity Result 2.2. Support in sustainable jobs creation for youth living in the rural areas						
	2.2.1. Conducting analysis of productive capacities in the rural areas with high potential for job creation for rural youth, men and women, with a focus on application of increased green technologies for farming, business and livelihoods	\$10,000.00		\$5,000.00	UNDP Tajikistan	TFD Youth Window	\$15,000.00
	2.2.2. Organization of trainings and consultations for rural youth on green products, value chain, sustainable technologies in agribusiness, access to markets and trade, etc. based on the needs analysis of rural youth	\$15,000.00	\$15,000.00		UNDP Tajikistan	TFD Youth Window	\$30,000.00
	2.2.3. Connecting rural youth with national and regional networking events, trade fairs and forums to develop and present innovative goods and services	\$5,000.00	\$7,000.00	\$5,000.00	UNDP Tajikistan, SCISPM	TFD Youth Window	\$17,000.00
	2.2.4. Support for youth-led small economic initiatives in rural areas applying innovative solutions and green technologies and benefiting rural youth	\$66,000.00	\$216,000.00	\$35,000.00	UNDP Tajikistan	TFD Youth Window	\$317,000.00
		\$30,000.00	\$50,000.00	\$20,000.00	UNDP Tajikistan	Community in-kind contribution	\$100,000.00
	2.2.5. Provision of grants for innovative ideas of young start-uppers in IT and digital economy spheres, sustainable local tourism, green technologies for rural development, etc.	\$7,000.00	\$14,000.00	\$7,000.00	UNDP Tajikistan	TFD Youth Window	\$28,000.00

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET	
		2019	2020	2021 (6 months)		Funding Source	Amount
	2.2.6 Support to national dialogue platform for conducting pitching sessions by youth to present their innovative ideas and projects	\$8,400.00	\$9,300.00	\$8,300.00	UNDP Tajikistan	TFD Youth Window	\$26,000.00
	Total Activity Result 2.2.	\$141,400.00	\$311,300.00	\$80,300.00			\$533,000.00
	Monitoring and staff cost	\$7,000.00	\$12,000.00	\$5,425.75			\$24,425.75
	Sub-Total for Output 2:	\$170,200.00	\$386,500.00	\$85,725.75			\$642,425.75
Output 3: Project Management and Technical Support	Project support cost	\$22,000.00	\$14,000.00	\$2,000.00	UNDP Tajikistan	TFD Youth Window	\$38,000.00
			\$10,000.00	\$10,000.00	UNDP Tajikistan	UNDP Tajikistan	\$20,000.00
	Travel and Office costs (communication, stationary, equipment)	\$26,000.00	\$26,000.00	\$13,000.00	UNDP Tajikistan	TFD Youth Window	\$65,000.00
	Final Project Evaluation		\$20,000.00		UNDP Tajikistan	TFD Youth Window	\$20,000
	Total Staff and Project Management Support	\$48,000.00	\$70,000.00	\$25,000.00			\$143,000
	GMS	\$29,586.90	\$29,586.90	\$14,900.45			\$74,074
	TOTAL PROJECT BUDGET	\$358,936.90	\$619,236.90	\$171,826.20			\$1,115,000
	UNDP contribution in-kind and in-cash	\$20,000.00	\$20,000.00	\$10,000.00			\$50,000.00
	In-kind contribution from community	\$30,000.00	\$50,000.00	\$20,000.00			\$100,000.00
		TFD tranches	\$308,936.90	\$549,236.90	\$141,826.20		
GRAND TOTAL							\$1,150,000.00

VIII. 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 of project implementation. International and local consultants will be involved as needed. UNDP will provide operational and management support in project implementation through its programme and operations units. For more effective communication of the project results, representatives of the Russian Government and other key stakeholders will be invited to the Project Steering Committee meetings.

