

**PROJECT DOCUMENT****Turkmenistan**

**Project Title:** Towards decent work for people with disabilities in Turkmenistan: transforming social enterprises into meaningful training and employment opportunities

**Project No:**

**Implementing Partner:** Blind and Deaf Society of Turkmenistan

**Start date:** December 2020

**End Date:** December 2022

**Date of the Project launch meeting:**

**Brief Description**

The aim of this Project is to increase employment and income generation opportunities for people with disabilities in Turkmenistan through vocational training and creation of new employment opportunities.

The Project will improve the economic activities of the three social enterprises of the Blind and Deaf Society of Turkmenistan (BDST) in the cities of Ashgabat, Turkmenabat and Mary in the area of development of the BDST's organizational capacity to better support its members and raise awareness and enhance the capacity of other relevant stakeholders such as vocational educational institutions, the private sector and decision-makers.

The Project will aim to achieve the following expected results:

1. Increased capacity of the BDST to help its members gain access to quality vocational training and decent work;
2. Three selected Training and Production Enterprises (TPEs) of the BDST modernized and reequipped;
3. Transformation plan for selected enterprise to become sustainable models of vocational skills training, supported employment and transition to an open market employment for people with disabilities.

<b>Sustainable Development Cooperation Framework between the Government of Turkmenistan and the UN for 2021-2025:</b> Outcome 4. By 2025, the population of Turkmenistan enjoys higher quality and inclusive health and social protection services.	<b>Total amount of funds required:</b>		\$1,500,000
<b>UNDP Turkmenistan 2021-2025 Country Programme Document:</b> Output 4.3. Social protection system and outreach strengthened for vulnerable groups.	<b>Total amount of funds allocated:</b>	<b>UNDP:</b>	\$60,000
		<b>Other donors:</b>	\$1,440,000

**Agreed (signed):**

<b>United Nations Development Programme</b>	<b>Blind and Deaf Society of Turkmenistan</b>
Natia Natsvlshvili UNDP Resident Representative a.i.	Chary Ovezov Chairman
Date:	Date:

## List of Acronyms

Welayat	– Administrative-territorial region of Turkmenistan
AWP	– Annual work plan
PRC	– People's Republic of China
UN CRPD	– UN Convention on the Rights of People with Disabilities
PWD	– People with disabilities
Mejlis	– Parliament of Turkmenistan
BDST	– Blind and Deaf Society of Turkmenistan
PAC	– Project Advisory Committee
UNDP	– United Nations Development Programme
PB	– Project Board
TPE	– Training and Production Enterprise

---

## I. DEVELOPMENT CHALLENGES

People with disabilities make up about 15% of the world's population (World Report on Disability), or more than 650 million people, of whom almost 500 million are of working age. Historically, and even in the twenty-first century, people with disabilities are among the poorest of the world's poor. According to the United Nations (UN), up to 82% of people with disabilities living in less developed countries live below the poverty line. Their chances of escaping poverty are limited by many barriers and factors: physical and systemic barriers; negative social attitudes and lack of knowledge about the social nature of disability; lack of understanding of the importance of mainstreaming disability issues across policies and programmes, etc. Unfortunately, this puts people with disabilities in a situation of limited opportunities in terms of equal access to quality education, skills development (including life skills, professional skills), employment and participation in society.

In Turkmenistan, medical and social expert commissions (MSEC) recommend suitable occupations and jobs for people with disabilities. In addition, there are legal documents regulating working hours, vacation periods and other benefits that constitute protective mechanisms to prevent people with disabilities from causing damage to their health. However, it is necessary to further expand their capabilities to maintain the full realization of the potential of people with disabilities.

Special enterprises for people with disabilities, owned by organisations of the people with disabilities (mainly the blind and deaf societies), provided jobs for people with disabilities (vision impaired, deaf or hearing impaired), and received support from the state in terms of procuring equipment, selling/distributing products through quotas guaranteed by state orders.

The transition from the centrally planned economy to the market economy in Turkmenistan has led to significant changes in the labour market and revealed ineffective strategies for protecting the labour rights of people with disabilities, as well as limited opportunities for economic activities intended for people with disabilities. The remaining specialised enterprises should train and encourage people with disabilities to gradually enter the general labour market.

Turkmenistan acceded to the Convention on the Rights of People with disabilities (CRPD) in 2008 and ratified its optional Protocol in 2010. The Government of Turkmenistan has shown its commitment to promoting the human rights of people with disabilities by developing new and more inclusive strategies and models: for instance, the recently developed Concept of inclusive education; changes and amendments to the Code on Social Protection (2011), which stipulates increased benefits and support for people with disabilities; work on the National Disability Strategy; search for new employment models for people with disabilities, etc. The National Human Rights Action Plan for 2016-2020 was approved by the Decree of the President of Turkmenistan on 15 January 2016. Part I "Economic, social and cultural rights" stipulates the activities as follows:

(11) Incorporation of the provisions of the UN Convention on the Rights of People with disabilities in the national legislation of Turkmenistan. Conducting a comparative analysis of laws.

(12) Verification by the regulatory authorities of Turkmenistan of compliance with the provisions of Chapter 24 of the Code of Turkmenistan on social protection of the population in terms of access to social infrastructure for people with disabilities and other vulnerable groups.

(13) Creating an enabling environment to ensure access to infrastructure for vulnerable groups (the elderly, people with disabilities, etc.).

(14) Development and implementation of vocational training courses in training programmes to meet the needs of people with disabilities.

(18) Development of a procedure for determining quotas for employers when hiring particularly needy people and citizens, including people with disabilities who are not able to compete on equal terms in the labour market.

The Blind and Deaf Society of Turkmenistan - the key national partner within this project (BDST/Society) is a well-respected public association of the people with disabilities, which plays an active role in protecting the rights of people with disabilities (blind and deaf) and contributes to their social and professional rehabilitation. The BDST was founded in 1932 with branches in all welayats of Turkmenistan. It is an active member of the Asian Union of the Blind (ABU) and the World Blind Union. The BDST accounts for over 3,300 members throughout the country

The BDST is a leading organisation that provides employment opportunities to its members in its enterprises. The BDST has ten Training and Production Enterprises/manufacturing workshops in different welayats of Turkmenistan, which provide employment and limited vocational training to its members in two areas of production – sewing and cardboard printing/production. Most of the equipment of these enterprises is obsolete, since they were procured and installed several decades ago. Since the equipment uses outdated technology, spare parts for this equipment are no longer produced and are not available on the market. The quality of the products does not meet the standards, which makes it impossible to sell products, thus depriving these enterprises of the opportunity to compete in the open market. The premises themselves require upgrading in many areas (accessibility, ventilation, electrical equipment, fire-fighting equipment, etc.) to meet current standards of operation and safety rules. These enterprises offer a limited number of jobs to their members: only 13% of the BDST<sup>1</sup> members work in these enterprises; among all employees of these enterprises, people with disabilities constitute only 68%. These enterprises also serve as basic training facilities for the BDST members; however, training opportunities and training options are limited, resulting in insufficient qualifications of the BDST members and limited employment opportunities in the open labour market in other industries.

Moreover, the BDST lacks the up-to-date knowledge and organisational capacity to remain a leading national organisation and support its members in an inclusive manner, as well as to lead the transformation of its enterprises into inclusive and competitive training centres and enterprises that meet the requirements of the twenty-first century and an open market economy. In order to meet these needs, the BDST will need to conduct a comprehensive market analysis and develop a strategy, but it has insufficient knowledge and capabilities to do this.

Based on the above, it can be summarized that the challenge the BDST currently faces and which does not allow it to play a leading role in creating employment opportunities for people with disabilities encompasses three areas:

1. The need to develop marketing strategies to compete successfully in a market economy;
2. The need to upgrade the equipment operated at the BDST enterprises, which will enable producing competitive market products;
3. The need to improve the professional skills of people with disabilities and increase the organisational capacity of the BDST to provide such vocational training to people with disabilities.

Based on this, the Project will use a three-pronged approach to address the identified gaps. A detailed description of the Project's strategy to address these gaps will follow in the next section.

---

<sup>1</sup> The BDST statistics – only 409<sup>1</sup> (13%) people with disabilities have been employed out of 3,083 registered members.

---

## II. STRATEGY

The United Nations Development Programme (UNDP) developed this Project jointly with the BDST based on the analysis presented in section I "Development Challenges". During the development of the Project, consultations were held with representatives of the potential donor of the Project, represented by the South-South Cooperation Assistance Fund supported by the United Nations Development Programme and the Chinese side. UNDP also notified the Ministry of Foreign Affairs of Turkmenistan on the development of this Project.

It is assumed that after all aspects of the Project are approved at the technical level, the Project will be forwarded to the Ministry of Foreign Affairs of Turkmenistan for final approval by the Government of Turkmenistan, signing by its national Project Partner (BDST) and registering the Project with the Ministry of Justice of Turkmenistan in accordance with the legislation of Turkmenistan.

UNDP and BDST will start implementing the Project after receiving a response from the MFA of Turkmenistan with the appropriate consent of the Government of Turkmenistan and registration of the Project with the Ministry of Justice of Turkmenistan.

The Project will be implemented through a tripartite partnership between UNDP, BDST and the Project's donor (South-South Cooperation Assistance Fund).

Within the framework of this Project, the following main challenges were identified that need to be addressed: ***obsolete equipment at the BDST Training and Production Enterprises, which limits the employment opportunities of people with disabilities; and the lack of organisational capacity of the BDST to provide training for people with disabilities.***

In order to effectively and consistently implement the planned activities aimed at addressing the above challenges, the Project will be implemented in two stages. At the first stage (2020-2021), the Project will increase the production capacity of Training and Production Enterprise No. 1 in Ashgabat. The second stage (2022) will include upgrading the production capacities of two sewing workshops of the Training and Production Enterprises in the cities of Turkmenabat and Mary.

During both stages of the Project, the following activities are planned to increase the production capacity of all three enterprises:

*Activity 1:* Development of a marketing strategy. The Project will involve international and national experts (including experts from China) to analyse the existing resources available to these three enterprises, as well as market conditions and requirements (national and possibly international). Based on the Project goals and the capacity of the improved production facilities, the experts will develop marketing strategies for the three BDST enterprises. Experts will also be involved in the development of a Strategy for enhancing the BDST capacity and, based on this strategy, in the development of a detailed step-by-step Action Plan for enhancing the BDST capacity. These strategies will lay the foundation for Components 2 and 3 and help define general requirements for equipment and action plans for capacity development of the three enterprises, marketing their products, training and employment of people with disabilities in these three enterprises.

*Activity 2:* Procurement of equipment/upgrading premises. Within the Project a detailed technical specification of new equipment for three enterprises will be developed, that is two sewing workshops and one cardboard and printing shop. The procurement of equipment will be carried out at the expense of the PRC South-South Cooperation Assistance Fund (SSCAF). UNDP will render all necessary assistance in preparing the required documentation for the handover of the equipment to the BDST and its installation at the three enterprises. This will include customs clearance and all formalities for duty-free registration in cooperation with the Government of Turkmenistan.

The implementation of this component will involve manufacturers and suppliers of relevant equipment (as well as engineers, maintenance workers, etc.) from the PRC, who will be given priority, all other things being equal, given that the South-South Cooperation Assistance Fund is a donor to the Project. All tenders related to the supply and installation of equipment will be conducted in accordance with UNDP policies and procedures.

At the same time, the Project will assist in preparing an assessment of the required refurbishment of enterprises to ensure compliance with all national and international standards in the field of safety and accessibility (electricity, fire protection, heating, ventilation, etc.). Based on the assessment, the Project will involve experts to prepare a detailed refurbishment plan. The Project will involve the necessary specialists/companies to complete all repairs and install equipment. UNDP, together with the BDST, will provide overall oversight of the work and ensure that it is conducted in accordance with all national standards and international best practices. UNDP, together with the BDST, will also ensure that all necessary certificates and permits are obtained before putting into operation the refurbished facilities and equipment.

*Activity 3: Vocational training for people with disabilities.* Based on the marketing strategies developed under Component 1 and equipment purchased under Component 2, the Project will involve experts to develop training programmes for the acquisition of professional skills and training of people with disabilities. In this final stage of implementation, the Project will establish contacts with public and private partners who also play a key role in vocational training for people with disabilities, or may also employ them in similar areas. This will help ensure that the project results are promoted and scaled-up beyond the three enterprises. The Project will also assist in developing policies, procedures, and necessary protocols for training, contracting with people with disabilities and meeting all their specific needs. Taking into account the gender policy of Turkmenistan, as well as the priorities of UNDP and the 25th anniversary of the Beijing Declaration and Platform for Action, approved by the Fourth World Conference on Women in September 1995, special attention will be paid to the training and employment of women with disabilities within the framework of this Project. The project will also produce the necessary training materials for three BDST enterprises, as well as manuals for training and maintenance of equipment. Together with the BDST and Chinese experts, the Project will organise training activities for the first groups of employees and trainers, who will then continue to conduct training activities for future employees independently. Moreover, based on marketing strategies, the Project will develop detailed business plans and capacity development action plans for each of the three enterprises in order to ensure efficient, effective and sustainable use of equipment, market products and increase employment opportunities for potential employees.

---

### III. RESULTS AND PARTNERSHIPS

#### *Expected results*

The project aims to increase employment and income generation opportunities for people with visual and hearing impairments in Turkmenistan through training and job creation by the end of 2022. To this end, the Project will cooperate with the Blind and Deaf Society of Turkmenistan, which is the country's largest provider of employment and training services for people with visual and hearing impairments.

The above goal will be achieved by addressing the core problem of limited employment and training opportunities for people with disabilities which is currently internal to the Deaf and Blind Society, i.e. lack of organizational capacity and obsolete equipment at the social enterprises to provide training and vocational rehabilitation to its members. The Project will target three social enterprises, including Training and Production enterprise No. 1 in Ashgabat, which specializes, among others, in the production of cardboard and printing products, and two sewing workshops of the Training and Production Enterprises in Mary and Turkmenabat. As of today, the target enterprises employ around 87 out of 3,083 deaf and blind people, members of the Blind and Deaf Society. By 2021, it is expected to achieve at least 50 percent growth in employment in those enterprises and ensure at least 10 percent growth in income of employees. The main prerequisites

and conditions for achieving this goal are the support of the Government of Turkmenistan in the implementation of the Project, including the adoption of legal acts and amendments to national legislation. To this end, the Project plans to carry out a number of activities aimed at raising awareness of decision-makers about inclusive employment models, and introducing the Chinese practice of engaging the private sector and business in creating jobs for people with disabilities.

**Output 1: Increased capacity of the BDST to help its members gain access to quality vocational training and decent work:** that will be measured by quantitative indicators such as the number of employed BDST members, including women, the number of trained BDST members, including women, and the percentage growth in income of target BDST members.