Following structure is planned for implementation of this project:



The main project management functions are:

- The UNDP Programme Unit will provide overall strategic guidance of project, general management oversight on project implementation and programmatic quality assurance. UNDP Team Leader on Sustainable Economic Development and UNDP Programme Associate will ensure strategic guidance for youth programming, support in linking the projects' outputs with UNDP country program strategic objectives, general management oversight on project implementation and programmatic quality assurance, as well as other programmatic support;

- Communities Programme Manager (15%) will provide overall management of project implementation and activities. He/she will coordinate the project activities with relevant state bodies and other stakeholders at the national level. CP Manager will be acting under the direct governance of UNDP Team Leader on Sustainable Economic Development and deliver the main executing project decisions to Project Board (Steering Committee);
- CP Dushanbe staff will support PM in programme/operations activities and daily coordination of practical implementation of all activities and reporting;

CP Senior Economic Development Officer (20%)- under the direct supervision of the UNDP Communities Programme Manager and overall guidance of Programme Unit of UNDP will be responsible for the coordination of all Project activities. Preparation of annual work plans including budgets, reports, ensuring establishment of proper communications and partnership strategy, coordinating activities with other development partners;

- Team of Field Project Offices in Gharm (Rasht) and Khujand will be the direct implementers of project activities in the field. Activities in GBAO will be managed by CP team in Dushanbe. The following staff of the FPO will be accommodated for the project implementation:

2 Field Project Office Managers (20%) - Oversee the project implementation, quality control, setting up the M&E framework in collaboration with CP Monitoring and Evaluation Specialist, ensuring timely delivery of reports, administrative support

FPO Local Development Specialists (30%)- In collaboration with Project Specialists responsible for all project activities and products related to local governance and local economic development, preparation of TORs in collaboration with CP Dushanbe Senior Economic Development and Local Governance Specialists, formulation of strategies and provision of policy advice in the area of local governance and local economic development;

Civil Engineer (30%)- responsible for overall activities related to implementation of infrastructure projects, sub projects design, preparation of BoQ, quality control, monitoring and evaluation of sub-projects;

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

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

VIII. LEGAL CONTEXT

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

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

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. 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.
- 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. 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.

ANNEXES

Annex 1. Social and Environmental Screening Template

Project Information

<i>Project Information</i>	
1. Project Title	Youth for Business and Innovation
2. Project Number	Award ID: 00114095, Output ID: 112266
3. Location (Global/Region/Country)	Tajikistan, target districts in GBAO, Rasht Valley and Sughd Region

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

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

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

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

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

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

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

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

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

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks?</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>QUESTION 3: What is the level of significance of the potential social and environmental risks?</p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>	<p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</p>
<p>Risk 1: Human rights: Capacity of local authorities and duty-bearers might be limited to support and enable results expected within the Project, due to lack of knowledge and skills and their engagement with other priorities at the district level</p>	<p>I – 2 P- 2</p>	<p>Low</p>		<p>Close cooperation will be maintained with local authorities; capacity building activities are envisaged to increase adherence and accountability to project results; the schedule of activities is adjusted to ensure the effective and timely implementation of project activities in the project target areas</p>
<p>Risk 2. Human Rights: Young people due to lower level of confidence, knowledge and skills might be less active in taking benefits from opportunities provided by the project or will take passive role in the process of implementation of small economic projects.</p>	<p>I – 2 P - 2</p>	<p>Low</p>		<p>The project will ensure proper information sharing, awareness raising and capacity building for vulnerable groups including women and young people, as well as their equal participation in the project to ensure their proactive engagement, feedback for proper decision making and monitoring of results.</p>
	<p>QUESTION 4: What is the overall Project risk categorization?</p>			
	<p>Select one (see SESP for guidance)</p>			<p>Comments</p>
	<p><i>Low Risk</i></p>	<p><input checked="" type="checkbox"/></p>	<p>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 engagement of both groups.</p>	

	<i>Moderate Risk</i>	<input type="checkbox"/>	
	<i>High Risk</i>	<input type="checkbox"/>	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		Comments
	<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

<i>Signature</i>	<i>Date</i>	<i>Description</i>
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

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
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? ¹⁰	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	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
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water?	No

¹⁰ 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.

1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹¹ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ¹²	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No

¹¹ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

¹² 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.

Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are 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
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 2. Risk Analysis.