As part of this Output, the Project will involve international and national experts, including experts from China, to assess the capacity and develop an institutional development strategy for the Blind and Deaf Society of Turkmenistan; Indeed, the BDST, as one of the oldest disability organisations in the country, is stretched to its limits and is organizationally fragile to embrace new principles and concepts and meet the needs of its members in a systematic and participatory manner. Thus, the Project will support the BDST in improving knowledge of its employees and members on disability issues, organisational development, gender equality, effective management, evaluation and planning, and outreach programmes. The Project will also help the BDST to better monitor its enterprises and establish new forms of partnerships with vocational educational institutions, the private and public sectors. The process of analysing organisational capacity and developing a strategic plan will lead to building the capacity of the BDST to address the problems of uncertainty and lack of organisational development, and to stabilize relations with other groups in the community, especially with vocational educational institutions and potential employers. The Project will also contract international and national experts to conduct an analysis of the resources of the BDST's three enterprises, the current state of affairs and prospects for access to a wider market (national and possibly international). Accordingly, the experts will develop business and marketing strategies for three targeted social enterprises of the Blind and Deaf Society of Turkmenistan.

The implementation of both activities will be assessed using evidence-based indicators, i.e. the availability/approval of appropriate strategies that provide the basis for updating and upgrading target enterprises; assistance in identifying common equipment requirements and capacity building plans for the three enterprises, marketing their products, training and employment of people with disabilities, the latter indicator will be gender-sensitive.

Some of the capacity development activities will be implemented within the current project, which will be further continued by the Blind and Deaf Society of Turkmenistan after the project completion. Specifically, the project plans to conduct Disability Equality Training that is considered to be a useful tool for marketing, particularly in engaging employers in open market employment. The activities will include the training of ten trainers who will then be able to conduct training activities on equality of people with disabilities in three enterprises. In addition, it is expected that Chinese experts will conduct three training on equality of people with disabilities for clients of three enterprises, sensitizing 60 clients about the value of persons with disabilities. The implementation of capacity building activities will be measured by quantitative indicators, such as the number of trainers trained and approved by Chinese experts as local trainers; the number of "cascade training activities" (the training after which trainees become trainers) conducted by local trainers; and the number of clients who received training on the equality of people with disabilities conducted by Chinese experts, as well as an assessment of the trainers' perception of the issue of employment of people with disabilities prior to and after the training.

**Output 2: Three selected Training and Production Enterprises (TPEs) of the BDST modernized and reequipped.** The following indicators will measure this output: the number of enterprises refurbished and re-equipped with new modern equipment that meet the needs of people with disabilities; the number of new jobs created for people with disabilities.

Within this Output, the Project will assess existing capacity and develop recommendations, including detailed specifications for procurement of new equipment for three enterprises: two sewing workshops and one cardboard and printing workshop. These activities will be supported by

national and international consultants and will be measured by the availability of appropriate documents. It is also planned to train the staff of the BDST to conduct accessibility checks. This activity will be supported by a Chinese expert who will familiarize national partners with Chinese standards of accessibility and safety for employment of people with disabilities and help them implement Chinese technologies. The expert will assist in developing an implementation plan and recommendations for the three target enterprises, including all necessary refurbishment assessments to ensure that the premises meet all national and international safety and accessibility standards (electricity, fire protection, heating, ventilation, etc.). The implementation of activities will be measured by the following quantitative indicators, such as the number of BDST employees trained to conduct accessibility monitoring; the availability and implementation of an Accessibility Monitoring Plan approved by the BDST. Based on the evaluation results, the Project will involve experts to prepare a detailed reconstruction plan.

Enterprises will also be equipped with new and modern equipment designed specifically to facilitate the work of people with visual and hearing impairments. Procurement of cardboard printing and sewing equipment will be carried out in accordance with the rules and procedures of UNDP. UNDP will provide all necessary assistance in preparing all required documentation for handing over the equipment to the BDST and its installation at the three facilities. Jointly with the Government of Turkmenistan, this will include customs clearance and all formalities for duty-free registration. UNDP staff, together with the Society for the Blind and Deaf of Turkmenistan, will regularly conduct general supervision of the work and ensure that it is carried out in accordance with all national standards and international best practices. UNDP, together with the BDST, will also ensure that the necessary certificates are obtained for the repaired facilities and equipment, as necessary.

Upgrading these three enterprises, including their upgrading, technical support, availability and training opportunities, will increase the safety of work, product quality, sales and economic stability of enterprises. This will also lead to improved working conditions, professional skills and future employment opportunities for people with disabilities.

***Output 3: Transformation plan for selected enterprise to become sustainable models of vocational skills training, supported employment and transition to an open market employment for people with disabilities:*** that will be measured by the following indicators: appropriate curriculum for vocational training developed; the number of people with disabilities, who received vocational training, the number of women with disabilities who received vocational training, and the number of employed women with disabilities.

Based on the operational marketing business strategies developed under Output 1 and the equipment procured under Output 2, the Project is expected to involve experts in the development of professional skills and training for people with disabilities in targeted social enterprises. The Project will also help develop training manuals to adapt them to the specific needs of people with disabilities. The Project will also produce the necessary training materials/teaching aids for three BDST enterprises, manuals for staff training, operation and maintenance of equipment. This Project will apply Chinese experience in advanced business management and vocational training. In particular, the Project will invite Chinese experts to conduct tailored training courses for trainers among employees of three enterprises, so that they become trainers for employees with disabilities, paying special attention to people with hearing/vision impairments. The indicator of this activity will be the number of the BDST employees trained and approved as working trainers who will continue to provide introductory training to future employees. Moreover, based on marketing strategies, the Project will develop detailed business plans and capacity building action plans for each of the three enterprises to ensure efficient, effective and sustainable use of equipment, marketing of products and increase employment opportunities for potential employees. The number of procedures and materials developed by the Project and approved by the DBST will measure this activity. An important aspect of supported employment services in China is providing on-the-job training opportunities in mainstream businesses through apprentice/internship programs.

In addition, in terms of offering vocational education and training to people with disabilities, the Project will strive to go beyond the three BDST enterprises and establish partnerships with existing vocational training institutions to adapt their curricula to the needs of people with disabilities. Practical training at three upgraded BDST enterprises or other private enterprises will supplement the theoretical training activities conducted in vocational and technical schools, as necessary.

In this final stage of implementation, the Project will establish contacts with public and private partners who also play a key role in vocational training for people with disabilities, or may also employ them in similar areas. This will help ensure that the Project outputs are promoted and scaled-up beyond the three enterprises. This activity will be carried out through regular meetings with government officials and employers to discuss the possibility of inclusive employment for people with disabilities. The Project will also organise a job fair aimed at promoting the concept of an inclusive society and providing an opportunity to connect potential employers with people with disabilities. This event will be organised jointly by the United Nations Development Programme, the Chinese Embassy in Turkmenistan, the Ministry of Labour and Social Protection of the Population and the Union of Industrialists and Entrepreneurs of Turkmenistan. Representatives of local and Chinese businesses operating in Turkmenistan will also be invited to the job fair. There are also plans to organise a South-South Forum on inclusive employment and invite employers and experts from China to share their best practices.

### ***Resources Required to Achieve the Expected Results***

The Project will seek financial support from the Government of the People's Republic of China to complete re-equipment of the three selected enterprises. The Project will actively involve high-level national and international experts (including Chinese experts) to consult on all issues related to the Project's activities.

To ensure quality and sustainability of results, UNDP will provide overall project management and oversight.

The total project budget is \$ 1,500,000 for 2020-2022, including \$ 1,440,000 to be provided by the South-South Cooperation Assistance Fund (SSCAF) of the PRC. UNDP will provide both cash and in-kind contribution. Co-financing from UNDP is \$ 60,000; in-kind funding from UNDP will include the time and involvement of senior UNDP management in outreach to government officials, building partnerships with the private sector and other stakeholders. UNDP will also provide office space and other operational support to the UNDP Programme team (Programme Analyst and Programme Officer) directly involved in the implementation of this Project. UNDP in-kind support may amount to about \$ 150,000.

The annual budget for the first year of the Project will be \$ 630,339, of which \$ 488,514 (or 78%) will be used for the upgrading of the cardboard and printing enterprise (TPE No 1) in Ashgabat (Output 2) and US \$ 141,825 (or 22%) for consulting services, training and capacity building and awareness raising activities (Outputs 1 and 3), as well as for management services.

The annual budget for the second year of the Project will be \$ 809,661, of which \$ 675,019 (or 83%) will be used for the upgrading of two sewing enterprises in Mary and Turkmenabat (Output 2) and \$ 134,642 (or 17%) for consulting services, training and capacity-building and awareness-raising activities (Outputs 1 and 3), as well as for management services.

### ***Partnerships***

BDST and UNDP will be executive partners, and the South-South Cooperation Assistance Fund will support the Project in the form of financial and technical contributions.

Three enterprises owned by the BDST were selected as pilot sites for technical upgrading, accessibility improvement, innovation in the field of vocational training and employment of BDST members (people with disabilities):

- Training and Production Enterprise in Ashgabat (cardboard and printing production);
- Training and Production Enterprise in the city of Mary (sewing production);
- Training and Production Enterprise in the city of Turkmenabat (sewing production).

In this Project, enterprises are considered as a potential model for employment of people with disabilities and a model for transition to other employment opportunities: employment in the main systems (government agencies, educational institutions, industry, and service agencies), self-employment and employment in the private sector.

In addition, proposals for project support will be sent to the following partners:

- Ministry of Textile Industry;
- Vocational and technical educational institutions under line ministries;
- Ministry of Labour and Social Protection of the Population;
- Ministry of Finance and Economy;
- Ministry of Education (Department of Vocational and Technical Education);
- National Institute of State, Law and Democracy under the President of Turkmenistan;
- The Mejlis (Parliament) of Turkmenistan.

In general, the Project provides for different types of partnerships: public institution - NGO, NGO - NGO, community - public institution - scientific community - service providers - private sector. Equal partnership is encouraged throughout the project by:

- o Sharing and agreeing on common core goals, values and principles;
- o Exchange of information and open communication between all stakeholders;
- o Joint implementation and support to leadership functions;
- o Open and collaborative decision-making processes

### ***Risks and assumptions***

The success of this project will depend on the interest and commitment of key partners not only to participate in the project, but also to act as catalysts for change in their organisations. The proposed project implementation and management structures will ensure the participation of all key stakeholders in all project activities, including monitoring and evaluation. All project activities include mechanisms for capacity building, interaction and feedback from stakeholders. Establishment of an active National Project Advisory Committee and Working Group at each selected facility will help identify potential risks and mitigation strategies at an early stage. A brief description of potential risks, the specified probability and consequences, as well as strategies for reducing risks are shown in the table below.

Type of risk	Description of risk	Risk level	Measures
Risk of project management and implementation	Delays in inception of Project (setting a structure, recruitment of staff and experts/consultants)	Moderate	Identify the direction of the approval process (steps, deadlines, agencies, required documents); Organise informational meetings/ round tables with key government officials (MFA, Ministry of Labour and Social Protection of the Population, Education, etc.); Review/evaluate the detailed work plan and set priorities; Develop criteria for hiring staff and experts (based on the project work plan) and conduct pre-selection (use human resources from previous projects and initiatives).

Political and diplomatic risk	Change/rotation of employees in organisations concerned	Moderate	Enlist support from organisations (at the management level, building the capacity of a large group – the national advisory group and beyond, communication meetings/materials for all employees.
Risk of project management and implementation	Unwillingness and lack of commitment to adopt and apply new knowledge and approaches (the BDST, enterprise management, government agencies, other partners)	Moderate	Prepare and sign project implementation agreements with partner organisations; conduct a series of training workshops and awareness-raising events; exchange factual information and involve the media; Ensure equal participation of people with disabilities in all activities, decision-making, project structure, etc.
Political and diplomatic risk	Resistance to work together from organisations of people with disabilities, vocational training institutions, business and the public sector	Moderate	Organise a series of communication meetings, workshops, and round tables on general issues: access to quality vocational education and employment, to demonstrate positive lessons and benefits
Economic and technical risk	Delays in procurement and installing equipment	Low	Conduct a timely assessment of organisational needs and develop recommendations; Use existing technical knowledge in the country; Ensure the active participation of the National Advisory Committee in promoting the approval process
Risk of project management and implementation	Insufficient time to implement the Project to achieve the expected results	Moderate	Conduct ongoing monitoring and evaluation of project implementation; Identify priorities and make changes (as necessary) to the action plan/ implementation plan of the Project;
Social risks	Low adaptability of target people with disabilities to new conditions	Low	Actively involve target people with disabilities in the project implementation; tailored training activities for smoother adaptation of target groups.

### **Stakeholder engagement**

The main stakeholders of the Project are people with disabilities in Turkmenistan, primarily members of the BDST.

Beneficiaries:

- a) members of the BDST and other employees of selected training and production enterprises participating in this project;
- b) Project team and project staff;
- c) National Project Advisory Committee and enterprise Working Groups;
- d) Staff members and members of the Central Board of the BDST;

- e) Partner organisations and institutions, including vocational training institutions, enterprises, related structures, etc.

Benefits: more jobs for people with disabilities; capacity-building, transfer of knowledge and promotion of partnerships between key stakeholders; lessons learnt, knowledge and information sharing and a better understanding of problems, solutions and best practices; improved working conditions, modern equipment, accessibility and conditions for job placement and support;

In addition, in Turkmenistan, the following beneficiaries will also benefit on a long-term basis: (a) a large group of people with disabilities and their families; (b) broader segments of society throughout the country; (c) service providers, developers of programmes and social development, politicians, government officials, industry; and (d) the entire society of Turkmenistan;

*Benefits:* strengthening the capacity of educators, employers, policy makers and other service providers to increase access to vocational training and employment for people with disabilities and finding solutions using innovative and inclusive methods; increasing opportunities to apply lessons learnt, sharing knowledge and information; better understanding problems, solutions and best practices, as well as raising awareness in targeted areas; increasing opportunities to provide coordinated, accessible and integrated services; increasing the number of networks and collaborative activities; positive impact on health and social attachment.

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

The Project will be implemented within the framework of South-South and triangular cooperation (SSC/TrC). In 2010, the United Nations Development Programme and the Chinese Government signed a new agreement to strengthen South-South cooperation between the two parties. This is the first time ever that China signed an agreement with a multilateral partner. The UNDP Administrator Helen Clark and former Premier of the State Council Wen Jiabao were in New York at the time to witness this historic moment. Since then, UNDP and China have jointly implemented many innovative projects, not only to promote South-South cooperation between China and other developing countries, but also to increase China's participation in international affairs.

Each country has its own development needs and challenges; South-South seeks to find unique solutions to meet the needs of developing countries. Based on that, UNDP implements projects to promote the exchange of experience between countries and offers a wide range of policy options for various countries. As China's global role and development assistance continue to increase, UNDP's work with China under agreements on partnership strengthening focuses on five key areas: (1) triangular cooperation; (2) exchange of experience on external aid systems; (3) global and regional issues; (4) private sector involvement and South-South cooperation; and (5) exchange of development experiences and lessons learnt through the South-South dialogue.