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Description of risk	PROBABILITY (high, medium, low)	IMPACT (high, medium, low)	Mitigation Measures
Government or institutional changes delay regulatory improvements for business, youth-friendly employment and innovations	Medium	Medium	<ul style="list-style-type: none"> → Continued advocacy at the national decision making and policy level for youth friendly policies and reforms; → Direct and extensive engagement in project implementation of the key national stakeholders, including, but not limited with the SCISPM; → The project will enhance knowledge and capacity of the local governments to ensure effectiveness and continuity of initiated efforts; → Continued engagement with GoT across multiple platforms, including Forums, Regional and National Policy Dialogues and etc. → The project will build on existing development strategies, particularly National Development Strategy, and SDGs, etc.
Economic slowdown may impact project results, especially at the local levels and may require adaptation of activities and results	Medium	Low	<ul style="list-style-type: none"> → The project will keep abreast with the latest changes in economic context in the country and in target areas to adapt its implementation strategies and jointly with project stakeholders will define the most effective coping strategy to ensure achievement of project results.
Capacity of local players and youth (especially youth in rural areas and young women) might not be enough to embrace opportunities in innovative spheres	Medium	Low	<ul style="list-style-type: none"> → 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;

Description of risk	PROBABILITY (high, medium, low)	IMPACT (high, medium, low)	Mitigation Measures
			<p>→ The project will ensure proper information sharing, awareness raising and capacity building for vulnerable groups including women and young people, as well as their equal participation in the project to ensure their proactive engagement, feedback for proper decision making and monitoring of results.</p>
<p>Institutional Risks: Limited impact on women's access to jobs and gender equality</p>	<p>Medium</p>	<p>Medium</p>	<p>→ The Project has a special focus on addressing gender disparities in terms of labor force participation and envisaged targeted interventions benefiting women and young girls;</p> <p>→ The project will be using existing dialogue platforms with the Government and development partners, including Taskforce on Women Entrepreneurship under the State Investment Committee to advocate on WEE issues at the high level;</p> <p>→ The Project will conduct awareness raising campaigns to advocate women and youth economic empowerment and entrepreneurship.</p>
<p>Environmental Risks: Negative impact on climate/environment</p>	<p>Low</p>	<p>Low</p>	<p>→ All projects of UNDP undergo environmental screening. If required, the project will apply environment friendly measures;</p> <p>→ The project has a special focus to introduce innovative solutions for more sustainable production and trade, including development of 'green' niche products.</p>

Annex 3. Terms of Reference for the Project Board - Steering Committee for the Project “Youth for Business and Innovations”

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 TFD Youth Window has supported project proposal “*Youth for Business and Innovation*” to address the economic vulnerability and social exclusion of young people of age 15-29 in Tajikistan, with a special focus on youth living in the remote areas of GBAO, Rasht and Sughd. The project promotes youth’s engagement in sustainable entrepreneurship, innovative and inclusive local development through development of young people’s skills for innovations and business. The project also promotes youth-led local initiatives and overall empowerment of youth as proactive development agents in the context of Agenda 2030. All interventions proposed within the project are aligned with the national development priorities which are expected to push forward the SDG localization in close partnership with the Government of Tajikistan (both national and sub-national levels), private sector, as well as civil society organizations (CSO’s) and development partners.

The project outcome, outputs and activities aimed at bringing innovations will be leveraged by the parallel funding coming from other youth- and innovation-focused projects of UNDP. The Project envisages development of modern employable business skills as well as skills for innovation for young men and women in order to increase the number of decent jobs for youth in the spheres of agribusiness, sustainable tourism and green technologies for rural development. The project objectives will be achieved through interconnected complex of activities including but not limited to vocational trainings to meet the rising local demand for new skills, support to start-ups, trainings for innovations in business, knowledge and experience exchange at the national and international level, strengthening capacities of decision makers for youth-friendly policies, institutions, etc., which is expected to be achieved through the following Outputs:

- Output 1: Enhanced skills and knowledge of youth on innovative entrepreneurship and business;
- Output 2: Improved access of youth to new vocational skills and local productive capacities that are sustainable, employment and livelihood intensive;

2. Steering Committee: structure and membership

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

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

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

The responsibilities of Co-Chairs include:

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

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

1. State Committee on Investment and State Property Management of the Republic of Tajikistan
2. UNDP Tajikistan
3. Representative of the donor (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 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.