UNDP in Turkmenistan will support the exchange of knowledge, skills, resources and technical know-how between the Governments of Turkmenistan and the People's Republic of China, including partnerships involving civil society, academia and the private sector

The proposed Project will envisage the involvement of Chinese expertise and capacity at all stages of the project, namely, Chinese experts will be invited to assess technological gaps and make recommendations on appropriate highly innovative Chinese equipment to meet the needs of project participants. It is also planned to study Chinese accessibility and safety standards for employment of people with disabilities and consider them when developing similar norms and standards for Turkmenistan. Moreover, the Chinese experience of engaging people with disabilities in the labour market through programmatic activities and other measures will also be very interesting and relevant for the stakeholders of Turkmenistan, and this will attract due attention.

## ***Knowledge***

In order to ensure the systemic impact of the experience gained and the transfer of knowledge, the following publications are planned for this project:

1. Strategic Plan (for 5 years) for the BDST and business plans for three selected enterprises, including recommendations for high-quality vocational training and employment of people with disabilities;
2. Methodological Guide for teachers of vocational education: methods for including students with disabilities in regular vocational education programmes;
3. Methodological Guide for employers: methods for inclusion and support of people with disabilities in the workplace;
4. Public awareness materials: myths and facts about disability; what is inclusivity and why we should support it; quality vocational training and decent work for all; employment and people with disabilities, etc.

The lessons and experiences of the Project can be easily replicated across the region and by other interested countries. The issue of employment of people with disabilities remains one of the most challenging issues, as in some countries unemployment among people with disabilities reaches 80 percent. Employers often believe that people with disabilities cannot work (ILO, 2007). In order to respond to this prevailing challenge, various models of social entrepreneurship are tested in different situations, but so far, the scale and quality of this is insufficient.

This joint Turkmen-Chinese experience will serve as a useful model for others on how to promote economically viable, decent employment opportunities for people with disabilities that involves not only people with disabilities but also vocational training institutions, businesses and policy makers. To facilitate the exchange of experience, the Project will document and record all knowledge, lessons and materials, and make them available through the corporate communication channels of UNDP.

The Project will also lead to improved sharing of gained knowledge and mutual learning for effective South-South cooperation, supporting project participants to take part in the annual South-South Exchange Conference to be hosted by the UNDP office in China, and promoting communication and socially oriented information. These events will be evaluated based on the number of information products, a mutual training workshop for South-South cooperation partner countries, and demonstration events showing the Project's results within the broader international community.

The Project will create and disseminate knowledge that contributes to raising awareness of the social nature of disability, understanding physical and systemic barriers, and inclusive approaches to removing existing barriers to quality vocational training and employment for people with disabilities among policy makers, employers, and the public. The project will also promote South-South cooperation in poverty reduction through transfer of knowledge by Chinese partners. This will be done by attracting Chinese specialists in the field of vocational training and employment of people with disabilities, as well as manufacturers of necessary equipment for Training and production enterprises under the BDST. The project will also increase knowledge on interventions/regulations to reduce the poverty of people with disabilities through mutual training with China.

## ***Sustainability and scaling up***

UNDP will assist the BDST in developing strategies to transform Training and production enterprises into efficient and effective sources of income generation. At the same time, priority will be given to creating more jobs for people with disabilities, rather than just generating income as such. The Project will develop and test a model for upgrading enterprises for people with disabilities, taking into account all environmental and human risks.

Building the organisational capacity of the BDST, evaluating and developing the technical capacity of its enterprises, and partnering with the main vocational training institutions will not only help a significant group of their members get a job, but will also serve as a model for the transition from social employment of people with disabilities to various options for decent work. As time goes by, social enterprises will become independent enterprises with better training and employment opportunities. The strategies developed and approved will ensure the transition from social employment to various decent work options for people with disabilities.

The sustainability of this initiative will be the focus of the Project. UNDP will assist the BDST in developing strategies to turn enterprises into efficient and effective sources of income generation, while remaining operational, even after the Project completion. At the same time, priority will be given to creating more jobs for people with disabilities, as well as increasing the income of currently-employed people with disabilities. The Project will develop and test a model for upgrading enterprises for people with disabilities, taking into account all environmental and human risks.

In accordance with the rules and regulations of UNDP, the cardboard printing and sewing equipment procured under the Project will be handed over to the BDST after the Project is completed. The BDST will take full responsibility for the operation, maintenance, and management of the equipment over the lifetime (ten years) of the equipment, and will be responsible for the full implementation of these activities. UNDP will assume responsibility for monitoring and verifying the work done by the BDST, as well as providing the Government of the PRC with information on the work done by the BDST, as needed. To ensure the sustainability of equipment maintenance services and the operation of the BDST enterprises after the project completion, the procurement of equipment will be accompanied by special training of the BDST technical staff on equipment maintenance. The BDST will ensure the proper use and maintenance of the equipment through the transfer of ownership agreement but not limited to, since the BDST has all the necessary incentives to maintain the durability of the equipment, as it plays a vital role in the organisational sustainability of the BDST.

Building the organizational capacity of the BDST, evaluation and technical capacity of its enterprises, as well as partnerships with the key vocational educational institutions will help a significant group of their members to get jobs, on the one hand, and become a model of transitioning from sheltered employment for people with disabilities to decent work options, on the other. As time goes by, social enterprises will become independent enterprises with better quality training and employment opportunities. The strategies developed and approved will ensure the transition from social employment to various decent work options for people with disabilities. Partnership with vocational training institutions will ensure that the benefits of the Project are used to expand a curriculum that is friendly to people with disabilities, enable people with disabilities to receive professional education, and further enhance their employment opportunities.

Interaction with businesses and policy makers will ensure that the approach used in the project has a broad publicity and other actors apply it in practice in the form of specific policies, guidelines, or methodologies.

#### IV. RESULTS FRAMEWORK

<b>Expected outcome:</b> <i>Increasing the participation of people with disabilities in socio-economic life of Turkmenistan</i>							
<b>Sustainable Development Cooperation Framework between the Government of Turkmenistan and the UN for 2021-2025: Outcome 4.</b> By 2025, the population of Turkmenistan enjoys higher quality and inclusive health and social protection services.							
<b>UNDP Turkmenistan 2021-2025 Country Programme Document:</b> Output 4.3. Social protection system and outreach strengthened for vulnerable groups.							
<b>Applicable direct outcome from the UNDP Strategic Plan:</b> Accelerating structural transformations for sustainable development							
<b>The title of Project and the Project No in the Atlas:</b> Towards decent work for people with disabilities in Turkmenistan: transforming social enterprises into meaningful training and employment opportunities							
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS AND RISKS
			Value	Year	2020 r. (IV quarter)	2021-2022	
<b>Output 1</b> <i>Capacity of the BDST to help its members gain access to quality vocational training and decent work increased</i>	1. The number of employed BDST members by gender	Administrative data	409	2019	0	490	Project reports
	2. The number of trained BDST members by gender	Administrative data	0	2019	0	180	Project reports
	3. Growth of income among target BDST members (%)	Administrative data	0%	2019	0%	10%	Project reports
<b>Output 2</b> <i>Three selected Training and Production Enterprises (TPEs) of the BDST modernized and</i>	1. Number of enterprises refurbished and re-equipped with new modern equipment that meet the needs of people with disabilities	Administrative data	0	2019	0	3	Project reports

reequipped		2. Number of new jobs created for people with disabilities	Administrative data	0	2019	0	44	Project reports
<b>Output 3</b> Transformation plan for selected enterprise to become sustainable models of vocational skills training, supported employment and transition to an open market employment for people with disabilities	1. An appropriate training curriculum developed	Administrative data	N/A	2019			Yes	Project reports
	2. Number of people with disabilities who have received professional training based on gender	Administrative data	0	2019	0		350	Project reports
	3. Availability of a Transformation Plan	Administrative data	N/A	2019			Yes	Project reports

## V. MONITORING AND EVALUATION

Monitoring activities	Purpose	Frequency	Expected Action	Partners (if joint)	Costs (if any)
Track results progress	Collection and analysis of progress data compared to the outcome indicators in the Table of Project outcomes to assess the progress of the Project in achieving agreed outcomes.	Twice a year, or as needed for each indicator.	If the project progress is slow, and not as expected, the decision will be made by the Project management.		
Monitor and Manage Risks	Identifying specific risks that may pose a threat to the achievement of the planned results. Identifying and monitoring risk management actions using the risk log. This includes monitoring measures and plans that may be required in accordance with UNDP social and environmental standards. The audits will be conducted in accordance with the UNDP financial risk management audit policy.	Twice a year	The Project management identifies risks and risk management measures are taken. A risk log is actively maintained to track identified risks and measures taken.		
Lessons learnt	Knowledge, best practices and lessons learnt will be regularly compiled and actively sought from other projects and partners and incorporated back into the Project.	At least once a year	The Project team will summarize relevant lessons and use them to inform management for decision-making.		
Annual Project Quality Assurance	The quality of the Project will be evaluated against the UNDP quality standards to identify the Project's strengths and weaknesses and inform decision-makers to improve the project.	Once a year and upon the completion of the Project	The Project management will review the Project's strengths and weaknesses and use it for decisions to improve the Project's effectiveness.		
Review and Make Course Corrections	Internal review of data and facts obtained during monitoring activities to inform decision-makers.	At least once a year	The Project Board will discuss performance data, risks, lessons learnt and quality, and use it for course adjustments.		

<p><b>Project Report</b></p>	<p>A report on the implementation of the Project with data on the results achieved in comparison with the established annual goals at the indicator level; a summary of the level of Project quality achievement for the year, an updated risk log indicating mitigation measures, and any assessment or review reports prepared during the reporting period will be submitted to the Project Board and other parties concerned.</p>	<p>Once a year and at the end of the Project (final report)</p>			
<p><b>Reporting to donors</b></p>	<p>It is necessary to provide quarterly briefing reports to the Government of China (CICETE), including the adjusted Project budget, as well as annually provide the Government of China (CICETE) with a financial report and a list of equipment inventory. Within six (6) months after the Project completion, the agreement between UNDP and CICETE expired or terminated, a final report must be submitted to the Government of China (CICETE), including data on the use of funds, which includes final financial reports, annual project implementation reports, reports on project results, and reports on important activities adopted during the project implementation process. All the above-mentioned reports must be submitted simultaneously to the Chinese Embassy in Turkmenistan.</p>	<p>Quarterly and upon the completion of the Project (final report)</p>			
<p><b>Project Review (Project Board)</b></p>	<p>The Project management mechanism (i.e., the Project Board) will conduct regular reviews of the Project's progress to assess the Project's performance, as well as review the multi-year Work Plan to ensure a realistic budget for the duration of the project. In the final year of the project, the Project Board will conduct a final review of the project to identify lessons learnt and discuss how the project results and lessons learnt could be disseminated to the relevant audience.</p>	<p>Once a year</p>	<p>The Project Board should discuss any issues of quality or slow progress compared to the envisaged Project implementation, and management measures to address the identified issues should be agreed upon.</p>		

## VI. MULTI-YEAR WORK PLAN

2020-2021

Expected outputs	Planned activities	Timeframe					Planned Budget		
		Q IV 2020	Q I 2021	Q II 2021	Q III 2021	Q IV 2021	Funding Source	Budget description	Amount, USD
Output 1 Capacity of the BDST to help its members gain access to quality vocational training and decent work increased	1.1 Developing and presenting capacity building plans and business strategies for marketing activities for the three selected enterprises						South-South Cooperation Assistance Fund	71200 International expert (1 expert x 23 days x \$300)	6,900
								71600 Transport cost (1 expert x 6 days x 2 travels x \$200 per diem +\$1,000 air ticket)	3,400
								71300 National expert (1 expert x 20 days x \$200)	4,000
							75700 Training workshops (1 day x 20 people x 3 courses: \$200 premises * 3 courses + \$200 meal * 6 times; \$200 printouts; \$300 translation * 3 courses; \$200 miscellaneous)	3,100	
1.2 Training on employment of people with disabilities							South-South Cooperation Assistance Fund	71200 International expert (3 experts x 3 days x \$300)	2,700
								71600 Transport cost (\$1000 air tickets * 3 experts + \$200 per diem * 3 days * 3 experts)	4,800
								75700 Training workshops (3 days x 60 people x 2 courses: \$500 premises * 2 courses * 3 days + \$200 printout of materials * 2 courses + \$25 meal * 60 people * 2 courses * 3 days + \$100 miscellaneous)	12,500
1.3 Technical support						South-South Cooperation Assistance Fund	64300, 74500 On-site visit and monitoring; communication, supplies, office supplies and	7,500	

										other office expenses		44,900
	Total, Output 1:											3,592
	GMS, 8%:									South-South Cooperation Assistance Fund	75100 GMS	
	<b>Total, Output 1, including GMS:</b>											<b>48,492</b>
Output 2 Three selected Training and Production Enterprises (TPEs) of the BDST modernized and reequipped	2.1 Assessment of the existing capacity and development of recommendations for the procurement of cardboard and printing equipment for Training and Production Enterprise (TPE) No. 1 in Ashgabat and sewing equipment for two TPEs in Mary and Turkmenabat.									South-South Cooperation Assistance Fund	71300 National experts (2 experts x 15 days x \$200) 71200 International experts (2 experts x 10 days x \$300) 71600 Transport cost (\$1,000 air tickets*2 experts+\$200 per diem*5days *2 experts)	6,000 6,000 4,000
	2.2. Conduct accessibility checks and develop an implementation plan and recommendations for the three enterprises of BDST									South-South Cooperation Assistance Fund	71200 International experts (2 experts x 10 days x \$300)	6,000
	2.3 Carrying out major repairs of production areas in selected enterprises (safety, heating, electrical safety and fire safety)										71600 Transport cost (\$1,000airtickets*2 experts+\$200 per diem*5days *2 experts)	4,000
	2.4 Procurement, installation of cardboard printing equipment at the TPE No. 1 in Ashgabat and training of BDST employees on maintenance issues										South-South Cooperation Assistance Fund	72100 Construction company (Refurbishment of 1 enterprise x \$150,000) 72200 Company (procurement of materials and equipment)

<p><b>Output 3</b> Transformation plan for selected enterprise to become sustainable models of vocational skills training, supported employment and transition to an open market employment for people with disabilities</p>	2.6 Technical support (DPC for support services CO)								South-South Cooperation Assistance Fund	64300, 74500 On-site visit and monitoring; communication, supplies, office supplies and other office expenses	7,500
	Total, Output 2:										488,514
	GMS, 8%:								South-South Cooperation Assistance Fund	75100 GMS	39,081
	<b>Total, Output 2, including GMS:</b>										<b>527,595</b>
	<p>3.1 Developing an appropriate training programme for vocational trainers and conducting training for on the development of professional skills and equipment maintenance</p>								South-South Cooperation Assistance Fund	71200 International expert (1 expert x 10 days x \$300)	3,000
										71600 Transport cost (1 expert x 5 days * 200 per diem+\$1,000 air tickets)	2,000
										71300 National experts (1 expert x 50 days x \$200)	10,000
										74200 Printout of training materials/materials for instructors/textbooks/supplies (\$20*200 people)	4,000
	<p>3.2 Developing policies, procedures and protocols at the enterprise level; training and hiring of employees; production contracts; accessibility and placement of people with disabilities; conducting tailored mentor training for employees of the company to become mentors for people with disabilities, especially those with visual/hearing impairments</p>								South-South Cooperation Assistance Fund	71200 International experts (2 experts x 15 days x \$300)	4,500
										71600 Transport cost (1 expert x \$200 per diem*5days +\$1,000airtickets)	2,000
									71300 National experts (1 expert x 15 days x \$200)	3,000	
<p>3.3 Developing partnerships with secondary vocational schools and employers to promote education and employment for people with disabilities</p>								South-South Cooperation Assistance Fund	Training events, workshops (job fair, meetings for 30 people: \$500 premises +\$700 advertising materials +\$800 meal)	2,000	

	3.4 Raising awareness of the social model of disability and inclusive approaches among policy makers, employers and the public (including through the South-South Forum on inclusive employment)							South-South Cooperation Assistance Fund	74200 (communication)	9,733
	3.5 Technical support							South-South Cooperation Assistance Fund	64300, 74500 On-site visit and monitoring; communication, supplies, office supplies and other office expenses	10,000
	Total, Output 3:									50,233
	GMS, 8%:							South-South Cooperation Assistance Fund	75100 GMS	4,018
	<b>Total, Output 3, including GMS:</b>									54,252
Project management	Salary of the Project staff							UNDP	71400 Salaries	30,000
<b>TOTAL: South-South Cooperation Assistance Fund</b>										<b>630,339</b>
<b>TOTAL: UNDP</b>										<b>30,000</b>
<b>TOTAL AMOUNT</b>										<b>660,339</b>

Expected outcomes	Planned activities	Timeframe				Planned budget		
		Q I 2022	Q II 2022	Q III 2022	Q IV 2022	Budget description	Amount, USD	
<b>Output1</b> Capacity of the BDST to help its members gain access to quality vocational training and decent work increased	1.3 Technical support					South-South Cooperation Assistance Fund	64300, 74500 On-site visit and monitoring; communication, supplies, office supplies and other office expenses	7,500
	Total, Output 1:							7,500
	GMS, 8%:					South-South Cooperation Assistance Fund	75100 GMS	600
	<b>Total, Output 1, including GMS:</b>							8,100
<b>Output 2</b> Three selected Training and Production Enterprises (TPEs) of the BDST modernized and reequipped	2.3 Carrying out major repairs of production areas in selected enterprises (safety, heating, electrical safety and fire safety)					South-South Cooperation Assistance Fund	72100 Construction company (Refurbishment of 2 enterprises x \$150,000)	300,000
	2.5 Procurement, installation of sewing equipment at the two TPEs in Mary and Turkmenabat and training of BDST employees on maintenance issues					South-South Cooperation Assistance Fund	72200 Company (procurement of materials and equipment)	359,000
	2.6 Technical support					South-South Cooperation Assistance Fund	64300, 74500 On-site visit and monitoring; communication, supplies, office supplies and other office expenses	7,500

<b>Output 3</b> Transformation plan for selected enterprise to become sustainable models of vocational skills training, supported employment and transition to an open market employment for people with disabilities	Activity 2.7 Equipment maintenance in the BDST								73400 Equipment maintenance	8,519
	Total, Output 2:									<b>675,019</b>
	GMS, 8%:							South-South Cooperation Assistance Fund	75100 GMS	54,002
	<b>Total, Output 2, including GMS:</b>									<b>729,021</b>
	3.1 Developing an appropriate training programme for vocational training and conducting training for trainers and training for employees on the development of professional skills and equipment maintenance							South-South Cooperation Assistance Fund	75700 Training events, workshops (\$15 meal *200+\$200 miscellaneous +\$800 translation)	4,000
	3.2 Developing policies, procedures and protocols at the enterprise level: training and hiring of employees; production contracts; accessibility and placement of people with disabilities; conducting tailored mentor training for employees of the company to become mentors for people with disabilities, especially those with visual/hearing disabilities							South-South Cooperation Assistance Fund	71200 International experts (2 experts x 15 days x \$300) 71600 Transport cost (1 expert x \$200 per diem *5days +\$1,000airtickets) 71200 International experts (1 expert x 6 days x \$400)	4,500 2,000 2,400
	3.3 Developing partnerships with secondary vocational						South-South Cooperation	71300 National experts (1 expert x 15 days x \$200)	3,000	

	schools and employers to promote education and employment for people with disabilities							Assistance Fund	75700 Training events, workshops (3 participants) premises \$1,500 (\$500*3), printout materials \$600 (\$200*3), meal (coffee-breaks) \$900 (\$300*3), 75700 Training events, workshops (job fair, meetings for 60 people: \$500 premises +\$700 advertising materials +\$800 meal)	3,000		
	3.4 Raising awareness of the social model of disability and inclusive approaches among policy makers, employers and the public (including through the South-South Forum on inclusive employment)							South-South Cooperation Assistance Fund	71600 Transport cost (5 experts x \$1,000 airtickets+5experts*\$200 per diem) 71600 Transport cost (costs of participation of international speakers): \$2,500 air tickets+\$2,500 per diem)	10,000	5,000	
	3.5 Technical support							South-South Cooperation Assistance Fund	75700 (South-South Forum) 74200 (Communication) 64300, 74500 On-site visit and monitoring; communication, office supplies, office expenses and other office expenses	12,000	9,267	10,000
	Total, Output 3:									67,167		

	GMS, 8%:							South-South Cooperation Assistance Fund	75100 GMS	5,373
	<b>Total, Output 3, including GMS:</b>									72,540
Project Management	Salary of the project staff							UNDP	71400 Salaries	30,000
<b>TOTAL: South-South Cooperation Assistance Fund</b>										<b>809,661</b>
<b>TOTAL: UNDP</b>										<b>30,000</b>
<b>TOTAL AMOUNT</b>										<b>839,661</b>

## VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

To ensure the effective implementation of the Project, the BDST requested the UNDP Office in Turkmenistan to manage the financial and human resources that will be involved in the Project, as well as to provide the necessary logistical support, including organising procurement processes, processing relevant documents, obtaining certificates, etc. The participation of UNDP in the Project will also significantly facilitate the Project approval process by the Government of Turkmenistan.

UNDP has worked in partnership with the BDST from 2005. Within the framework of implementation of several projects, the following modality of cooperation was used on a constant basis:

- a. UNDP and BDST jointly develop a Project based on the needs of people with disabilities and the BDST. The Project content includes: a general description and annual work plans with detailed information about activities, expected costs and a detailed description of the project budget expenditures for each type of activity;
- b. UNDP, in consultation with the BDST, finds a donor for the project;
- c. The Project passes the procedure of approval, signing and registering by the state authorities in accordance with the legislation of Turkmenistan (for more information, see Section II. «Strategy»);
- d. UNDP receives funds from the Project donor to its own account;
- e. UNDP hires project staff in accordance with UNDP policies and procedures;
- f. All payments are made with the written permission of the BDST on the principle of openness and transparency. All project costs are carried out in accordance with signed Annual Work Plans, in accordance with UNDP policies and procedures and international accounting standards;
- g. All changes, including changes related to the budget and planned activities, are made to the Project based on the decisions of the Project Board, which includes representatives of UNDP, BDST and the donor.

The BDST and UNDP cooperate in this way because the BDST does not have the necessary resources to receive and manage funds in its own account (especially in foreign currency). The BDST also lacks the necessary skills and capabilities to manage human resources, organize logistics, conduct tenders, procurement, and conduct financial transactions according to international standards. The BDST also lacks the human resources to monitor the quality of services provided and maintain accounting records in accordance with international standards.

On the other hand, UNDP has all the necessary resources to implement the Project. To implement projects in Turkmenistan, UNDP employs at least twenty full-time employees, including managers, financial specialists and assistants, human resources staff, lawyers, and employees for organizing tenders and procurement. In addition, UNDP receives support from its headquarters in New York (USA), the Regional Office in Istanbul (Turkey) and other offices to conduct financial operations, and involve highly qualified international experts for the project. UNDP has an excellent record and enjoys the trust and support of the Government of Turkmenistan, which makes project implementation transparent and efficient.

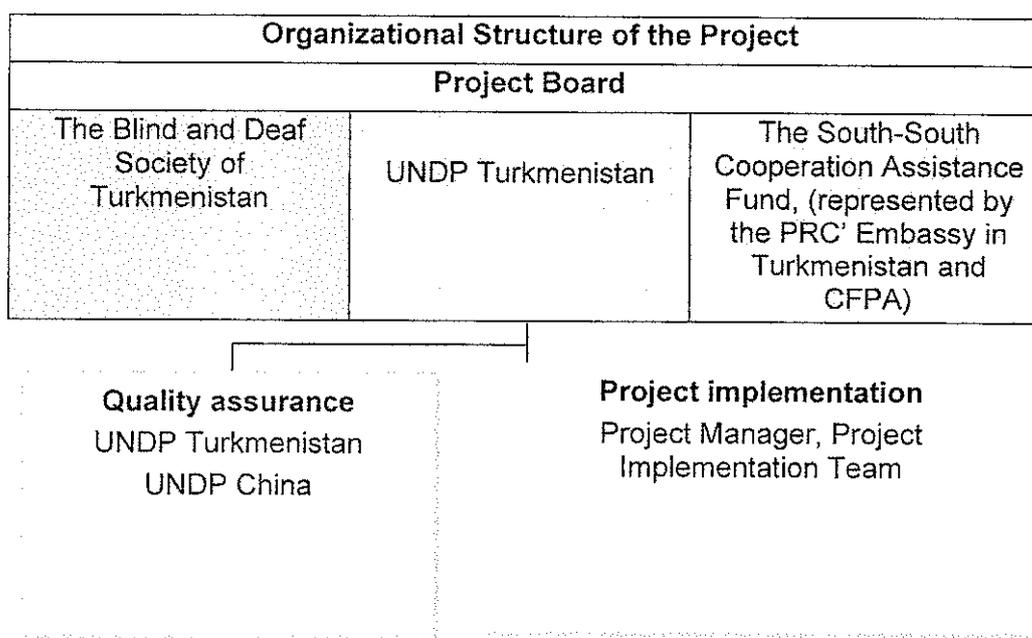
The Project will be implemented by the Blind and Deaf Society of Turkmenistan (BDST) under the national implementation modality (NIM). The BDST will be the key implementing partner in this project. It will bear responsibility for and be in charge of project management, including monitoring and evaluating project activities, achieving project results, and making effective use of donor resources mobilised by UNDP. The implementing partner will appoint a National Project Coordinator responsible for developing strategic recommendations and coordinating Project activities.

The National Project Coordinator, in coordination with UNDP, will develop annual work plans that will form the basis for specific project activities.

To ensure effective overall project management, the BDST and UNDP will establish a Project Board. The Project Board will comprise representatives of the BDST and UNDP, one representative from each selected enterprise and a representative(s) of the donor. The Project Board shall be responsible for making management decisions on the Project based on consensus in the event the Project Manager needs guidance. Project Board meetings will be held as often as necessary and at least twice a year. All Project Board meetings will be properly documented and serve as a direct indication for implementation. Each subsequent meeting of the Project Board will review the progress made following the decisions of the previous meeting of the Board.

Ensuring the quality of project implementation is the responsibility of each member of the Project Board. Quality assurance is based on supporting the Project Board by performing the function of objective and independent supervision and monitoring of the Project. This role ensures management and completion of the relevant project stages. The Project quality assurance function will be coordinated on a daily basis by a UNDP Programme Officer and UNDP management.

The Project Manager shall be authorised on behalf of the Project Board to provide project management on a daily basis within the limits set by the Project Board. The Project Manager shall be responsible for the day-to-day management and decision-making of the Programme. The key responsibility of the Project Manager shall be to ensure that the results stipulated by the Project document were achieved in accordance with the required quality standard and within the established time and cost limits. The Project Manager shall be selected through the standard selection procedures of UNDP in consultation with the Implementing Partner.



### VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Turkmenistan and UNDP, signed on 5 October 1993. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner".

This project will be implemented by the Blind and Deaf Society of Turkmenistan "Implementing Partner" with UNDP support in accordance with the Financial Regulations and Rules of UNDP to ensure best value for money, fairness, integrity, transparency, and effective international competition.

---

## IX. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document and the Project Cooperation Agreement between UNDP and the Implementing Partner<sup>2</sup>.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
  - (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
  - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.
5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will, and will require that such sub-parties will take all appropriate measures to:
  - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

---

<sup>2</sup> Use bracketed text only when IP is an NGO/IGO

- ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4, have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and such sub-parties may use the training material available at UNDP;
- iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
- iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. 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>).
7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
8. 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.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using the UNDP funds. The Implementing Partner 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.
10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).

11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP programmes and projects in accordance with UNDP regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', 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 the Implementing Partner to find a solution.
12. The Implementing Partner will promptly inform UNDP in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. UNDP shall be entitled to a refund from the Implementing Partner 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 Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner 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 the Implementing Partner 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 the Implementing Partner, responsible parties, subcontractors and sub-recipients.

14. Each contract issued by the Implementing Partner 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 the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, 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.
16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

**PROJECT DOCUMENT****Turkmenistan**

**Project Title:** Towards decent work for people with disabilities in Turkmenistan: transforming social enterprises into meaningful training and employment opportunities

**Project No:**

**Implementing Partner:** Blind and Deaf Society of Turkmenistan

**Start date:** November 2020

**End Date:** November 2022

**Date of the Project launch meeting:**

**Brief Description**

The aim of this Project is to increase employment and income generation opportunities for people with disabilities in Turkmenistan through vocational training and creation of new employment opportunities.

The Project will improve the economic activities of the three social enterprises of the Blind and Deaf Society of Turkmenistan (BDST) in the cities of Ashgabat, Turkmenabat and Mary in the area of development of the BDST's organizational capacity to better support its members and raise awareness and enhance the capacity of other relevant stakeholders such as vocational educational institutions, the private sector and decision-makers.

The Project will aim to achieve the following expected results:

1. Increased capacity of the BDST to help its members gain access to quality vocational training and decent work;
2. Three selected Training and Production Enterprises (TPEs) of the BDST modernized and reequipped;
3. Transformation plan for selected enterprise to become sustainable models of vocational skills training, supported employment and transition to an open market employment for people with disabilities.

<b>Sustainable Development Cooperation Framework between the Government of Turkmenistan and the UN for 2021-2025:</b> Outcome 4. By 2025, the population of Turkmenistan enjoys higher quality and inclusive health and social protection services.	<b>Total amount of funds required:</b>		\$1,500,000
<b>UNDP Turkmenistan 2021-2025 Country Programme Document:</b> Output 4.3. Social protection system and outreach strengthened for vulnerable groups.	<b>Total amount of funds allocated:</b>	<b>UNDP:</b>	\$60,000
		<b>Other donors:</b>	\$1,440,000

Agreed (signed):

United Nations Development Programme	Blind and Deaf Society of Turkmenistan
Natia Natsvlshvili UNDP Resident Representative a.i.	Chary Ovezov Chairman
Date:	Date: