

United Nations Development Programme

**PROJECT DOCUMENT****Regional Project****Project Title:** Aid for Trade in Central Asia - phase V**Project Number:** 00145439**Implementing Partner:** UNDP**Start Date:** 1 October 2022 **End Date:** 31 December 2025 **LPAC Meeting date:** 14.09.2022**Brief Description**

The project will focus on supporting Central Asian countries in promoting inclusive and sustainable growth through promoting green value chains and increasing the competitiveness of economies. The project will foster more resilient, secure, and gender-responsive economic structures through economic diversification and adapting to the COVID-19 emerging trends. The project will address the development challenges through the following three dimensions working at both downstream and upstream levels:

- At the regional level:
 - Supporting regional cooperation in Central Asia, connectivity, and integration into regional and global green value chains;
- At the country level:
 - Supporting enabling environment for building economic resilience and inclusive and sustainable growth;
 - Supporting job creation and improving the efficiency, competitiveness, and gender-responsiveness of target 'green' value chains.

Two cross-cutting themes will be gender equality and environmental sustainability.

The project will target \$300 million in export contracts and around 1,500 new green jobs created in value chains supported by the project (350 direct, 1,150 indirect new/maintained). As well as concrete and demonstrable results at the policy/national level with at least 2-3 core legislative changes, as well as improvements in conditions/environment for doing business, confirmed by relevant international expert sources.

The project will aim to contribute to the achievement of the following SDGs:

Goal 1. End poverty in all its forms everywhere. Sub-goal 1.1.

Goal 2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture; Sub-goals 2.3 and 2.4

Goal 5. Achieve gender equality and empower all women and girls; Sub-goal 5.5

Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. Sub-goals 8.1, 8.2, 8.3 and 8.a

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation. Sub-goal 9.2

Goal 12. Ensure sustainable production and consumption patterns; Sub-goal 12A

Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. Sub-goal 17.6

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<p>Contributing Outcome (RPD): No one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development</p> <p>Indicative Output (RPD) Output 2.2: Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity</p> <p>Gender marker: GEN2</p>
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Total resources required:	EUR 6,800,000 ¹²	
	Government of Finland:	EUR 6,800,000
	Government:	n/a
	In-Kind:	n/a

Agreed by (signatures):

UNDP
<p>DocuSigned by:  82665CD7435A41B...</p> <p>Name: Gerd Trogemann, Manager, Istanbul Regional Hub for Europe and the CIS, UNDP</p> <p>Date: 19-Sep-2022</p>

¹ The 'Total Resources Required' amount includes the project budget in the amount of EUR 6,732,673 and the UN Coordination Levy (1% of the project budget) in the amount of EUR 67,327.

² The project budget is shown in EUR, however all project expenses will be reflected in USD at the corresponding UN rate for the date of their recording

Summary

The COVID-19 pandemic exposed Central Asian countries' severe vulnerabilities across health and socio-economic dimensions. According to the recent UNCTAD's study³, one of the major factors that have contributed to the high poverty-related impact of the crisis in vulnerable developing countries is the lack of smart productive capacities and structural transformation along the green trajectory in these economies.

Building forward-looking productive capacities and integration into global and regional value chains fuels substantial impacts on a country's green economic recovery and growth and poverty reduction with a demonstrated impact on productivity and income levels.⁴ While regional and global value chains in green sectors represent opportunities, there remain issues around benefits thereof not being distributed equally within and between countries. In addition, the ability of countries to tap into regional/global value chains remains hampered by many internal factors.

Value chains (VCs) hold the potential to be a driver for green, inclusive, and resilient growth. The World Bank states that a 1% increase in GVC participation boosts per capita income by 1%, which is double that of conventional trade.⁵ In particular, global food and commodity value chains are key drivers for the SDGs, both in terms of positive and negative contributions.

MSMEs and their productive capacities are the main channels of green employment and livelihoods within the countries of the Europe and Central Asia region⁶. The impact of economic shutdown policies, which were needed to stem the COVID-19 pandemic, make it difficult for MSMEs to survive, given the supply and demand constraints, possible credit shortages, and labor downturn. Unemployment impacts are particularly problematic given that many jobs in informal and micro companies are held by women and young people, who usually have reduced capacities and opportunities to cope with sudden downturns.

The phase V of the Aid for Trade project will build on the results of the previous phases – including the groundwork laid during phase IV. It will continue pursuing the strategy of promoting inclusive and sustainable growth through supporting green value chains and increased competitiveness. The project will foster more resilient, secure, and gender-responsive economic structures through economic diversification and adapting to the COVID-19 emerging trends⁷.

The project will support building productive capacities and value chains that are employment-rich, green, and future-proof, as well as policies and regulations that favor shifting value chains towards sustainable and differentiated products with high employment potential and low environmental impact. It will also promote regional cooperation and connectivity in Central Asia, fostering linkages to regional and global value chains. A particular focus will be put on integrating gender equality issues throughout all activities, and at least 15% of the budget will be targeting specific activities on supporting women entrepreneurship and economic empowerment.

³ UNCTAD (2020), The Impact of the COVID-19 Pandemic on Trade and Development: Transitioning to a New Normal

⁴ World Bank (2019), How important are Global Value Chains for development?

⁵ World Bank (2020), Trading for Development.

⁶ These countries include Albania, Armenia, Azerbaijan, Bosnia and Herzegovina, Georgia, Kazakhstan, Kosovo*(UNSCR 1244), Kyrgyzstan, Montenegro, North Macedonia, Republic of Moldova, Serbia, Tajikistan, Turkey, Turkmenistan, Ukraine, Uzbekistan

⁷ Such as accelerated digitalization and e-commerce, restructuring of global value chains, and extensive use of big data for trade and market intelligence

The overall emphasis will be on building ‘forward-looking’ productive capacities, enhancing efficiency and competitiveness of target ‘green’ value chains and niche products, which will be identified in the agricultural, agro-industrial, but also in other employment-rich sectors, contributing to inclusive and sustainable human development through increased number of decent green jobs and livelihood opportunities for vulnerable communities, and with the emphasis on enhancing their resilience to domestic economic inefficiencies and external shocks, including COVID-19 related shocks.

The project will leverage methodologies on foresight new and emerging markets and consumer trends with the aim to identify ‘future-proof’ green niche products and value chains thus ensuring better competitiveness of sectors. Only products which contribute to greening the economies and generate decent employment will be considered.

The project will address the development challenges through the following three sub-components:

- At the regional level:
 - Supporting regional cooperation, connectivity, and integration into regional and global value chains;
- At the country levels:
 - Supporting enabling environment for building economic resilience, and inclusive and sustainable growth;
 - Supporting job creation and improving the efficiency, competitiveness, and gender-responsiveness of target ‘green’ value chains.

The project will use overarching indicators to measure the progress. Overarching indicators will be based on the national priorities of target countries⁸, relevant SDG goals and targets, and aggregate indicators for Finland’s Development Policy⁹ related to promoting inclusive and sustainable economic growth, full and productive employment and decent work, women’s empowerment, inclusive and sustainable industrialization and value addition to commodities:

- Total number of jobs created (female/male) (linkage to SDG targets 8.3. and 8.5.)
- Number of micro and small enterprises supported (linkage to SDG targets 2.3, 9.3.)
- Number of women-owned enterprises supported (linkage to SDG targets 2.3, 5.5.)
- Number of new enterprises in non-traditional sectors supported (linkage to SDG target 9.2.)
- Number of participants in value chain networks/cooperation (linkage to SDG target 9.3.)

Target clientele

The project will continue its efforts to create green jobs, support income generation using sustainable production methods (green niche products), and improve trade-related policy and services to enhance the private sector’s resilience. The project will, therefore, work with:

- National authorized executive branch institutions, ministries/agencies, and local authorities,
- MSMEs, producers, processors, cooperatives, business associations, and value chains actors located in rural areas. Jobs and income generated should primarily benefit rural populations that have limited access to income or employment opportunities,

⁸ The Development Strategy of New Uzbekistan for 2022 - 2026; National Development Strategy of the Kyrgyz Republic for 2018-2040; National Development Strategy of the Republic of Tajikistan for the period up to 2030

⁹ Priority 2: Sustainable economies and decent work and Priority 4: Climate and natural resources

- Special focus will be given on women and youth entrepreneurs, as well as women and youth¹⁰ working at target value chains,
- CSOs/NGOs.

As with phase IV, the project will cover Kyrgyzstan, Tajikistan, and Uzbekistan. The funding envelope is requested for activities implemented in these three countries of Central Asia as well as regional activities.

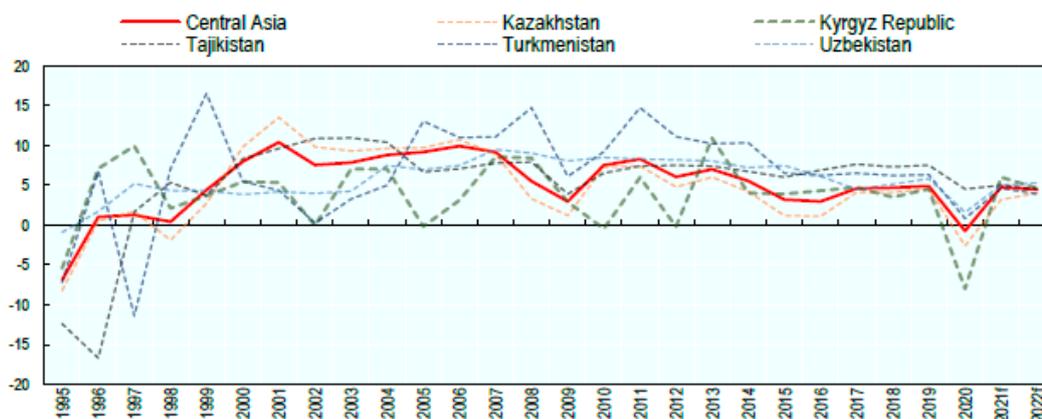
I. DEVELOPMENT CHALLENGE

Central Asian economies, in little over two years, have faced multiple shocks (COVID-19 pandemic, crisis in Afghanistan, rise in energy prices, and the war in Ukraine) that have seriously disrupted the region's economic growth and trade. The crises, especially the COVID-19 pandemic, exposed Central Asian countries' severe vulnerabilities across health and socio-economic dimensions and amplified the urgency for economic diversification.

The experience of previous crises suggests that the economic shadow of COVID-19 in Central Asia may be long and undermine regional prosperity long after the pandemic has subsided. In part, this is due to the diminishing effect of many of the region's key growth drivers (remittances and extractive sector exports), compounded by challenges in addressing longstanding barriers to more inclusive and sustainable growth.

Growth slightly rebounded in 2021, but significant uncertainty on the speed of the recovery remains, given severe fiscal pressures, dependence on the recovery of key markets for exports of goods and surplus labour, and an uneven and slow vaccine rollout. Growth in each economy in the Central Asian region – while remaining positive – is forecast to be slower in the coming years than in the period preceding the pandemic. This highlights the need for policies to facilitate a shift in growth models and to help the region regain the momentum it has lost in the wake of successive shocks since 2008.

Figure 1. Long-term real GDP growth in Central Asia¹¹



Note: 2021 and 2022 are IMF estimates

Given the trade dependence of the Central Asian economies, their immediate prospects are shaped in large part by global trends. World Bank projects forecast global growth to decelerate markedly

¹⁰ Youth is defined as 'persons between the ages of 15 and 24 years' (as defined by the United Nations)

¹¹IMF (2020), "July 2020 Update", Regional Economic Outlook: Middle East and Central Asia, International Monetary Fund, Washington, D.C.

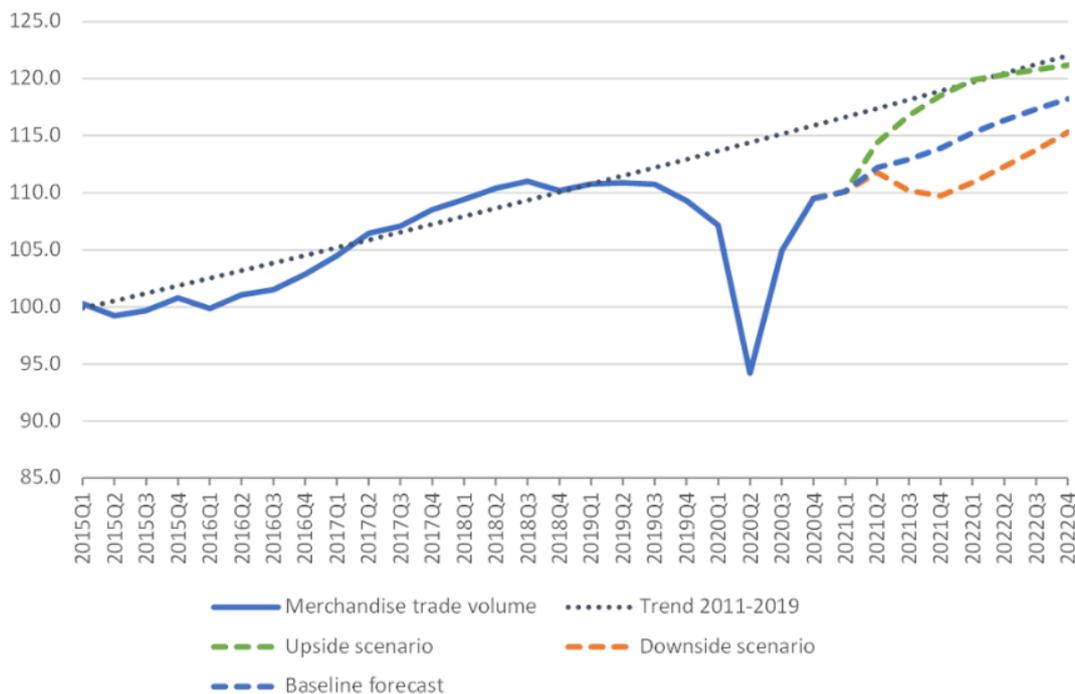
from 5.5 percent in 2021 to 4.1 percent in 2022, and 3.2 percent in 2023 as pent-up demand dissipates and as fiscal and monetary support is unwound across the world¹².

The volume of world merchandise trade contracted by 5.3% in 2020 (WTO, 2021). But this contraction was smaller than initially feared. Following a sharp decline in the first half of 2020, trade recovered more quickly than expected in the second half of 2020. This rebound has continued with the 8% increase in the volume of world merchandise trade in 2021.

Trade growth is expected to slow to 4% in 2022, and the effects of the pandemic will continue to be felt as this pace of expansion would still leave trade below its pre-pandemic trend (Chart 1)¹³.

Chart 1: World merchandise trade volume, 2015Q1-2022Q4 (Source: WTO 2021)

Index, 2015=100



Given the protracted slowdown in global trade and demand, the Central Asian economies will continue to be negatively impacted given their reliance on tradable activities (figure 2) (particularly agriculture, mining, and tourism), although China's strength could give them a substantial boost.¹⁴

Central Asia's economies have both undiversified export baskets and limited trading partners. Exports to China, one of the region's biggest trading partners, have fallen significantly since the beginning of the pandemic.

¹² <https://www.worldbank.org/en/news/press-release/2022/01/11/global-recovery-economics-debt-commodity-inequality>

¹³ https://www.wto.org/english/news_e/pres21_e/pr876_e.htm

¹⁴ OECD (2020), COVID-19 in Central Asia: Economic Recovery and Challenges Ahead

Trade concentration in Central Asia¹⁵

Figure 2.1. The concentration of export products and markets (2020)

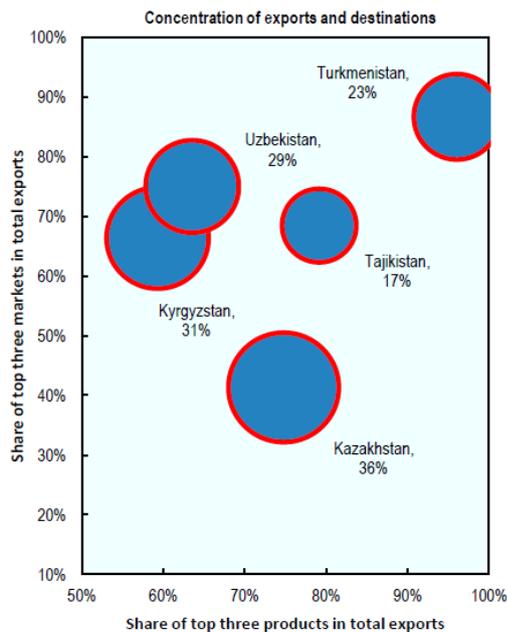


Figure 2.2. China-Central Asia trade



Notes: In the chart on the left, the percentage next to each circle represents the share of exports in GDP, signifying the relative importance of external trade to each country.

The domestic private sector is still too small and fragile to act as a green growth driver; the risk is that the devastating impact of the present crisis will set its development back even further. With trade revenues and remittances integral to supporting domestic consumption, jobs, and investment, the likelihood for Central Asian economies to continue experiencing difficulties throughout 2022 and 2023 remains high, but much depends on the policy choices going forward and on global conditions.¹⁶

Central Asia's aggregate GDP shrank by 1.7% in 2020 on the official data, erasing at least four years of per capita income gains for some economies in the region and reversing progress made in reducing poverty¹⁷. Across Central Asia, an estimated 1.4 million people were pushed into poverty, which represents 58% of the total poverty increase across the entire Europe and Central Asia region as defined by the World Bank (Ibid.).

¹⁵IMF (2020), "July 2020 Update", Regional Economic Outlook: Middle East and Central Asia. International Monetary Fund, Washington, D.C.; Customs Agency of the People's Republic of China (2020), Preliminary Release: China's Total Export and Import Values by Country/Region, Customs Agency of PRC, Beijing;

¹⁶UNDP (2020), COVID-19 and Central Asia: Socio-economic impacts and key policy considerations for recovery

¹⁷World Bank (2021), Global Economic Prospects, World Bank Group, Washington D.C., <https://openknowledge.worldbank.org/handle/10986/34710>

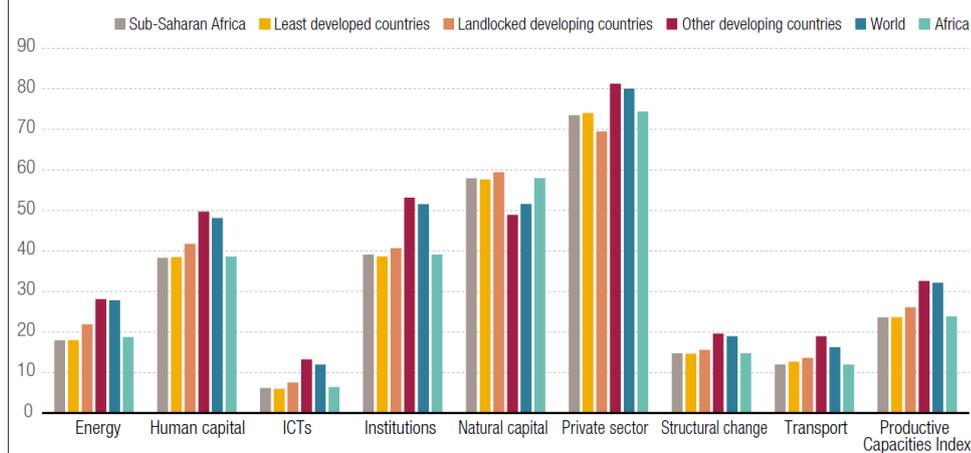
According to UNCTAD's report¹⁸, one of the major factors contributing to the high poverty-related impact of the crisis in vulnerable developing countries is **the lack of smart productive capacities and structural transformation along the green trajectory in these economies**. UNCTAD has also recently developed a Productive Capacities Index to enable countries to benchmark and monitor progress in developing productive capacities and to enhance the effectiveness of policies implemented.

The Index comprises eight core drivers of productive capacity development: energy, human capital, information and communications technologies (ICTs), institutions, natural capital, the private sector, structural change and transport. The Index ranges from 0 to 100, with higher values reflecting higher levels of productive capacities. An analysis of Index results supports the widely held view that LDCs and landlocked developing countries have relatively weak productive capacities (figure 3). This means that in the medium to long term, the Governments of Central Asia **should build economic resilience to shocks by building productive capacities and transforming their production and export structures**. Governments may seize the opportunity created by the crisis to strengthen efforts to diversify their economies, lay solid foundations for sustained growth and employment creation, as well as to enhance the capacities of their economies to absorb shocks.

Figure 3.

UNCTAD Productive Capacities Index: Scores of the least developed countries and other developing countries, 2018

(By index category)



Source: UNCTAD calculations.

Trade and productive capacities underpin the economic dimension of sustainable development and play a central role in poverty reduction. But economic perspective alone is not sufficient for growth to be inclusive and sustainable. Growth needs to lead to more and better quality jobs; it needs to consider the environmental costs, as well as the risk of external shocks or the overall impact on inequalities.

The SDGs provide a blueprint for the future that the global community wants to bring to fruition. Sustainability, equality, and resilience are at the forefront of this vision, with value chains, productive capacities, and consumption central to the equation. Productive capacities and value chains play a major role in all 17 goals – as enablers and inhibitors. Nearly all SDGs will be impacted (positively and negatively) by the development of global value chains and productive capacity. On

¹⁸UNCTAD (2020), The Impact of the COVID-19 Pandemic on Trade and Development: Transitioning to a New Normal

the other hand, the SDGs represent a huge opportunity for the growth of new markets and a nascent labour force.

The vision elaborated by the SDGs balances economic, social, and environmental needs, resulting in long-term sustainability and opportunities for all. Shifting capacities towards productive sectors that allow for upward mobility and foster a culture of innovation is key to achieving the SDGs.

Optimal value chains produce high value-add and differentiated products, creating decent jobs that allow for upward mobility of workers as well as sustainable and circular production patterns. These value chains tend to focus either on high-quality, niche products in smaller volumes, or platform-based products.

However, trade policies, institutional frameworks, and public infrastructure to support 'forward-looking' smart productive capacities and inclusive, green, and resilient value chains are still weak in Central Asian countries, compounded by limited dialogue among public and private sector stakeholders as well as limited participation in visioning, planning, and implementation processes.

Productive capacities and value chains are often approached at the production level, failing to embrace their full drivers, challenges, and opportunities, which often occur beyond the production landscapes, at national, regional, and global levels.

The COVID-19 crisis amplified the urgency for economic diversification in Central Asia. Central Asian countries have made socioeconomic progress driven mainly by exports of minerals and labour in the last two decades, but economic diversification would have laid a more solid foundation for accelerated development. Rising commodity exports are helping to restore economic growth after the blow from the COVID-19 crisis, however, further diversifying the economy and pursuing structural reforms to boost productivity growth with a focus on sustainable production patterns will be key to building a strong and sustainable recovery.

A large share of employment (both formal and informal) in Central Asian countries is still concentrated in low-productivity sectors, while most productive sectors – often capital-intensive extractive industries - employ relatively few workers. Large imbalances in productivity and employment across industries in Central Asia's economies indicate stalled diversification, also reflected in the limited change in sectoral employment over the past twenty years. The slow change in the structure of the economy speaks of the interconnectedness between diversification and **long-term social stability**. Central Asian economies need more diverse production structures not only to reduce vulnerability to commodity-price fluctuations but also to increase the potential for creating more productive jobs for their growing populations. Non-resource sectors, including agricultural, agro-industrial and other labor-intensive sectors are therefore likely to be fundamental to pursuing inclusive growth pathways: Central Asian countries need to generate high-productivity activities outside the resource sector.

The Soviet legacy of environmental neglect, high levels of energy intensity, and reliance on highly polluting agricultural, extractive and industrial sectors have affected Central Asian economies' ability to transition to more sustainable economic models. Central Asian countries have already begun to experience the consequences of climate change on economic development. Diminishing water availability, a higher frequency of natural disasters, and land degradation that threatens agriculture and food supply are no longer hypothetical challenges. These problems are exacerbated by environmental mismanagement.

The transition to **environmentally sustainable practices** for Central Asian countries is a challenge – and also an opportunity to create new markets and strengthen competitiveness and resilience.

Shifting from vertically specialized value chains towards green value chains with greater added value based on sustainable management of natural resources, sustainable agricultural practices, climate-smart farming, more advanced and productive processing methods based on innovative and resource-efficient 'green' technologies, as well as sustainable manufacturing practices, which reduce waste and pollution will not only reduce the environmental footprint of farming and production but also foster green exports and create new green jobs. On the policy level, the formulation of trade policy measures/instruments that promote environmentally sustainable and resilient value chains and allow the countries to harness trade-related opportunities arising from the transition to a green economy should be prioritized.

The digital economy and e-commerce play a growing role in efforts to achieve the Sustainable Development Goals (SDGs), bringing new opportunities and new challenges to bear. As UNCTAD's Information/Digital Economy Reports have shown, future economic prosperity in all countries will depend substantially on the facilitation and exploitation of these digital developments. E-commerce has great potential for diversifying the scope and geographic reach of trading opportunities for developing countries and expanding the range of both established businesses and new enterprises. **E-commerce also plays an increasingly important role in linking countries with regional and global value chains.** It also provides an income diversification pathway, particularly for women temporarily dislocated from labor markets and youth. The explosion of e-commerce platforms and digital payments solutions during the pandemic has enabled many businesses worldwide not only to survive, but to pivot their operations to online platforms to thrive¹⁹.

Therefore, the ability to leverage e-commerce presents a significant opportunity for the governments and businesses of Central Asian countries to build on the COVID crisis and accelerate recovery. However, several deficiencies and challenges may pose barriers for the region, i.e., the quality of digital connectivity. Many businesses and consumers in the region have yet to start using the Internet, let alone participate in e-commerce. According to the UNCTAD's B2C E-commerce Index (2020), which measures an economy's preparedness to support online shopping, the countries of the Central Asian region score low on all four indicators of the index (table 1).

Table 1. UNCTAD's B2C E-commerce Index (selected economies)

2020 rank	Economy	Share of individuals using the internet (2019 or latest)	Share of the individuals with an account (15+, 2017)	Share of internet servers, normalized (2019)	UPU postal reliability score (2019 or latest)	2020 index (value)
1	Switzerland	97	98	92	97	95,9
41	Russian Federation	83	76	74	74	76,6
60	Kazakhstan	87	59	63	64	68,2
97	Kyrgyzstan	80	40	47	11	44,3
107	Uzbekistan	30	37	50	30	37,0
121	Tajikistan	36	47	36	1	30,0

According to the Asian Development Bank e-commerce user penetration (% of the population) in 2019 in Kyrgyzstan, Tajikistan, and Uzbekistan was in the 20%–25% range in the three countries, which is amongst the lowest in the CAREC region. The condition, quality, and level of development of internet infrastructure, e-payment systems, and delivery logistics are factors directly affecting

¹⁹ ADB, UNESACP, UNDP, "Responding to the COVID-19 Pandemic: Leaving No Country Behind".

the accessibility and viability of e-commerce activities²⁰. Therefore, enabling e-commerce in the countries of the region requires changes in public policy and business practice – to improve digital and trading infrastructure, facilitate digital payments and establish appropriate legal and regulatory frameworks for online transactions and security.²¹

Digitalization and digital tools hold immense promise as key enablers of women’s empowerment. However, women globally tend to face more barriers than men in accessing and using technology. Across low- and middle-income countries, women are seven percent less likely than men to own a mobile phone and 15 percent less likely to own a smartphone, while only 58 percent of women use the mobile internet²². In Europe and Central Asia (ECA), 52 million women lack access to the mobile internet. With a few exceptions, women in ECA region are also less likely to access the internet for personal use²³.

Achieving gender equality in information and communication technology (ICT) and digitalization processes is not merely about ensuring women’s access to digital tools and employment opportunities in ICT and in the science, technology, engineering and mathematics (STEM) fields. Gender equality in digitalization entails structural and transformative changes that involve every aspect of digital governance and every actor in the digital ecosystem. It means ensuring that all voices and perspectives are heard, including those of gender and ICT experts. Mainstreaming gender in the design and implementation of national digital strategies is essential for an equitable and gender-responsive COVID-19 recovery²⁴.

Disruptions in supply chains and logistics systems during and after the pandemic have been increasingly putting the work around **trade intelligence and facilitation of market access** in the center of trade support/promotion activities of the countries to empower MSMEs to take advantage of emerging opportunities in the global marketplace, identify new business relations and distribution channels (domestic and foreign), as well as options/knowledge for re-orienting businesses to meet emerging market demand and trends.

Therefore, it is vital to support Trade Support Institutions of the countries to enhance resilience and adapt their support and services portfolios putting a stronger focus on services critical for MSMEs at crisis times, such as foresighting new markets and facilitating market access, accessing and using big data tools for trade intelligence, advanced and innovative trade finance, e-commerce mentoring and connecting to digital trade platforms.

The COVID-19 pandemic also exposed the vulnerabilities of international production networks and triggered changes, which, together with existing pressures from the technology revolution, growing economic nationalism, and the sustainability imperative, will push for greater supply chain resilience. Overall, the global trade and investment landscape will be reshaped by **restructuring global chains, building up new regional chains, and distributed manufacturing**²⁵.

The post-COVID-19 situation makes it imperative for the Central Asian countries’ economies to further diversify and improve the quality of employment, putting the promotion of trade-oriented

²⁰ ADB, ‘E-commerce in CAREC countries: Laws and Policies’, 2021

²¹ <https://etradeforall.org/about/>

²² GSMA, Connected Women. The Mobile Gender Gap Report 2021

²³ International Telecommunication Union (ITU), Gender ICT Statistics.

²⁴ A. Gurumurthy, Gender and ICTs: Overview report, in Institute of Development Studies, September 2004; Organisation for Economic Co-operation and Development (OECD), 2018, Bridging the digital gender divide. Include, upskill, innovate.

²⁵ James Zhan, et al. Global value chain transformation to 2030: Overall direction and policy implications.

private sector development at the core of national economic diversification efforts, expanding production capacities of the private sector, and access new markets while targeting sustainable and inclusive growth.

A response to COVID-19 needs to consider a forward-looking recovery embracing the green and digital transitions to strengthen economic and social resilience. Approaches that favor value chains and productive capacities in support of SDGs and especially those that favor innovation and productivity growth, while advancing environmental sustainability and climate change mitigation/adaptation aspects should be prioritized.

The issues around trade intelligence, competitiveness, and efficiency will be key in supporting sustainable growth patterns. Fragmented and low-technological base production makes products less competitive and efficient in global markets, especially for products that compete on price and quantity. Increasing industrialization and automatization of production and processing increase complexity in global markets. Working around productivity and efficiency, as well as ensuring that investment in any given value chain in green sectors makes sense in terms of the impact of climate change and changing productive patterns is key.

II. STRATEGY

A theory of change was developed to map the approach that the project will adopt to contribute to addressing the development challenge set out above:

Key problem:

- Potential of productive capacities and trade of the CA economies to contribute to building economic resilience and inclusive and sustainable development pathways is not fully harnessed and has been severely jeopardized by the COVID-19 crisis.

Immediate causes

- Limited resilience to external shocks and domestic economic disruptions, including COVID-19 impact
- Limited opportunities for decent green employment especially in rural areas and for women and youth
- Limited opportunities to access/analyze/expand to new markets or respond to shifting consumers demands
- Low quality of produced and exported goods
- Insufficient compliance with international market requirements
- Limited capacity to invest into modern green technologies and methodologies
- Limited access to financing to stimulate green recovery trajectory
- Limited dialogue among public and private sector stakeholders as well as limited participation from private sector representatives in decision-making processes on strategic green economic development
- Gender disparities/inequality in terms of opportunities for entrepreneurship, income, and access to affordable finance
- Limited capacity to trade online

Underlying causes/root causes:

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- Lack of tailored trade support service for MSMEs which can address the low levels of knowledge and understanding of foreign export market requirements
 - Insufficient availability of accurate and up-to-date information on market requirements in a form that is meaningful to support companies
 - Low level of digital transformation of public services
 - Existing regulatory framework is not favorable for businesses that want to expand and to export
 - Fragmentation within the agri-sector does not allow to consolidate required export volumes of products of the same quality
 - Lack of compliance of produced goods with international standards (including green) and good agricultural practices
 - Comparatively high transportation costs due to distance and lack of direct access to seaports and, therefore, low competitiveness of products in foreign markets
 - Limited investment in improving/upgrading productive capacities
 - Limited access to affordable and long-term financing (including in green sectors)
 - Limited knowledge and business skills of women
 - A high level of unpaid care work of women
 - Limited support for women's entrepreneurship
 - Low level of digital skills/literacy among businesses
 - Underdeveloped digital and connectivity infrastructure
 - Lack of enabling regulatory environment for e-commerce

A theory of change diagram is provided at the end of this section, presenting the analytical flow from the development impact level (SP) to overall outcome (SP) and output (RPD). It contains project-level results and planned interventions for addressing the problem and its causes (from the top down). The theory of change will be regularly reviewed by the Project Board and updated as needed by the Project Team.

The project strategy and its activities are aligned to support businesses and producers to become more resilient to the emerging post-COVID-19 context and promote inclusive and sustainable growth by building 'forward-looking' and smart productive capacities and green value chains, which will be identified in the agricultural, agro-industrial, but also in other employment-rich sectors which produce high value-added and competitive products, create decent jobs and promote sustainable and circular production patterns.

Addressing economic, social, and environmental sustainability requires integrated policies and approaches that create economic opportunities for upward mobility while still conserving natural resources, adapting to and mitigating climate change, as well as anticipating and adapting to other shocks and opportunities resulting from technology, political, sociological and market transformations.

The project will prioritize a regional approach throughout all of its components/activities and facilitate cross-border networking of stakeholders for a larger scale regional impact. As noted above, the COVID-19 pandemic triggered a transformation of the global supply chains with one of the change trajectories being greater regionalization of supply chains. In order to tap on the new patterns and opportunities, the project (**on the Central Asian regional level**) will foster linkages of the Central Asian private sector to regional and global value chains in green sectors. Also, in view of emerging regional and global sustainability, connectivity, and accessibility initiatives (such as the EU Green Deal, Trans-Eurasian rail network, UNESCAP's Framework Agreement on Facilitation of

Cross-border Paperless Trade in Asia and the Pacific, and others) the project will support regional dialogue among CA countries on regional development perspectives that have an impact on market access opportunities of the CA countries.

The project will support regional policy analysis on the issues and initiatives, which are vital for the inclusion of economic operators in regional and global value chains, including connectivity improvement, and addressing policy, technical and administrative barriers to trade.

The project will also utilize existing regional platforms (i.e., Central Asian Trade Intelligence Portal, Central Asian Working Group on Export Promotion of Agricultural Products, STEM4ALL, etc.) or establish new ones in partnership with stakeholders and other development partners to support policy makers, TSIs, and MSMEs of the region to address the issues related to ensuring the sustainability of trade (shift to sustainable production, green value chains), embracing digitalization (addressing digital connectivity, scaling-up e-commerce capabilities), and addressing MSMEs constraints (harmonizing and aligning regulation, complying with standards and technical barriers and enabling access to trade intelligence and trade finance).

Based on emerging post-COVID-19 trends, and with the aim of contributing to “building forward better” through trade, the project **(on a macro level)** will support Governments in designing and implementing in a participatory manner trade and private sector development policies aimed at strengthening economic resilience and transforming their production and export structures, increasing export competitiveness through the development of productive infrastructure in-line with global quality standards and best practices, promoting green, employment-rich and future-proof value chains, fostering trade digitalization and enabling environment for e-commerce. The priority will be given to supporting upstream policy advice on these development issues, especially those pertaining to creating a more favorable environment for the development of the trade-oriented private sector, enabling digital and green trade, as well as the scaling-up of innovative and sustainable development solutions.

Employment generation, including the creation of green and decent jobs, is one of the important aspects of the project’s strategy, and the project on the regional level will also support the governments in designing gender-responsive and youth-sensitive policies that address labor issues, including informality, labour market inequalities, and others.

The project will support government policies targeting better skillset matching and knowledge that meets the current and future needs of target value chains in green sectors. The focus will be on skills for future technologies and green jobs as well as methodologies for ensuring that young women and men are equipped with skills that match job opportunities, including technical capacities.

The project **(on a meso level)** will support improving the efficiency of public and trade support services for the private sector with a stronger focus on services critical for MSMEs at crisis times, such as foresighting new markets and facilitating market access, accessing and use of big data tools for trade intelligence, supply chain management and preparing supply chains to weather future disruptions, advanced and innovative trade finance, e-commerce mentoring and connecting to digital platforms.

The project **(on a micro level)** will continue to support building ‘forward-looking’ productive capacities, enhancing the efficiency and competitiveness of target ‘green’ VCs contributing to inclusive and sustainable human development through increased number of decent green jobs and livelihood opportunities for vulnerable communities, and with the emphasis on enhancing their resilience to domestic economic inefficiencies and external shocks, including COVID-related shocks.

Considering the shift in global trade towards digitalization and e-commerce, the dedicated activities under this component shall aim at enhancing MSMEs capacities to trade online and intensively utilize e-commerce to reach new customers and markets and strengthen the demand-driven quality of goods and services offered.

The project will leverage methodologies on foresighting new and emerging markets and consumer trends with the aim to identify ‘future-proof’ green niche products and value chains thus ensuring better competitiveness of sectors. Only products which contribute to greening the economies and generate decent employment will be considered.

A particular emphasis will be put on enhancing **women’s and youth’s economic empowerment** and participation in trade. Despite their importance in the economy, women and youth have remained on the side-lines of trade and entrepreneurship development policy. Even before the onset of the COVID-19 pandemic, they were struggling to integrate into the global economy and capitalize on opportunities presented by trade, including the rise of e-commerce and global value chains (GVCs). The pandemic has only further exacerbated the numerous challenges women and youth face in this regard and exposed their vulnerabilities. Therefore, a special focus will be put on integrating gender equality issues throughout all activities of phase V and at least 15% of the budget will be targeting specific activities on supporting women and youth entrepreneurship and economic empowerment as well as gender equality.

Based on the lessons learned from the previous phases of the UNDP-implemented Aid for Trade project, the project will continue working on three different levels that are mutually re-enforcing: (1) the policy level (macro level), (2) business support institutions (meso level) and (3) direct support to businesses (micro level). Cross-cutting themes throughout all three levels are job creation in green sectors, environmental sustainability, and gender.

The project will address the development challenge through three sub-components:

I. Support regional cooperation, connectivity and integration into regional and global value chains

- 1.1. Support regional policy analysis and dialogue among Central Asian countries on opportunities for greater regional cooperation and linking up to regional and global value chains, as well as on regional development perspectives that have an impact on market access opportunities of the countries, particularly in view of emerging strategic regional and global initiatives on sustainability, connectivity, and accessibility;
- 1.2. Support regional cooperation and integration initiatives among Central Asian stakeholders and value chain actors that foster linkages to regional and global value chains;
- 1.3. Support knowledge transfer on building gender-sensitive and ‘future-proof’ productive capacities and facilitating market access among stakeholders and value chain actors of Central Asia, as well as with the European Union counterparts, in particular, Finland’s institutions.

II. Supporting enabling environment for building economic resilience, and inclusive and sustainable growth through:

- 2.1. Enabling national policies for trade oriented private sector development and enhancing green economic resilience with focus on
 - addressing legal and policy barriers to trade-oriented private sector development;
 - promoting green, employment-rich, gender-sensitive, and future-proof value chains (including but not limited to trade policies/regulations promoting environmental

sustainability and allowing the countries to harness trade-related opportunities arising from the transition to the green economy, supporting the increase of productivity, resource efficiency, competitiveness, enhancing the quality and improving standards);

- fostering trade digitalization and enabling an environment for e-commerce.

2.2. Improving efficiency of public and trade support services for the private sector with a strong focus on services critical for MSMEs in times of crisis or economic recovery periods such as:

- foraging new markets and facilitating market access
- accessing and using big data for trade and market intelligence
- gender-sensitive supply chain management and preparing supply chains to weather future disruptions
- advanced and innovative trade financing
- e-commerce mentoring and connecting to digital platforms.

III. Supporting job creation and improving the efficiency and competitiveness of value chains in green sectors:

- 3.1. Support to developing of 'green', employment rich and 'future proof' value chains that are gender-sensitive and have high productivity and market potential;
- 3.2. Increased productivity, competitiveness, and export readiness of target green value chains;
- 3.3. Enhanced capacities of MSMEs (especially women-led enterprises) to trade online;
- 3.4. Enhanced capacities of MSMEs to use big data for trade and market intelligence;
- 3.5. Targeted support for women and youth entrepreneurship development:
 - 3.5.1. Targeted workshops to continuously identify barriers for female and youth entrepreneurs and develop feedback loops;
 - 3.5.2. Supporting the formulation and establishment of programmes to support women and youth entrepreneurship (i.e., mentorship programmes, programmes on improving access of women-led SMEs to affordable innovative and inclusive financing, etc);
 - 3.5.3. Technical assistance to groups of women in business planning and supporting women-led micro-enterprises.

DEVELOPMENT IMPACT

Inclusive and sustainable economic recovery and growth, employment, and decent work for all (SDG#8)

OUTCOME

No one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development

OUTPUT

Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity

RESULTS

I. Supporting regional cooperation, connectivity, and integration into regional and global value chains in green sectors
 II. Supporting enabling environment for building economic resilience, and inclusive and sustainable growth
 III. Supporting job creation and improving the efficiency and competitiveness of value chains

ACTIVITIES

1.1. Support to regional policy analysis and dialogue on opportunities for greater regional cooperation and linking up to regional and global value chains, as well as on regional development outlooks that have impact on market access perspectives of the Central Asian countries

1.2. Support to regional cooperation and integration initiatives among Central Asian stakeholders and value chain actors that foster linkages to regional and global value chains

1.3. Support of knowledge transfer initiatives on value chains development among Central Asian stakeholders, as well as with EU counterparts, in particular Finland's institutions

2.1. Enabling policies for trade oriented private sector development and enhancing economic resilience

2.2. Improving efficiency of public and trade support services for the private sector with strong focus on services critical for MSMEs in times of crisis or economic recovery periods

3.1. Support to developing 'green', employment rich and 'future proof' VCs that have high productivity and market potential,

3.2. Increased productivity, competitiveness, and export readiness of target value chains

3.3. Enhanced capacities of MSMEs (especially women-led enterprises) to trade online

3.4. Enhanced capacities of MSMEs to use big data for trade and market intelligence

3.5. Targeted support for women and youth entrepreneurship development

ASSUMPTIONS

Governments remain committed to regional integration
 The private sector's interest in and demand for regional cooperation remain the same or increase
 The green financing is growing

Governments remain committed to implement their export development policy

Countries VCs stakeholders remain committed to implement its export strategies and engage to global and regional VCs in green sectors
 The private sector's interest in and demand for trading online remain the same or increase
 There is sufficient number of businesses with export potential
 Export markets remain open

RISKS

- Government or institutional changes delay regulatory improvements for green recovery and growth, which can slow down the project's progress
- Economic slowdown associated with a pandemic or related quarantine situation may impact project results
- Security concerns in Central Asia
- Natural disasters in geographical target areas may impact on project results
- Exchange rate fluctuations may require changes in the budget and in activities and targeted results

LINKAGES TO UNDP'S Regional Programme Document (RPD):

Direct link to area of work 2 of RPD (No one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development), Output 2.2 (Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity).

On the regional level, the project will focus on the following interventions:

1. Support regional cooperation and integration initiatives among the Central Asian stakeholders and value chain actors that foster linkages to regional and global value chains in green sectors
2. Support identification and analysis of the issues detrimental to linking Central Asian countries to RVCs and GVCs and design interventions to support CA countries to improve integration within and between the region and the world.
3. Support enhancing the capacities of public officials to negotiate and implement regional and international trade agreements
4. Support the analysis of regional development perspectives, particularly in view of strategic regional initiatives in the Eurasian continent as well as the EU (sustainability issues, transport, accessibility, etc.), that have an impact on market access perspectives of the CA countries.
5. Ensure collaboration and cooperation between participating countries, as well as other regional and national projects working on inclusive and sustainable growth and other related issues. As such, the regional level will ensure capturing cross-border externalities and spillovers and address emerging issues that are addressed more efficiently cross-country as well as promote inter-regionality as per previous phases. The regional level will also facilitate knowledge generation and sharing of experience and expertise between participating countries.
6. Partnership-building and network development between export promotion agencies to provide tailored trade support services for MSMEs, which can address the low levels of knowledge and understanding of foreign export market requirements.
7. Support to enhancing the trade and market intelligence capacities of the region's trade support institutions and private sector to be able to more efficiently use market opportunities, guide product diversification beyond traditional export baskets, and ensure better integration into regional and global markets/value chains.
8. Ensuring that international quality and food safety standards and 'green' innovations, methodologies, and sustainable agricultural practices are adopted equitably across the region by forging alliances with development partners, researchers, universities, and think tanks.
9. Support identification of 'future-proof' green products and value chains, through foresight of new and emerging markets and consumer trends.

10. Support knowledge transfer initiatives on value chain development among the Central Asian stakeholders, as well as with the European Union counterparts, in particular Finland's institutions.

Linkages to the UNDP Country Programme in Tajikistan

The project in Tajikistan will contribute to the UNDP Country Programme for 2023-2026, in particular Output 1.2. (Innovative solutions are scaled up for green and inclusive value chains and enhanced trade and cross-border economic cooperation to promote sustainable livelihoods and jobs) by working on enhancing resilience and promoting inclusive and sustainable growth through building productive capacities and promotion of green value chains which produce high value-added and competitive products, create decent and green jobs, especially for women living in rural areas, and promote sustainable and circular production patterns.

The project will focus on the following three levels:

1. Enabling policies for trade and export-oriented private sector development and enhancing economic resilience (macro level);
2. Improving efficiency of public and trade support services for the private sector with a strong focus on services critical for MSMEs in times of crisis or economic recovery periods (meso level)
3. Supporting decent and green jobs creation and improving the efficiency and competitiveness of sustainable and inclusive value chains. Targeted support for women entrepreneurship development (micro level)

The project will work with the Ministry of Economic Development and Trade (MEDT), State Committee on Investments, Ministry of Justice, Agency for Export, and other relevant state agencies to develop and implement policies, conducive legislative and regulatory frameworks aimed at export and trade-oriented private sector development, diversification of the economy and exports, enabling digital trade, promoting green value chains and harnessing trade-related opportunities arising from the transition to the green economy, enhancing economic resilience of MSMEs and promotion of decent and green jobs. In addition, the project will continue its support to the stakeholders in the implementation of priorities set in the Action Matrix of the State Programme on Export Development 2021-2025, the inter-ministerial Working Groups and Consultative Councils on Investment Promotion and Public Private Dialogue which bring together the private sector, civil society and the public sector to discuss and address barriers to private sector activity and market access through an open dialogue platform.

At the meso level, the project will work with Trade Support Institutions (TSIs) to improve available and develop new services to the private sector especially the ones critical for MSMEs in times of crisis or economic recovery periods. Services include but are not limited to the foresight of new markets and trends and facilitating market access, accessing and using trade and market intelligence, supply chain management and preparing supply chains to respond to future disruptions, advanced and innovative trade finance, e-commerce mentoring, and connecting to digital platforms. Activities here will also focus on priorities identified in the State Programme on Export Development (EDP) for 2021-2025 and support its effective implementation and monitoring. Moreover, the project will also work on improving the provision of governmental services to the

private sector, including optimisation, simplification, and digitalization of governmental procedures.

At the micro level, the project will work directly with producers supporting the selected employment-rich, high value-added, and green value chains and niche products. The focus on green niche products and markets has been tested during phase-IV and proved that it is as easier for these products to access new market (volume) and allow for the premium price that contributes to decent jobs and not a downward competition on price. In addition, green niche products tend to allow for a greater degree of environmental sustainability and a greater degree of flexibility in terms of adapting to a special agricultural setting. Examples of niche products include essential oils, medical herbs, and specialty food. Through its Regional component, the project will conduct a market assessment to identify which products have the best market potential to be supported.

At this level, the project will put special emphasis on supporting businesses to improve export competitiveness and enhance resilience through the introduction of international quality and food safety standards, sustainable, and climate smart agricultural practices, as well as more advanced and productive processing methods based on innovative and resource-efficient 'green' technologies to enable producers to access international markets.

The project will have dedicated activities to support women and youth in developing their business skills through mentorship programmes, capacity building trainings, and networking opportunities. The project will also create visibility for women entrepreneurs to reinforce role model images.

Linkages to the UNDP Country Programme in the Kyrgyz Republic

The project in the Kyrgyz Republic will contribute to the UNDP Country Programme for 2023-2027 in terms of supporting the programme priority aimed at *'strengthening productivity of small businesses, including green and creative industries, by improving access to local and global value chains, incubation and business development support with a particular focus on digital solutions, coupled with efforts to close the digital divide'* (para 26 of CPD) by working on enhancing resilience and promoting inclusive and sustainable growth through building productive capacities and promotion of green value chains which produce high value-added and competitive products, create decent and green jobs, especially for women living in rural areas, and promote sustainable and circular production patterns.

The project will focus on the following three levels:

1. Enabling policies for trade-oriented private sector development and enhancing green economic resilience (macro level);
2. Improving the efficiency of public and trade support services for the private sector with a strong focus on services critical for MSMEs in times of crisis or economic recovery periods (meso level)
3. Supporting job creation and improving the efficiency and competitiveness of sustainable and inclusive value chains. Targeted support for women entrepreneurship development (micro level)

At the macro level, the project will support the Cabinet of the Ministers of the Kyrgyz Republic (the Cabinet) to formulate policies together with employers' associations and trade unions aimed at diversification of the economy and export basket to build green economic resilience and create decent jobs, as well as policies promoting digital and 'green' economies. The project will also support the Cabinet in its efforts to improve access to finance for MSMEs, including by developing and promoting trade finance instruments and loan facilities that target environmental sustainability, high employment generation, as well as high export potential products.

At the meso level, the project will continue its work with trade support institutions, aiming at developing better and more sustainable services for the private sector to access markets, trade information and trade financing with a strong focus on services critical for MSMEs in times of crisis or economic recovery periods. The component will also focus on supporting the development of e-commerce which is critical in ensuring that MSMEs are connected to the international market and integrated into global trade.

At the micro level, the project will focus on identifying and developing green high value-added chains in rural areas with high export and employment potential. At this level, the project will support value chain actors to improve export competitiveness and enhancing resilience through introduction of international quality and food safety standards,, sustainable and climate smart agricultural practices, as well as more advanced and productive processing methods based on innovative and resource-efficient 'green' technologies.

The project will have dedicated activities to support women and youth in developing their business skills through mentorship programmes, capacity building trainings and networking opportunities. The project will also create visibility for women entrepreneurs to reinforce role model images.

Linkages to the UNDP Country Programme in Uzbekistan

The project in Uzbekistan will contribute to the objectives of the UNDP Country Programme (2021-2025) by supporting programmatic priority on '*Exploring innovative policies for resilient and inclusive growth to address regional income and public service disparities, while advancing an enabling environment for new green, decent jobs and entrepreneurship development*' (para 14.a), working on enhancing resilience and promoting inclusive and sustainable growth through building productive capacities and promotion of green value chains. The latter is expected to produce high value-added and competitive products, create decent and green jobs, especially for women living in rural areas, and promote sustainable and circular production patterns.

The project will focus on the following three levels:

1. Enabling policies for trade oriented private sector development and enhancing economic resilience (macro level);
2. Improving efficiency of public and trade support services for the private sector with a strong focus on services critical for MSMEs in times of crisis or economic recovery periods (meso level)
3. Supporting job creation and improving the efficiency and competitiveness of value chains. Targeted support for women entrepreneurship development (micro level)

At the macro level, the project will work with Ministry for Investments and Foreign Trade (MIFT), Ministry of Finance, Central Bank, Chamber of Commerce and Industry, and other relevant state agencies and local administrations to develop and promote policies aimed at trade oriented private sector development, diversification of the economy and geography of exports, enabling digital trade, promoting job creation by supporting green value chains and harnessing trade-related opportunities arising from the transition to the green economy, enhancing economic resilience, increasing competitiveness and productivity, the broader introduction of innovative 'green' technologies, further liberalization of the foreign trade regime and support to WTO accession process. The project will also support the Government's efforts to formulate policies that facilitate improved access of MSMEs, especially "green" businesses to finance.

The project will also support the Government to implement trade facilitation measures that support more efficient cross border trade and improve trade connectivity, including measures aimed at decreasing foreign trade transaction costs, simplification and harmonization of customs and border

procedures, digitalization and streamlining trade and transit procedures, especially along the transit corridors connecting the Central Asian region with priority markets, further development of conformity assessment system

At the meso level, the project will support the Export Promotion Agency, Chamber of Commerce and Industry, and other TSIs in improving their capacity to provide trade promotion services to the private sector with a strong focus on services critical for MSMEs in times of crisis or economic recovery periods. This will include and will not be limited to foraging new markets and facilitating market access, accessing and using trade and market intelligence, supply chain management and preparing supply chains to future possible disruptions (economic, environmental shocks), advanced and innovative trade finance, e-commerce mentoring and connecting to digital platforms.

At the micro level, the project will focus on identifying and developing green value chains in rural areas with high export and employment potential. At this level, the project will support value chain actors to improve export competitiveness and enhancing resilience through introduction of international quality and food safety standards, sustainable and climate smart agricultural practices, as well as more advanced and productive processing methods based on innovative and resource-efficient 'green' technologies.

The project will have dedicated activities to support women and youth involved in 'green' businesses by developing their business skills through mentorship programmes, capacity building trainings, and creating networking opportunities. The project will also support visibility for women entrepreneurs to reinforce role model images.

The other levels of intervention will include a gender lens throughout all the interventions and will require at least 40% female participation throughout all activities.

Managing social and environmental risk

Social and environmental sustainability are cornerstones of human development and poverty reduction. The project will have the following overarching policy and principles:

Principle 1: Contribution towards SDGs

Goal 1. (sub-goal 1.1) Supported through project target: Total number of green jobs supported (female/male)

Goal 2. (sub-goals 2.3 and 2.4) Supported through project indicator: Number of participants in green value chain networks/cooperation; Number of green value chains supported

Goal 5. (sub-goal 5.5) Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life. Supported through project indicator: Number of women-owned enterprises in green sectors supported, Total number of jobs supported, including for women

Goal 8. (sub-goals 8.1, 8.2, 8.3, 8.a) Supported through project indicators: Number of new green decent jobs disaggregated by sex; % increase of sales volume of female entrepreneurs supported

Goal 9. (sub-goal 9.2.) Take up of new technologies or export practices and skills

Goal 12 (sub-goal 12.a) Supported through project indicator: Number of green value chains supported; % of increase in productivity of targeted value chains

Goal 17. (Sub-goal 17.6) Number of green value chains supported; New markets reached.

Principle 2: Human Rights

UNDP is looking for an integrated approach and the principles of human rights will be explicitly mainstreamed into the work on creating decent jobs. As stated in the Strategic Plan 2022-2025 "*UNDP will explicitly mainstream the agreed intergovernmental principles of accountability,*

inclusion, and effectiveness across all signature solutions and development contexts, drawing on experience with mainstreaming gender equality, human rights and the social and environmental standards.”

The project will specifically target the right to work as per ICESCR Art.6.1, the right to an adequate standard of living, and the elimination of discrimination against women (UN CEDAW ART. 14).

The main aim of the project is to support governments in creating decent jobs in green sectors focusing on productive employment that support decent living standards and social, environmental and economic integration. Special focus will be given to supporting female productive employment, as well as female entrepreneurs who will be creating decent jobs. The project will put special attention to ensuring that jobs are formalized by collaborating with social partners: the Government, employers’ associations, and existing trade unions. The project will also focus on promoting better productive smart capacities within the agricultural sector, working with VCs and associations ensuring better integration into trade (increasing income) and increasing productivity (food security). The project will also ensure that participating businesses implement safe labour standards as per national laws, under the public control of the trade unions as well as the ILO convention concerning Occupational Safety and Health (Article 16). Article 16 refers to the use of machinery and equipment, as well as the use of chemical substances.

In addition, the UNDP’s Social Environmental Standards²⁶ are an integral component of UNDP’s quality assurance and risk management approach to programming. This includes a Social and Environmental Screening Procedure which is based on the internationally recognized due diligence criteria that include human rights and gender equality assessment. Projects that have higher than zero or low risk on the due diligence criteria, need to undertake a complete and extensive assessment to ensure that no harmful impact is done. The objectives of the standards are to:

1. Strengthen the social and environmental outcomes of Programmes and Projects
2. Avoid adverse impacts to people and the environment
3. Minimize, mitigate, and manage adverse impacts where avoidance is not possible
4. Strengthen UNDP and partners’ capacities for managing social and environmental risks
5. Ensure full and effective stakeholder engagement through existing social partnership practices, including through a mechanism to respond to complaints from project-affected people.

In addition, UNDP's due diligence process includes an accountability mechanism where project clients can address their grievances. The mechanism is managed independently from the project so to ensure no conflict of interest.

Disability inclusion

The project will apply disability inclusive approach as a cross-cutting theme. Government partners will be supported in elaboration and implementation of disability-inclusive trade development policies and programs, especially those related to development of online trade/e-commerce and fostering access to trade and market intelligence. The project will also work with Trade Support Institutions to provide entrepreneurs and traders with disabilities equal access to business and trade support services, including support with digital skills and connecting to online trade platforms, that can help people with disabilities to harness opportunities presented by the rise of digital trade and e-commerce.

²⁶ <https://www.undp.org/accountability/social-and-environmental-responsibility/social-and-environmental-standards>

As finding and sustaining work is a challenge for many people with disabilities the project will work with organizations/associations of people with disabilities to look for opportunities of employment of people with disabilities in the businesses/enterprises supported by the project.

Principle 3: Reducing inequality

The project will focus on rural areas with limited opportunities and access to new technologies. The project will support farmers, as well as small businesses. The main aim is to create jobs and generate income through developing their capacities in terms of productivity, quality, and access to markets.

Principle 4: Gender equality and Women's empowerment

The socio-economic costs of COVID-19 have so far fallen disproportionately on women. While men have experienced higher death rates across Central Asia, women have felt the secondary effects of the pandemic with drops in employment, increased burdens of unpaid care work and poorer job conditions.

Moreover, sectors with higher shares of female employment have been hit particularly hard (tourism and retail trade), while childcare options outside the home are much reduced. As a result, women's employment rates have fallen sharply. With the COVID-19, women are facing greater reductions in paid hours of work and more job losses, more women than men entrepreneurs discontinued their business activities, i.e., in Kyrgyzstan, a higher proportion of women-led MSMEs (72%) reported they could not repay their loans, compared with men-led MSMEs (61%).

Even before the onset of the COVID-19 pandemic, women were struggling to integrate into the global economy and capitalize on opportunities presented by trade, including the rise of e-commerce and regional and global value chains. The pandemic has only further exacerbated the numerous challenges women face in this regard and exposed their vulnerabilities.

Therefore, the project phase V approach to ensuring better gender equality and women's empowerment is proposed to be two-fold. First of all, gender equality issues will be mainstreamed throughout all activities, and secondly, the project will also implement activities exclusively dedicated to women with a minimum of 15% of the programmatic budget being invested to directly support gender issues and/or women entrepreneurship.

The work on mainstreaming will include a gender lens at the policy level in order to ensure that specific gender concerns are integrated into policies and later into implementation in collaboration with the social partners. At the micro-level, the project will ensure more active participation of women in the project activities that aim to enhance the productive and export capacities on the ground. Overall, this approach focuses on mainstreaming gender issues throughout the project implementation.

Priority will be given to the capacity development activities focusing on women entrepreneurs, as well as women-centric job creation in green sectors. The project will also continue its work on promoting mentorship programme in all three countries, however with more focus on trade-related skills building and operating in selected "green" sectors.

All project activities aimed to advance gender equality and women's economic empowerment will be determined and implemented in consultations and jointly with relevant women's committees, associations, local councils and women representing trade unions of three countries, as well as other relevant national stakeholders.

Principle 5: Environmental Sustainability

At the business level, the project will support activities that are environmentally friendly and that:

1. Decrease CO2 emissions or

2. Ensure implementation of climate change mitigation/adaptation activities, or
3. Ensure sustainable natural resource management, or
4. Ensure disaster risks are considered, and the initiative's investments are protected from potential hits of disasters by decisions based on the information on available risks, vulnerabilities, and capacities.

Standards used will be compliant with the Convention on Biological Diversity which includes the sustainable use of components and the fair and equitable sharing of the benefits arising out of the natural resource.

A detailed list of indicators the project will be compliant to in order to ensure social and environmental sustainability can be found [here](#).

Project activities will be climate proofed meaning that no activities will exacerbate climate change, and those activities implemented will be developed bearing in mind climate change issues (ex. drought, irrigation issues, crops, etc.). In addition, the premise of the project is to ensure that future productive capacities are sustainable i.e. that growth orientation is made towards value chains that reduce the impact on climate change.

Results from previous phases

Phase III (2014-2018) and ongoing phase IV (2018-2022) of the Aid for Trade project supported trade and productive capacities that prioritized employment and sustainable development in Kyrgyzstan, Tajikistan, and Uzbekistan. The Aid for Trade project worked on three different levels: macro, meso and micro level. The macro level focused on developing visions for trade oriented private sector development policy, on the meso level the project supported business and trade support institutions to develop better services to serve SMEs and on the micro level the project directly supported value chain actors to build productive and export capacities for green niche products, identified in the agricultural, agro-industrial and other employment-rich sectors to contribute to more economically, socially and environmentally sustainable growth patterns.

Since the start of its activities in 2014 under phase III and IV, the project was able to support the creation of over 4200 new jobs²⁷ mostly in rural areas. The project supported trade deals worth \$500 million through its export promotion activities.

The project evaluations of the second²⁸ and third²⁹ phases of the project were overall positive. Main conclusions of the evaluation indicated that the majority of respondents ranked the project as highly relevant, effective, and efficient. Both clients and government officials agreed that the project managed to generate positive impact and contributed to the integration of the participating countries in the regional trade flows.

[The Evaluation report: Finland's Development Cooperation in Eastern Europe and Central Asia](#), which assessed the development policy and cooperation implemented during 2009-2021 by the Ministry for Foreign Affairs of Finland highlighted the positive contribution the Aid for Trade project has made in terms of economic development of beneficiary countries, including jobs creation, increasing exports, improving the legislative and regulatory environment for business and trade,

²⁷ TJK: BCF 377 (217), AIMS 30(2), gender programme 82 (72), trade points: 85(38), trade dev. Programme 345, trade cap dev prog 372, FEZ 973. KGZ: VCs 267 (94), GF: 1 225 new jobs, 5 887 maintained. UZB: pilot projects 192 (143), export support 269 (100) Total figure: 4217 min 50% went to women (where data available).

²⁸ Christina Mosnaega (March 2016), Final Evaluation of the Aid for Trade project-phase II.

²⁹ Gevorg Torosyan (October 2019) Aid for Trade project in Central Asia, Phase III (2014-2018) Evaluation Report

and supporting the capacity-development of beneficiary institutions as a key aspect of securing sustainability for a range of interventions.

Lessons learned from previous phases

1. COVID-19 pandemic exposed the Central Asian countries' vulnerabilities across socio-economic dimensions and therefore stronger emphasis should be put on strengthening the forward-looking capacity, resilience, and responsiveness of SME and entrepreneurship policy frameworks.
2. Agriculture and food markets have changed significantly in the recent decade and will continue to transform in the future. These changes are driven by demographics, growing urbanization and increases in the middle class in developing countries, changing patterns of consumption worldwide, increasing uncertainty related to climate change, geopolitical shifts and others. COVID-19 will likely revolutionize the localization of production but also digitalization and direct consumer contact.
3. The COVID-19 pandemic revealed that women remained one of the most vulnerable groups and were hit particularly hard by the crisis as they rely heavily on remittances and are involved in the sectors affected the hardest by the pandemic. Also, during the previous phases it was observed that women tend to benefit better from dedicated activities and interventions; when given opportunities, they are focused, committed, and offer great untapped potential to contribute to economic growth. Therefore, during phase V the project will put a greater focus on providing targeted support to women through activities related to capacity building and access to finance.
4. Despite the availability of a variety of financial products and international/regional best practices, export financing remains limited in the project's target CA countries. Providing support in the introduction and/or promotion of such instruments would significantly help exporters to expand their production and exports.
5. Regulations and quality infrastructure, especially in agricultural sector, are still not fully aligned with the international market requirements, which in turn reduces the competitiveness and export potential of the sector. To mitigate this and ensure that businesses can access global and regional markets, phase V will continue to support governments and businesses in their efforts to comply with international food safety and quality requirements and standards, including through the preparation of producers and businesses for certification processes, and capacity building on market access requirements.
6. Lengthy exports procedures as well as high trade transaction costs cause a significant burden to exporters and reduce their competitiveness. Therefore, during phase V the project will continue to support further simplification of cumbersome export procedures.
7. Weak coordination between associations and cooperatives which is correlated to the overall fragmentation within the sector, but also results in limited participation of the sector in relevant decision-making processes especially related to the regulatory framework. It is planned, therefore, that the project will continue its support in promoting dialogue between producers, processors, associations, and institutions to ensure an informed decision process between stakeholders and the government.
8. Given the vulnerability of the project's beneficiaries in the agricultural sector to various risks associated with weather and climate change, the project will put larger emphasis on developing mechanisms to predict, manage and respond to such agricultural risks and crises situations.
9. The governments' initiatives towards improving the national policy on economic development and trade promotion were supported by the project in previous phases and several positive

results were achieved. The project will continue to support activities aimed at streamlining trade-related public services provision as set in the national priorities of the countries.

10. Given that the production of the countries is highly fragmented, competing on price/quantity remains extremely difficult. The focus on novelty/niche products that are environmentally sustainable and allow for a high value-added to producers proved to be successful during piloting in phase IV. The project will therefore continue supporting green niche products and value chains during phase V.
11. Ownership is a prerequisite to ensure sustainability. As such, the project perceives all clients as equal partners both in terms of planning and implementation. This approach was important to establish ownership but also to benefit from existing knowledge. The project will continue with its efforts in building local capacity and supporting/establishing national and local institutions.
12. Procurement, which involves international purchasing, is prone to lengthy delays. Continued and close monitoring of the procurement process and delivery process is required.
13. Increasing online presence is needed to be able to fill the gap that has been left by restrictions to travel and personal contact. As the COVID-19 restriction has unfolded, the project has identified that activities such as B2B consultations and trainings can be organized using online digital tools. However, limited broadband and the rising cost of connectivity make this more difficult.

III. RESULTS AND PARTNERSHIPS

Expected Results

Building on extensive experience, lessons learned, and results from previous phases, the project will work on supporting Central Asian countries in promoting inclusive and sustainable growth through promoting green value chains and increasing competitiveness with a strong emphasis on building more resilient, secure and gender-responsive economic structures through economic diversification and adapting to the impact of COVID-19.

The project will achieve this through three sub-components:

- At the regional level:
 - Supporting regional cooperation, connectivity and integration into regional and global green value chains
- At the country levels:
 - Supporting enabling environment for building economic resilience, and inclusive and sustainable growth
 - Supporting job creation and improving the efficiency, competitiveness and gender-responsiveness of target 'green' value chains

The project will use overarching indicators to measure the progress. Overarching indicators will be based on national priorities of the target countries³⁰, relevant SDG goals and targets and aggregate indicators for Finland's Development Policy³¹ related to promoting inclusive and sustainable

³⁰ The Development Strategy of New Uzbekistan for 2022-2026; National Development Strategy of the Kyrgyz Republic for 2018-2040; National Development Strategy of the Republic of Tajikistan for the period up to 2030

³¹ Priority 2: Sustainable economies and decent work and Priority 4: Climate and natural resources

economic growth, full and productive employment and decent work, women's empowerment, inclusive and sustainable industrialization and value addition to commodities:

- Total number of full-time decent jobs created, (female/male/people with disabilities) (linkage to SDG targets 8.3. and 8.5.)
- Number of micro and small enterprises supported (including those that employ people with disabilities) (linkage to SDG targets 2.3, 9.3.)
- Number of women-owned enterprises supported (linkage to SDG targets 2.3, 5.5.)
- Number of new enterprises in non-traditional sectors supported (linkage to SDG target 9.2.)
- Number of participants in value chain networks/cooperation (linkage to SDG target 9.3.)

In addition, overarching component indicators will be measured to evaluate quality.

Component 1 - Support to regional cooperation, connectivity and integration into regional and global value chains

- % of increase in bilateral trade between the target countries
- Number of public officials supported to negotiate and implement regional trade agreements
- Number of regional dialogues on regional economic development perspectives and cooperation supported
- Number of value chain networks/cooperation established and/or supported;
- Number of knowledge transfer activities among Central Asian value chain actors and stakeholders supported
- Number of exchanges of know-how with EU and Finland

Component 2 - Supporting enabling environment for building economic resilience, inclusive and sustainable growth through:

- Adoption of law/regulation/strategy/policy (yes/no) with three levels of quality
 - o Development 1 - low
 - o Adoption 2 - good
 - o Implementation 3 –strong
- % changes in level of knowledge of entrepreneurs and civil servants;
- Number of proposals for laws and policies that improve business environment and regional economic integration;
- Number of policy measures, aimed at trade oriented private sector development, increasing competitiveness, and enhancing economic resilience outlined in national priorities, policies and strategies;
- Number of laws/regulations/strategies/policies supporting new green economy sectors
- % change in administrative burden- simplified or optimized or improved public services
- Number of improved trade-related public services;
- Number of new export promotion services critical for MSMEs in times of crisis or economic recovery periods, established
- Number of improved services provided by trade support institutions to the private sector
- Number of MSMEs, especially women entrepreneurs, that utilize business development services including strengthening innovation and responsible business practices, and finance to improve and/or grew their business;
- % of increase in client base of TSIs;
- % of activities include gender lense (min, 100%).

Component 3 - Supporting job creation and improving the efficiency and competitiveness of value chains in green sectors:

- Number of full-time decent green jobs created, disaggregated by sex;
- Number of green value chains supported;
- Number of solutions that enhance climate resilient and low-emission development;
- Number of new markets reached by supported value chain actors;
- Number of MSMEs or individuals gaining access to a value chain;
- % of the increase in export volumes of targeted value chain actors;
- % of the increase in incomes of targeted value chain actors;
- % of the increase in productivity of targeted value chain actors;
- Number of smallholders reached through measures aimed to increase their sustainable agricultural production and/or access to markets;
- Number of MSMEs supported;
- Number of businesses trading online
- % of the increase in online trade
- Number of e-commerce related capacity-building activities for entrepreneurs supported
- Number of new enterprises, especially for women, established;
- Number of women-owned enterprises supported;
- % increase of sales volume of female entrepreneurs;
- Number of women and youth entrepreneurship development programmes established
- Number of women and youth benefitting from established programmes;

Women and men are targeted equally with the interventions and sex-disaggregated data will be collected. In addition, the project will include activities that particularly focus on young and women entrepreneurs. Activities will include a mentorship programme for young and female entrepreneurs, as well as a dedicated programme to support MSMEs headed by women.

With regard to non-discrimination, the selection process for activities, procurement, partner selection, etc. will follow the relevant UNDP's rules and regulations to ensure that all transparency criteria are met.

The project's activities at all levels will be carried out jointly with and/or through existing national institutions to ensure better sustainability and national ownership of the results. The project also will have national steering committees at country level where progress and future implementation will be discussed by the UNDP, donor, main governmental counterparts, as well as project beneficiaries.

Resources Required to Achieve the Expected Results

The project will be implemented jointly with the UNDP country offices in target countries and will benefit from existing the UNDP infrastructure and the network of experts and practitioners established during the previous phases. The implementation of project activities will be coordinated with the on-going UNDP area-based development projects/communities programmes. The utilization of the existing project infrastructure and accumulated project implementation experience will support the efficient and timely delivery of project activities. Project implementation will also be coordinated by UNDP between the countries, and potential synergies will be explored.

Partnerships

The project builds on the Aid for Trade (AfT) experience the UNDP has had within Europe and the CIS region and globally over the past decade. The project will continue to support structural reforms processes in the fields of agriculture, private sector development and trade policy and build on past successful experience with policy advice, support of trade support institutions and agro-processing and business facilities leading to the creation of new decent jobs in rural areas. The project will also seek collaboration at regional and country level with large scale companies working along the supported value chains to support job creation on a bigger scale.

Kyrgyzstan

The main partner in Kyrgyzstan at the national level will be a state body responsible for export promotion. Other partners will include but are not limited to local trade support institutions such as the Chamber of Commerce and Industry, business associations, JSC “Guarantee Fund”, existing trade unions, and local service providers. At the local level, the project will work with oblast and district administration to ensure involvement of governance structures in the project’s work. With regards to other technical partners the project will work closely with the international donor community and specifically with GIZ, International Trade Centre (ITC), JICA, and USAID.

At the micro level, the project will work directly with green value chain actors supporting the selected high-value niche products that are sustainable.

Tajikistan

In Tajikistan, the main national partner of the project will be the Ministry of Economic Development and Trade (MEDT). The project will also work with the Ministry of Justice, Agency for Export, State Institution “Formation and Development of Entrepreneurship” (Business Incubator) and other relevant state agencies. In addition, the project will continue to support the inter-ministerial Working Groups and Consultative Councils which bring together the private sector, civil society, including trade unions, and the public sector to discuss and address barriers to private sector activity and market access through an open dialogue platform.

On the implementation level, a *National Steering Committee* (NSC) will be established consisting of representatives of national project partners and stakeholders. The MEDT shall retain overall responsibility for coordination of NSC and provide overall guidance for implementation of the project activities. The NSC may provide advice for designing the Annual Working Plans and may draft proposals and provide recommendations to the Project Board.

At the meso level, the project will work with Trade Support Institutions (TSIs) to improve available and create new services for the private sector.

At the micro level, the project will work directly with value chain actors supporting the selected high value and sustainable niche products in three most populous regions of the country: Sughd, Khatlon, and DRS. The project will also work closely with local administrations of Sughd and Khatlon regions and DRS in the process of implementation of local activities.

The project will partner with representatives of MEDT and other national partners and involve them to the extent possible in the process of monitoring of project results.

Uzbekistan

In Uzbekistan, the project will work with Ministry for Investments and Foreign Trade (MIFT), Agency for Strategic Development, Ministry of Finance, Chamber of Commerce and Industry and other relevant state agencies and local administrations.

At the meso level, the project will work with the national TSIs – the Export Promotion Agency, Association of Exporters and Chamber of Commerce and Industry to diversify the services portfolio,

improve the efficiency of the services, and will support the institutions in improving their capacities in the provision of tailored crisis-responsive export promotion services to private sector.

At the micro level, the project will focus on identifying and developing high-added value green niche products and value chains in rural areas of the Fergana valley that have high export potential.

In all three countries, stakeholder consultation will be conducted once a year, and stakeholder feedback will be collected at least once after each action and 6 months after the closure of the activity. The feedback will inform the design of following activities to ensure that client knowledge and needs are integrated in the planning.

Regional level

At the regional level, the project will work with the government structures as well as research institutions and think tanks to facilitate regional dialogue and cooperation.

The regional output of the project will foster the exchange between the national outputs to allow for better cross-fertilisation and results that benefit all three countries.

The Phase-III and Phase-IV worked actively and has acquired relevant expertise in helping the countries of Central Asia transition to more sustainable production patterns and food supply chains for better quality products, increased incomes and new market access, with particular focus given to the most vulnerable – the many women in informal employment, young entrepreneurs and local communities.³²

The project will continue contributing with the gained expertise, specialization and capacities to regional activities aimed at shifting value chains towards sustainable and differentiated products, improving income, employment, and market access opportunities, working closely with the donor community and international agencies, including with ITC on trade intelligence and Central Asian Trade Intelligence Portal, as well as with UNECE, Hilfswerk International and GIZ on agricultural standards that have become a regional feature.

Specifically, the project will strengthen its cooperation with:

1. Hilfswerk Austria International (EU) and its project '*Advanced Support Programme to Central Asian Business Intermediary Organizations – Specialized and Integrated Services for Export-Oriented Food Processing SMEs - CANDY – IV*', funded by the program of the European Union, Central Asia - Invest IV
2. ITC and its '*Ready4Trade Central Asia*' project, funded by the European Union
3. GIZ and its '*Regional Programme on Trade Facilitation in Central Asia*'
4. IFC and its '*Central Asia Trade Facilitation*' project (CATFP)
5. USAID's Regional project '*Trade Central Asia*' (TCA)
6. USAID's Kyrgyz Republic '*Agro Trade Project*'

To ensure synergies and consolidation of efforts the project will work closely with other on-going UNDP projects in three countries.

The project will also continue to collaborate with UNCTAD on the green product space methodology and its application in participating countries. The project will also explore collaboration opportunities with UNDP Accelerator Labs in Central Asian region and beyond on developing financing solutions (such as crowdfunding, etc.) for improving productivity, efficiency and sustainability of agricultural production at the farm and agro-processors level.

³²<https://www.uz.undp.org/content/uzbekistan/en/home/presscenter/articles/2020/06/how-to-create-lasting-change-and-impact--empowering-smes-and-wom.html>

Potential cooperation with Finland

The project proposes dedicated interventions to create increased linkages between stakeholders and value chain actors, including the private sector of three countries and Finland. This can take the concrete form of dedicated B2B along thematic lines or study tours.

With the support of Finnish partners, the project can support the strengthening of relations between experts and institutions between Finland and three countries. The project will also work to engage the experience and expertise of Finland in the field of building innovation capacities, digitalization (including e-commerce), 'green' and circular economy, food safety, quality management systems and standards and others.

Knowledge transfer will be conducted through exchange visits of producers, exporters and the relevant staff of government agencies and TSIs to respective partners in Finland, inviting the Finnish experts as the consultants, trainers and coaches to share advanced experience.

The project will work with Finnpartnership to promote trade and business partnership/cooperation between export-oriented SMEs of Central Asian countries and Finnish companies through targeted information campaigns and/or B2B matching events.

Given the strong emphasis of the project to promote sustainable trade, the project will establish partnership with Fair Trade Finland to leverage its experience in promoting introduction of Fair Trade standards with the aim to increase export competitiveness and allowing to open up wider export opportunities for farmers and agricultural producers of the region.

Alignment to Finland's country strategy for the Central Asian countries of Kyrgyzstan, Tajikistan and Uzbekistan (2021 – 2024)

The project strategy is aligned to Finland's country strategy for the Central Asian countries of Kyrgyzstan, Tajikistan and Uzbekistan (2021 – 2024) and supports two core areas of Finland's Development Policy and relevant outputs and indicators³³:

Priority area 2. Sustainable economies and decent work.

Output 2.2. Enterprises operating in developing countries create employment, livelihoods and income, and provide goods and services targeting poor people (SDG 8.2., SDG 5.5.).

Indicator: Number of full-time (equivalent) jobs supported or created.

Output 2.3. Micro, small and medium enterprises, and especially women entrepreneurs, have improved access to support services and finance that enhance innovations and responsible business practices (SDG 8.3, SDG 9.3.).

Indicator: Number of developing country MSMEs, especially women entrepreneurs, that utilize business development services including strengthening innovation and responsible business practices, and finance to improve and/or grow their business.

Output 3.2. Developing country governments have strengthened capacity to improve the business enabling environment and enhance regional economic integration (SDG 16.6., SDG 17.11.)

Indicator: Number of proposals for laws and policies that improve business environment and regional economic integration

Priority Area 4: Climate and natural resources

Output 1.2. Smallholder farmers' and SMEs' possibilities to participate in inclusive and gender-sensitive value chains have increased.

³³ These indicators are included in the list of project's overarching component indicators (in 'Results and Partnership' section of the project proposal)

Indicator: *The number of SMEs or individuals gaining access to a value chain*

Output 4.1. Sustainable agricultural production increased among smallholder farmers (incl. persons with disabilities), with special attention paid to women

Indicator: *Number of smallholders reached through measures aimed to increase their sustainable agricultural production and/or access to markets*

UNDP added value

Transparency & accountability: UNDP is committed to organizational transparency. The 2020 Aid Transparency Index, produced by the campaign for aid transparency Publish What You Fund (PWYF), rated UNDP with a score of 96.6 out of 100. Increasing its rating by 1.2 points since the index was last published in 2018, UNDP continues to be one of the leaders in transparency³⁴. UNDP Transparency Portal³⁵ publishes its financial information including procurement publicly and applies international standards in financial management and project management allowing for a high degree of accountability. The extensive checks and balances in place limit opportunities for misuse of funds. In accordance with decision 2012/18 of its Executive Board, UNDP is publishing the audit reports issued by its Office of Audit and Investigations (OAI) as from 1 December 2012.

Local presence: UNDP is an impartial partner working with national and local government structures, civil society, private sector, and local communities. The goal of UNDP is to support these actors in accessing opportunities that contribute towards achieving sustainable development. UNDP brings and connects countries to new approaches and technologies and supports dialogue between all spheres of society, while giving a special focus to vulnerable and excluded populations. UNDP has a strong presence in these countries, with existing sub-offices that ensure transparent and quality implementation.

Coordination & cooperation: UNDP coordinates and cooperates with other technical and social partners and donors to ensure maximum benefit for the funding invested. For example, if a donor works on the same thematic lines as the project, UNDP will ensure coordination and collaboration is in place. This has been demonstrated through numerous regional events implemented during phase III and IV of the AFT project (GIZ, USAID, Hilfswerk, UNECE, etc.).

Due diligence process in UNDP: UNDP's Social and Environmental Standards (SES) underpin UNDP's commitment to mainstream social and environmental sustainability in projects to support sustainable development. The objectives of the standards are to:

- Strengthen the social and environmental outcomes of Programmes and Projects;
- Avoid adverse impacts to people and the environment;
- Minimize, mitigate, and manage adverse impacts where avoidance is not possible;
- Strengthen UNDP and partner capacities for managing social and environmental risks;
- Ensure full and effective stakeholder engagement, including through a mechanism to respond to complaints from project-affected people.

The SES are an integral component of UNDP's quality assurance and risk management approach to programming. This includes a Social and Environmental Screening Procedure.

The standards are underpinned by an Accountability Mechanism with two key functions: 1) A Stakeholder Response Mechanism (SRM) that ensures individuals, peoples, and communities

³⁴ <https://www.undp.org/accountability/transparency>

³⁵ <https://open.undp.org/>

affected by UNDP projects have access to appropriate procedures for hearing and addressing project-related grievances; and 2) a Compliance Review process to respond to claims that UNDP is not in compliance with UNDP's social and environmental policies. Both mechanisms are publicly available, and all cases submitted are publicly available³⁶.

Through application of the SES and Accountability Mechanism, UNDP enhances the consistency, transparency and accountability of its decision-making and actions, improves performance, and strengthens achievement of positive development outcomes.

Regionality principles

The performance and value added of the regional project is to directly and indirectly contribute to delivering results that are unique in nature and cannot be replicated easily. In addition to complementing individual country office's results, through delivering these value-added elements, this regional project will be guided by the focus on consistency between the envisaged results and role and functions of the regional hub and country offices as well as limitations and access to resources to sufficiently achieve results.

To remain focused, this regional project will also be guided by the UNDP's Regionality Principles that clarify the ability and need to connect, advance and utilize learning, knowledge, expertise and experiences across the region or subregion³⁷. This ability is central both to the added value of UNDP as a multi-lateral organization, and to effectively linking the country and regional level results to the strategic focus at the global level, particularly making sure that:

- Regional public goods and services (such as regional integration, climate change, natural resource management, risk governance and crisis management) linked to other projects and interventions in green sectors
- Cross-border externalities and spillovers are addressed;
- The project advances awareness, dialogue and action on sensitive and emerging issues that are best addressed on a multi-country or inter-country basis;
- Innovation and smart solutions that overcomes institutional, financial and/or informational barriers that may be too high for an individual country to surmount are promoted;
- Inter-regional experience and expertise exchange is ensured in the cases if the development challenges and issues are of interest to 2 or more regions due to their particular relevance to, connections between and impact on these regions;
- Partnership-building and network development at regional and sub-regional levels is pursued to benefit from resources and opportunities that exist primarily or only at these levels; and
- Knowledge generation and sharing of experience and expertise, including through South-South and triangular cooperation focuses on issues of common interest so that countries can connect to, and benefit from, relevant experiences from across the region that are also connected to the global knowledge bank.

The project is aligned to the 2030 Agenda and has integrated a special focus to the environmental, economic and social nexus underlining the 2030 Agenda.

³⁶ <https://www.undp.org/content/undp/en/home/accountability/social-and-environmental-responsibility/social-and-environmental-standards.html>

³⁷ In this sense, one of the regional platforms the project will utilize and support for its capacity-building activities on e-commerce and digital trade will be regional STEM4ALL platform - a virtual, public space for advocacy, research and news to promote gender equality and inclusion in STEM across the region and beyond

Risks and Assumptions

The risks analysis has identified 8 risks. The first risk identified focuses on the potential of an economic downturn due to weak demand or restricted exports to the main export markets, which can have a potentially negative impact on employment generation and productive capacities in rural areas. The project is actively working on diversification of export destination base for products in order to make productive centers more resilient to external shocks. Other risks identified are occurrence of pandemic and related quarantine situation, natural disasters, or higher frequency of natural disasters (e.g. mud slides), frequent government staff changes and exchange rate fluctuations, as well as security and political stability, and climate change related issues. The project will closely monitor these risks in order to be able to pre-empt and address any arising concerns.

Assumptions revolve around continued support of the Governments to focus on export promotion and open economic system, as well as the capacities to provide support to the business community in terms of increasing exports. In addition, the Governments will communicate and actively cooperate with associations and cooperatives. Finally, the last assumption is that the project will be able to identify sufficient products where export is feasible (either in terms of quantity, or quality).

Stakeholder Engagement

The project will have a mechanism of engagement of stakeholders throughout its activities. The project is targeting policymakers, staff of trade-support institutions, farmers, agro-producers, women-entrepreneurs both at national and local levels including representatives from local administrations.

On the policy level component, the project will closely cooperate with the countries' leading think tanks and research institutions.

In the area of trade/export promotion the project will closely cooperate with the trade/business support organizations, including export and investment promotion agencies, chambers of commerce, and other public and private consulting agencies acting as export support services provider. Partnership with standardization agencies and ministries of agriculture will be established in order to promote introduction of agricultural quality and food safety standards as well as implementation of good agricultural practices.

As part of implementation of innovative solutions at target green value chains, the project will ensure competitive and stimulating environment for agro-producers by launching competitive process of selection of value chain actors. During the selection, special preference will be given to potential women candidates and youth-led initiatives. In previous UNDP interventions this approach proved to be successful in achieving transparent selection and identification of properly targeted intervention that produces results. At the outset of the project, target regions for selected green value chains will be identified jointly with the local authorities.

As part of implementation of digital solutions and e-commerce enabling tools, the project will cooperate with the ministries of ICTs, e-commerce associations, and IT parks on issues related to establishment of appropriate legal and regulatory frameworks for online trade transactions, improvement of digital and trading infrastructure, facilitate digital payments and transactions security.

During the implementation, the project will continue to seek feedback from the stakeholders using the above described stakeholder consultation mechanism at least once a year, in addition to the stakeholder feedback mechanism which takes place after each action, and six months after closure of an activity in order to ensure that feedback can inform planning for future activities.

South-South and Triangular Cooperation (SSC/TrC)

During the implementation phase, the project will consider relevant South-South and Triangular Cooperation opportunities based on the needs of counterparts. Specifically, the project will facilitate South-South cooperation with and via the main national partner ministries and create knowledge products based on successful cases, reforms and relevant methodologies created as a result of similar reforms in middle-income developing countries that are relevant to the case of Kyrgyzstan, Tajikistan, and Uzbekistan. The project will actively work on the establishment of mechanisms for exchanging experience and knowledge among relevant state authorities, international development organizations (e.g., World Bank, ADB, GIZ, EU) involved in support to evidence-based trade policy analysis, trade promotion, and trade support services/skills development initiatives in order to increase the overall impact of the efforts.

Digital Solutions

The proliferation of digital technology is transforming economies around the world and changing the way that consumers and businesses trade goods and services. Digital technologies and tools, such as e-commerce provide a unique opportunity for entrepreneurs and enterprises of all sizes to engage in the global economy and access new markets promoting equitable and inclusive economic growth. Therefore, the project will have dedicated activities to support the governments efforts to create enabling environment for e-commerce through analysis and development of policy recommendations aimed at establishing appropriate legal and regulatory frameworks for online transactions and security and improving accessibility and viability of e-commerce activities, particularly in terms of improvements in digital and trading infrastructure to expand connectivity and facilitation of digital payments. The project will also work with MSMEs and in particular women-led enterprises and women entrepreneurs to build their capacities to engage in e-commerce and trade online through series of dedicated trainings and direct support to connect to international digital marketplaces.

Knowledge

Throughout its implementation the project will focus on analytical and knowledge products so as to create knowledge hub and platform for policy makers, traders/exporters and farmers/agro-producers.

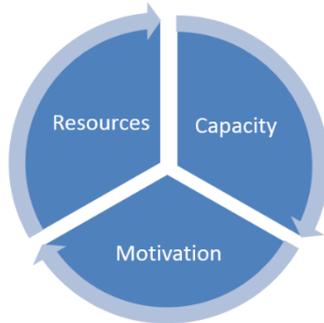
The project will develop its communications and visibility strategy in full compliance with UNDP corporate communication strategy to promote its the results and activities. The project will organize visibility and side events for policymakers, trade support institutions, and farmers/agro-producers at various levels, organize fairs and seminars which will be widely promoted via various mass media sources, including the television, social networks, publications.

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.

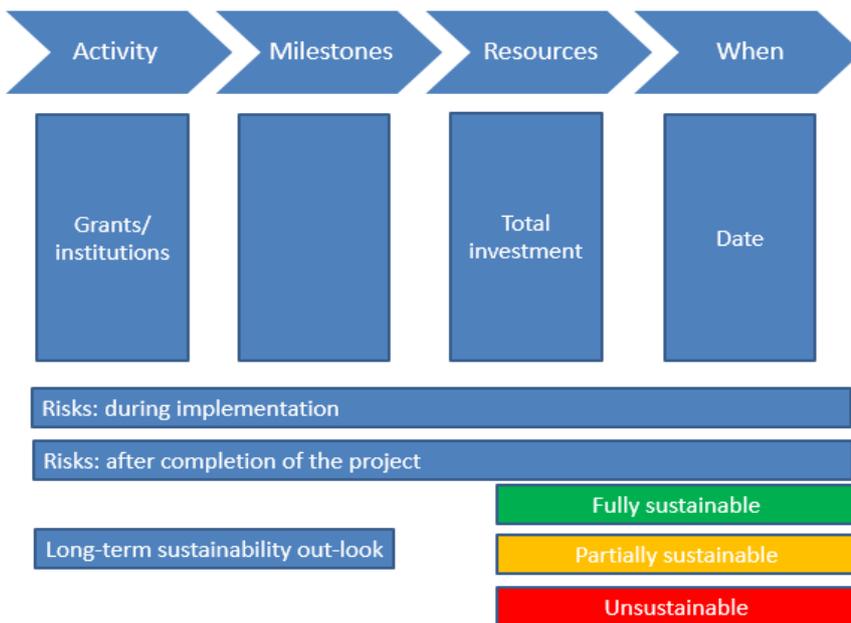
The project's objectives are based on national priorities and a series of national legislative and strategic documents. Such approach ensures inherent ownership over the project's interventions and targets the core needs of the authorities.

The project has the following criteria for phasing out activities. Any activity that involves equipment, grants new service lines for TSIs or institutional or legal changes will require a dedicated phasing out plan. The phasing out plan will be guided by the following inter-dependent principles for assessment:



In order to ensure that the project monitors sustainability and phasing out, a template will be used (see below). The template will allow the team to assess milestones of the activity, as well as identify any risks during and after implementation. Long-term sustainability outlook will be assessed against sets of criteria developed per grouped activity (grants/cap dev TSIs/ regulatory changes).

Codification



In order to assess long-term sustainability, the project will look at the following indicators:

1. Equipment/grants and all other activities not covered under 2 & 3: **Fully sustainable**
 - a. Financial sustainability ensured at the time of project closure
 - b. The stakeholder has officially communicated willingness to continue
 - c. No negative environmental impact (excluding increased electricity consumption for value chains where production is increased)
 - d. No negative social impact (decent jobs)
2. Cap dev for TSIs: **Fully sustainable**

- a. The institutions demonstrate new capacities/service line and is using them after the support of the project finishes
 - b. Service-lines developed are funded through core or alternative budgets not stemming from donors
 - c. The service-lines have demonstrated either new job-creation or increased sales volumes or exports
3. Regulatory changes: **Fully sustainable:**
- a. Proposed legislation/policies were adopted officially/legally
 - b. Institutional budget was provided to ensure that legislative changes or policies can /will be implemented

Dedicated criteria for partially sustainable and not fully sustainable assessments have been developed for all three categories. The aim of each intervention is to achieve fully sustainable. This approach will provide the basis for the exit strategy and in case deviation from the criteria occurs corrective actions will be proposed to the board.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Since 2009, the Aid for Trade project has built extensive expertise implementing project activities in the region and especially in Central Asia. The Aid for Trade project has demonstrated in the past a result and quality oriented approach which has been verified by both internal and external evaluations. The implementation of the project is at both national and regional level which brings complementarity in terms of opportunity and choosing best value for money.

Cost efficiency is ensured through careful planning of project activities, close cooperation with clients and relevant partners both at the local and regional level to avoid duplication of activities and ensure that where possible existing structures and results are built upon.

The project uses operating procedures from participating UNDP Country Offices as well as the Istanbul Regional Hub, which have been developed using industry benchmarks to ensure cost efficiency, quality and transparency of implementation. In addition, the project has long standing cooperation with other UNDP projects, as well as donor projects working on livelihoods and private sector development and where possible seeks to ensure joint implementation to increase impact and spread of project implementation.

In addition, project progress and its effectiveness is regularly monitored through the review of the Annual Work Plan and regular progress reports to the Project Board and quality assurance structures within UNDP (both at country and regional level).

Project Management

The project will be managed by a Project Manager, stationed in the UNDP's Istanbul Regional Hub for Europe and the CIS, who will be working under Inclusive Growth Team Leader's supervision and will be responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure the project produces the results (outputs) specified in the project document to the required standard of quality and within the specified constraints of time and cost.

Each national component (Kyrgyzstan, Tajikistan, and Uzbekistan) will be implemented by a National Implementation Team composed of project staff, including a National Coordinator, leading implementation of the project on the national level, Component Coordinators/Project Specialists, responsible for implementing the components, and project support, as Administrative and Finance Assistant(s), as needed. The National Coordinator will work under matrix supervision of the regional Project Manager and the assigned officer from the UNDP country office.

Kyrgyzstan

The project will have a project office in Bishkek, with a field office in Osh.

Tajikistan

The project will have a project office in Dushanbe with frequent travels to the target regions.

Uzbekistan

The project will have a project office in Tashkent, with a sub-office in Namangan.

V. RESULTS FRAMEWORK³⁸

Intended Outcome as stated in the Regional Programme Results and Resource Framework: REGIONAL PROGRAMME OUTCOME #2: No-One Left Behind, Centering on Equitable Access to Opportunities and a Rights-Based Approach to Human Agency and Human Development										
Outcome indicators as stated in the Regional Results and Resources Framework, including baseline and targets: Output 2.2: Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity (SP Output 1.3). Output Indicator 2.2.1: Number of countries that have increased types and quality of jobs and livelihoods measures.										
Applicable Output(s) from the UNDP Strategic Plan: SP Output 1.3 Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity										
Project Outputs: Output 1. Regional cooperation in Central Asia, connectivity and integration into regional and global value chains facilitated and increased. Output 2. Support to an enabling environment for building economic resilience and inclusive growth in Kyrgyzstan Output 3. Support to an enabling environment for building economic resilience and inclusive growth in Tajikistan Output 4. Support to an enabling environment for building economic resilience and inclusive growth in Uzbekistan. The Country Outputs will have the following Sub-outputs: 2.1 Enabling policies and regulations for trade oriented private sector development and enhancing green economic resilience 2.2 Improving efficiency of trade support services for the private sector with a strong focus on services critical for MSMEs in times of crisis or economic recovery periods 3. Supporting job creation and improving the efficiency, competitiveness, and gender-responsiveness of target 'green' value chains										
Project title and Atlas Project Number: Aid for Trade in Central Asia - phase V										
EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
Output 1 Regional cooperation in Central Asia,	1.1. Number of public officials supported to negotiate and implement regional and multilateral trade agreements	Report	0	2021	15	30	30	30	105	<i>Assessments Project progress report</i>

³⁸ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

³⁹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
connectivity and integration into regional and global value chains facilitated and increased. 1.1. Support to regional policy analysis and dialogue on opportunities for greater regional cooperation and linking up to regional and global value chains, as well as on regional development outlooks that have impact on market access perspectives of the CA countries 1.2. Support to regional cooperation and integration initiatives among Central Asian stakeholders and value chain actors that foster linkages to regional and global value chains 1.3. Support to knowledge transfer on building 'future-proof' productive capacities	1.2. Number of regional dialogues on opportunities for strengthening regional cooperation in Central Asia and linking up to regional and global value chains supported	Report	0	2021	0	2	1	1	4	<i>Project progress report Stakeholder feedback</i>
	1.3. Number of studies on analysis of productive capacities and economic opportunities for strengthening regional cooperation in Central Asia and linking up to regional and global value chains, % of studies include gender lens	Report	0	2021	0	1 100%	1 100%	1 100%	3	<i>Project progress report</i>
	1.4. Number of cooperation activities on building 'future-proof' productive capacities and facilitating market access among Central Asian value chain actors and stakeholders supported	Report	0	2021	1	2	2	2	7	<i>Stakeholder feedback Project progress report</i>
	1.5. Number of capacity-building and knowledge transfer activities on facilitating market access, trade intelligence and value chain development for participating countries (including from EU and Finland) supported	Report	0	2021	1	1	1	1	4	<i>Stakeholder feedback Project progress report</i>

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
and facilitating market access among stakeholders and VC actors of Central Asia, as well as with the EU counterparts, in particular Finland's institutions										
Output 2 Supporting enabling environment for building economic resilience and inclusive growth in Kyrgyzstan through	2.1. Enabling policies for trade oriented private sector development and enhancing green economic resilience									
2.1. Enabling policies for trade oriented private sector development and enhancing economic resilience	2.1.1. Number of proposals for laws and policies that improve business environment and regional economic integration provided to the government, % of proposals include gender lens	Project report	0	2021	2 100%	5 100%	5 100%	4 100%	16	Project progress reports Reports/protocols from WGs and state agencies
2.2. Improving efficiency of public and trade support services for the private sector with strong focus on services critical for MSMEs in times of crisis or economic recovery periods	2.1.2. Number of draft laws and regulations, as well as strategies and plans that improve trade and business environment and regional economic integration developed, % of draft laws, regulations, strategies include gender lens	Government decrees, regulations	0	2021	1 100%	2 100%	2 100%	1 100%	6	Project progress reports Reports/protocols from WGs and state agencies
	2.1.3. Number of recommendations on policies aimed at trade-oriented private sector development, increasing competitiveness, and enhancing economic resilience developed and provided to the government, including, but not limited to: -diversification of economy/exports and improving productive capacities	Project report	0	2021	3 100%	5 100%	5 100%	5 100%	18	Project progress reports Reports/protocols from WGs and state agencies

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	2022	2023	2024	2025	FINAL		
III. Supporting job creation and improving the efficiency and competitiveness of value chains in green sectors: 3.1. Support to developing 'green', employment rich and 'future proof' value chains that are gender-sensitive and have high productivity and market potential 3.2. Increased productivity, competitiveness, and export readiness of target green value chains 3.3. Enhanced capacities of MSMEs (especially women-led enterprises) to trade online 3.4. Enhanced capacities of MSMEs to use big data for trade and market intelligence 3.5. Targeted support for women and youth	-promoting green, employment-rich, gender-sensitive and future-proof productive capacities and value chains -harnessing trade-related opportunities arising from transition to green economy -fostering trade digitalization and enabling environment for e-commerce, % of recommendations include gender lens										
	2.1.4. Number of policy measures, aimed at trade oriented private sector development, increasing competitiveness, development of new green economic sectors and enhancing economic resilience outlined in national policies and strategies, supported with practical implementation, % recommendations include gender lens	Government decrees, regulations	0	2021	1 100%	2 100%	2 100%	2 100%	7	Project progress reports Reports/protocols from WGs and state agencies	
	2.2. Improving efficiency of public and trade support services for the private sector										
	2.2.1. Number of civil servants and representatives of TSIs with improved knowledge and skills in provision of efficient and gender-responsive trade support services (at least 40% women)	Assessment sheets from capacity building activities	0	2021	15 (6 women)	30 (12 women)	30 (12 women)	30 (12 women)	105 (42 women)	Monitoring reports Feedback forms of participants	
	2.2.2. Number of simplified /optimized/improved trade-related public services on the national level	Assessment reports	0	2021	1	2	2	1	6	State agencies reports; Project progress reports	
2.2.3. Number of new export promotion services critical for MSMEs in times of crisis	Assessment reports Reports of TSIs	0	2021	1	2	2	1	6	TSIs reports Assessment of TSIs		

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
entrepreneurship development	or economic recovery periods, established, including but not limited to: -forsighting new markets and facilitating market access -accessing and using big data for trade and market intelligence -gender-sensitive supply chain management and preparing supply chains to weather future disruptions -advanced and innovative trade financing -e-commerce mentoring and connecting to digital platforms.									Feedback forms of clients
	2.2.4. Number of improved public services provided by trade support institutions to the private sector	Assessment reports Reports of TSIs	0	2021	1	2	2	1	6	TSIs reports Assessment of TSIs Feedback forms of clients
	2.2.5. Number of MSMEs, especially women entrepreneurs, that utilize trade and business development services including strengthening innovation and responsible business practices, and finance to improve and/or grew their business	Reports of TSIs	0	2021	20 (10 women)	100 (50 women)	100 (50 women)	100 (50 women)	320 (160 women)	TSIs reports Assessment of TSIs Feedback forms of clients
	2.2.6. Number of B2B matches/trade fairs supported, % of women-led businesses participating	Reports of TSIs	0	2021	2 40%	5 40%	5 40%	5 40%	17	Monitoring reports Feedback forms of participants
	2.2.7. Increase in value of exports (USD) as a result of supported B2B matches/trade fairs	Reports of TSIs	0	2021	1 mln	2 mln	2 mln	2 mln	7 mln	Monitoring reports Feedback forms of participants

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
	2.2.8. Number of new trade finance instruments developed/implemented	Reports of financial institutions	0	2021	0	1	1	0	2	Project progress reports TSI reports
	2.2.9. % increase in client base of TSIs	Reports of TSIs	0	2021	0	15	15	15	15	Project progress reports Monitoring reports
3. Supporting job creation and improving the efficiency and competitiveness of value chains										
3.1. Support to developing 'green', employment rich and 'future proof' value chains that are gender-sensitive and have high productivity and market potential										
	3.1.1. Number of green value chains supported	Project report	0	2021	0	3	1	0	4	Assessments
	3.1.2. Number of full-time decent jobs (at least 50% for women) created, disaggregated by sex	Project report	0	2021	0	50 (25 women)	100 (50 women)	100 (50 women)	250 (125 women)	Monitoring reports Assessments
	3.1.3. Number of MSMEs (including women-led) or individuals (sex disaggregated) gaining access to value chains	Project report	0	2021	0	10	20	20	50	Monitoring reports Assessments
3.2. Increased productivity, competitiveness, and export readiness of target green value chains										
	3.2.1. % increase in export volumes of targeted value chain actors	Project report	0	2021	0	10	15	20	20	Assessments Client feedback forms
	3.2.2. % increase in incomes of targeted value chain actors	Project report	0	2021	0	10	15	20	20	Assessments Client feedback forms
	3.2.3. % increase in productivity of targeted value chain actors	Project report	0	2021	0	10	15	20	20	Assessments Client feedback forms

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
	3.2.4. Number of new markets reached by supported VC actors	Project report	0	2021	0	2	2	1	5	Monitoring reports Client feedback forms
	3.2.5. Number of VCs stakeholders that introduced (and/or were certified) international standards (Global GAP, HACCP, FSSC, etc.)	Project report	0	2021	1	2	2	1	6	Monitoring reports Client feedback forms
	3.2.6. Number of solutions that enhance climate resilient and low-emission development	Project report	0	2021	0	1	1	1	3	Monitoring reports
	3.2.7. Number of MSMEs supported (including women-led)	Project report	0	2021	10 (4)	20 (9)	20 (9)	20 (9)	70 (31)	Assessments Monitoring reports
3.3. Enhanced capacities of MSMEs (especially women-led enterprises) to trade online										
	3.3.1. Number of businesses (including women-led) trading online, supported by the project	Project report	0	2021	5 (2)	10 (4)	10 (4)	15 (6)	40 (16)	Monitoring reports
	3.3.2. Number of e-commerce related capacity-building activities for entrepreneurs supported, % participants are women	Project report	0	2021	1 50%	3 50%	2 50%	2 50%	8	Monitoring reports Project progress reports
	3.3.3 % increase of volume in online trade of supported businesses	Project report	0	2021	10	10	15	20	20	Assessments Client feedback forms
3.4. Enhanced capacities of MSMEs to use big data for trade and market intelligence										
	3.4.1. Number of MSMEs (including women-led) that improved their knowledge and skills to use big data for trade and market intelligence	Project report	0	2021	10 (4)	30 (13)	30 (13)	30 (13)	100 (43)	Monitoring reports Client feedback forms
3.5. Targeted support for women and youth entrepreneurship development										

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
	3.5.1. Number of women-owned enterprises supported through targeted capacity building activities, information campaigns, etc.	Project report	0	2021	200	300	300	300	1100	Monitoring reports Project progress reports
	3.5.2. Number of women and youth entrepreneurship development programmes for business/trade development, networking and investment, established	Project report	0	2021	0	1	1	1	3	Monitoring reports Project progress reports
	3.5.3. Number of women and youth benefitting from established programmes	Project report	0	2021	0	30	40	30	100	Monitoring reports Assessments Client feedback forms
	3.5.4. % increase of sales volume of women entrepreneurs	Project report	0	2021	0	15	20	20	20	Assessments Client feedback forms
	3.5.5. Number of new women-led enterprises established	Project report	0	2021	0	5	5	5	15	Monitoring reports Project progress reports
Output 3	2.1. Enabling policies for trade oriented private sector development and enhancing green economic resilience									
Supporting enabling environment for building economic resilience and inclusive growth in Tajikistan through	2.1.1. Number of proposals for laws and policies that improve business environment and regional economic integration provided to the government, % of proposals include gender lens	Project report	0	2021	3 100%	5 100%	5 100%	5 100%	18	Project progress reports Reports/protocols from WGs and state agencies
2.1. Enabling policies for trade oriented private sector development and	2.1.2. Number of draft laws and regulations, as well as strategies and plans that improve trade and business environment and regional economic integration developed, %	Government decrees, regulations	0	2021	2 100%	3 100%	3 100%	2 100%	10	Project progress reports

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
enhancing economic resilience	of draft laws, regulations, strategies include gender lens									Reports/protocols from WGs and state agencies
2.2. Improving efficiency of public and trade support services for the private sector with strong focus on services critical for MSMEs in times of crisis or economic recovery periods	2.1.3. Number of recommendations on policies aimed at trade-oriented private sector development, increasing competitiveness, and enhancing economic resilience developed and provided to the government, including, but not limited to: -diversification of economy/exports and improving productive capacities -promoting green, employment-rich, gender-sensitive and future-proof productive capacities and value chains -harnessing trade-related opportunities arising from transition to green economy -fostering trade digitalization and enabling environment for e-commerce, % of recommendations include gender lens		0	2021	3 100%	5 100%	5 100%	5 100%	18	Project progress reports Reports/protocols from WGs and state agencies
III. Supporting job creation and improving the efficiency and competitiveness of value chains in green sectors: 3.1. Support to developing 'green', employment rich and 'future proof' value chains that are gender-sensitive and have high productivity and market potential	2.1.4. Number of policy measures, aimed at trade oriented private sector development, increasing competitiveness, development of new green economic sectors and enhancing economic resilience outlined in national policies and strategies, supported with practical implementation, % recommendations include gender lens	Government decrees, regulations	0	2021	1 100%	2 100%	2 100%	2 100%	7	Project progress reports Reports/protocols from WGs and state agencies
3.2. Increased productivity, competitiveness, and										
2.2. Improving efficiency of public and trade support services for the private sector										

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
<p>export readiness of target green value chains</p> <p>3.3. Enhanced capacities of MSMEs (especially women-led enterprises) to trade online</p> <p>3.4. Enhanced capacities of MSMEs to use big data for trade and market intelligence</p> <p>3.5. Targeted support for women and youth entrepreneurship development</p>	2.2.1. Number of civil servants and staff of TSIs with improved knowledge and skills in provision of efficient and gender-responsive trade support services (at least 40% women)	Assessment sheets from capacity building activities	0	2021	20 (8 women)	30 (12 women)	40 (16 women)	40 (16 women)	130 (52 women)	Monitoring reports Feedback forms of participants
	2.2.2. # of simplified/optimized/improved trade-related public services on the national level	Assessment reports	0	2021	1	2	2	1	6	State agencies reports; Project progress reports
	2.2.3. Number of new export promotion services critical for MSMEs in times of crisis or economic recovery periods, established, including but not limited to: -forsighting new markets and facilitating market access -accessing and using big data for trade and market intelligence -gender-sensitive supply chain management and preparing supply chains to weather future disruptions -advanced and innovative trade financing -e-commerce mentoring and connecting to digital platforms.	Assessment reports Reports of TSIs	0	2021	1	2	2	2	7	TSIs reports Assessment of TSIs Feedback forms of clients
	2.2.4. Number of improved services provided by trade support institutions to the private sector	Assessment reports Reports of TSIs	0	2021	1	2	2	2	7	TSIs reports Assessment of TSIs Feedback forms of clients

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
	2.2.5. Number of MSMEs, especially women entrepreneurs, that utilize trade and business development services including strengthening innovation and responsible business practices, and finance to improve and/or grew their business	Reports of TSIs	0	2021	20 (10 women)	50 (25 women)	50 (25 women)	50 (25 women)	170 (85 women)	TSIs reports Assessment of TSIs Feedback forms of clients
	2.2.6. % increase in client base of TSIs	Reports of TSIs	0	2021	0	15	15	15	15	Project progress reports Monitoring reports
3. Supporting job creation and improving the efficiency and competitiveness of value chains										
3.1. Support to developing 'green', employment rich and 'future proof' value chains that are gender-sensitive and have high productivity and market potential										
	3.1.1. Number of green value chains supported	Project report	0	2021	0	3	1	0	4	Assessments
	3.1.2. Number of new full-time decent jobs (at least 50% for women) created, disaggregated by sex	Project report	0	2021	0	50 (25)	50 (25)	100 (50)	200 (100)	Monitoring reports Assessments
	3.1.3. Number of MSMEs (including women-led) or individuals (sex disaggregated) gaining access to value chains	Project report	0	2021	0	10 (4)	20 (9)	20 (9)	50 (22)	Monitoring reports Assessments
3.2. Increased productivity, competitiveness, and export readiness of target green value chains										
	3.2.1. % increase in export volumes of targeted value chain actors	Project report	0	2021	0	10	15	20	20	Assessments Client feedback forms
	3.2.2. % increase in incomes of targeted value chain actors	Project report	0	2021	0	10	15	20	20	Assessments Client feedback forms

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
	3.2.3. % increase in productivity of targeted value chain actors	Project report	0	2021	0	10	15	20	20	Assessments Client feedback forms
	3.2.4. Number of new markets reached by supported VC actors	Project report	0	2021	0	2	2	1	5	Monitoring reports Client feedback forms
	3.2.5. Number of smallholders reached through measures aimed to increase their sustainable agricultural production and/or access to markets	Project report	0	2021	50	100	100	100	350	Monitoring reports Client feedback forms
	3.2.6. Number of solutions that enhance climate resilient and low-emission development	Project report	0	2021	0	2	2	1	5	Monitoring reports
	3.2.7. Number of MSMEs supported (including women-led)	Project report	0	2021	10 (4)	20 (9)	20 (9)	20 (9)	70 (31)	Assessments Monitoring reports
3.3. Enhanced capacities of MSMEs (especially women-led enterprises) to trade online										
	3.3.1. Number of businesses (including women-led) trading online, supported by the project	Project report	0	2021	5 (2)	10 (4)	15 (6)	15 (6)	45 (18)	Monitoring reports
	3.3.2. Number of e-commerce related capacity-building activities for entrepreneurs supported, % participants are women	Project report	0	2021	1 50%	3 50%	3 50%	2 50%	9	Monitoring reports Project progress reports
	3.3.3 % increase of volume in online trade of supported businesses	Project report	0	2021	10	10	15	20	20	Assessments Client feedback forms
3.4. Enhanced capacities of MSMEs to use big data for trade and market intelligence										

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
	3.4.1. Number of MSMEs (including women-led) that improved their knowledge and skills to use big data for trade and market intelligence	Project report	0	2021	10 (4)	30 (13)	30 (13)	30 (13)	100 (43)	Monitoring reports Client feedback forms
3.5. Targeted support for women and youth entrepreneurship development										
	3.5.1. Number of women-owned enterprises supported through targeted capacity building activities, information campaigns, etc.	Project report	0	2021	20	40	40	40	140	Monitoring reports Project progress reports
	3.5.2. Number of women and youth entrepreneurship development programmes for business/trade development, networking and investment, established	Project report	0	2021	0	1	1	0	2	Monitoring reports Project progress reports
	3.5.3. Number of women and youth benefitting from established programmes	Project report	0	2021	0	50	0	50	100	Monitoring reports Assessments Client feedback forms
	3.5.4. % increase of sales volume of women entrepreneurs	Project report	0	2021	0	15	20	20	20	Assessments Client feedback forms
	3.5.5. Number of new enterprises, especially for women, established	Project report	0	2021	0	10	10	10	30	Monitoring reports Project progress reports
Output 4 Supporting environment building enabling for economic	2.1. Enabling policies for trade oriented private sector development and enhancing green economic resilience									
	2.1.1. Number of proposals for laws and policies that improve business environment	Project report	0	2021	3 100%	5 100%	5 100%	5 100%	18	Project progress reports

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
resilience and inclusive growth in Uzbekistan through 2.1. Enabling policies for trade oriented private sector development and enhancing economic resilience 2.2. Improving efficiency of public and trade support services for the private sector with strong focus on services critical for MSMEs in times of crisis or economic recovery periods III. Supporting job creation and improving the efficiency and competitiveness of value chains in green sectors: 3.1. Support to developing 'green', employment rich and 'future proof' value chains that are gender-sensitive and have high	and regional economic integration provided to the government, % of proposals include gender lens									Reports/protocols from WGs and state agencies
	2.1.2. Number of draft laws and regulations, as well as strategies and plans that improve trade and business environment and regional economic integration developed, % of draft laws, regulations, strategies include gender lens	Government decrees, regulations	0	2021	1 100%	3 100%	3 100%	2 100%	9	Project progress reports Reports/protocols from WGs and state agencies
	2.1.3. Number of recommendations on policies aimed at trade-oriented private sector development, increasing competitiveness, and enhancing economic resilience developed and provided to the government, including, but not limited to: -diversification of economy/exports and improving productive capacities -promoting green, employment-rich, gender-sensitive and future-proof value chains -harnessing trade-related opportunities arising from transition to green economy -fostering trade digitalization and enabling environment for e-commerce -creating more opportunities for women in trade, % recommendations include gender lens		0	2021	3 100%	5 100%	5 100%	5 100%	18	Project progress reports Reports/protocols from WGs and state agencies

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
productivity and market potential 3.2. Increased productivity, competitiveness, and export readiness of target green value chains 3.3. Enhanced capacities of MSMEs (especially women-led enterprises) to trade online 3.4. Enhanced capacities of MSMEs to use big data for trade and market intelligence 3.5. Targeted support for women and youth entrepreneurship development	2.1.4. Number of policy measures, aimed at trade oriented private sector development, increasing competitiveness, development of new green economic sectors and enhancing economic resilience outlined in national policies and strategies, supported with practical implementation, % policy measures include gender lens	Government decrees, regulations	0	2021	2 100%	3 100%	2 100%	1 100%	8	Project progress reports Reports/protocols from WGs and state agencies
	2.1.5. Number of trade facilitation policy measures aimed at ensuring resilience of trade flows and maintaining trade connectivity, supported with practical implementation, % policy measures include gender lens	Project report	0	2021	1 100%	2 100%	2 100%	1 100%	6	Project progress reports Reports/protocols from WGs and state agencies
2.2. Improving efficiency of public and trade support services for the private sector										
	2.2.1. Number of civil servants and staff of TSIs with improved knowledge and skills in provision of efficient and gender-responsive trade support services (at least 50% women)	Assessment sheets from capacity building activities	0	2021	50 (25 women)	40 (20 women)	50 (25 women)	40 (20 women)	180 (90 women)	Monitoring reports Feedback forms of participants
	2.2.2. # of simplified/optimized/improved trade-related public services on the national level	Assessment reports	0	2021	1	2	2	1	6	State agencies reports; Project progress reports
	2.2.3. Number of new export promotion services critical for MSMEs in times of crisis or economic recovery periods, established, including but not limited to:	Assessment reports Reports of TSIs	0	2021	2	2	2	3	9	TSIs reports Assessment of TSIs Feedback forms of clients

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
	-forsighting new markets and facilitating market access -accessing and using big data for trade and market intelligence -gender-sensitive supply chain management and preparing supply chains to future disruptions -advanced and innovative trade financing -e-commerce mentoring and connecting to digital platforms.									
	2.2.4. Number of improved services provided by trade support institutions to the private sector	Assessment reports Reports of TSIs	0	2021	2	3	2	2	9	TSIs reports Assessment of TSIs Feedback forms of clients
	2.2.5. Number of MSMEs, especially women entrepreneurs, that utilize trade and business development services including strengthening innovation and responsible business practices, and finance to improve and/or grew their business	Reports of TSIs	0	2021	30 (15 women)	30 (15 women)	30 (15 women)	30 (15 women)	120 (60 women)	TSIs reports Assessment of TSIs Feedback forms of clients
	2.2.6. % increase in client base of TSIs	Reports of TSIs	0	2021	0	15	15	15	15	Project progress reports Monitoring reports
3. Supporting job creation and improving the efficiency and competitiveness of value chains										
3.1. Support to developing 'green', employment rich and 'future proof' value chains that are gender-sensitive and have high productivity and market potential										

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
	3.1.1. Number of green value chains supported	Project report	0	2021	0	3	1	1	5	Assessments
	3.1.2. Number of new full-time decent jobs (at least 50% for women) created, disaggregated by sex	Project report	0	2021	0	50 (25 women)	50 (25 women)	80 (40 women)	180 (90 women)	Monitoring reports Assessments
	3.1.3. Number of MSMEs (including women-led) or individuals (sex disaggregated) gaining access to value chains	Project report	0	2021	0	10 (4)	20 (9)	20 (9)	50 (22)	Monitoring reports Assessments
3.2. Increased productivity, competitiveness, and export readiness of target green value chains										
	3.2.1. % increase in export volumes of targeted value chain actors	Project report	0	2021	0	10	15	20	20	Assessments Client feedback forms
	3.2.2. % increase in incomes of targeted value chain actors	Project report	0	2021	0	10	15	20	20	Assessments Client feedback forms
	3.2.3. % increase in productivity of targeted value chain actors	Project report	0	2021	0	10	15	20	20	Assessments Client feedback forms
	3.2.4. Number of new markets reached by supported VC actors	Project report	0	2021	0	2	2	3	7	Monitoring reports Client feedback forms
	3.2.5. Number of smallholders reached through measures aimed to increase their sustainable agricultural production and/or access to markets	Project report	0	2021	5	5	5	5	20	Monitoring reports Client feedback forms

EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
	3.2.6. Number of solutions that enhance climate resilient and low-emission development	Project report	0	2021	0	1	1	1	3	Monitoring reports
	3.2.7. Number of MSMEs supported (including women-led)	Project report	0	2021	10 (4)	20 (9)	20 (9)	20 (9)	70 (31)	Assessments Monitoring reports
3.3. Enhanced capacities of MSMEs (especially women-led enterprises) to trade online										
	3.3.1. Number of businesses (including women-led) trading online, supported by the project	Project report	0	2021	5 (2)	10 (4)	15 (6)	15 (6)	45 (18)	Monitoring reports
	3.3.2. Number of e-commerce related capacity-building activities for entrepreneurs supported, % participants are women	Project report	0	2021	1 50%	2 50%	2 50%	2 50%	7	Monitoring reports Project progress reports
	3.3.3 % increase of volume in online trade of supported businesses	Project report	0	2021	10	10	15	20	20	Assessments Client feedback forms
3.4. Enhanced capacities of MSMEs to use big data for trade and market intelligence										
	3.4.1. Number of MSMEs (including women-led) that improved their knowledge and skills to use big data for trade and market intelligence	Project report	0	2021	10 (4)	30 (13)	30 (13)	30 (13)	100 (43)	Monitoring reports Client feedback forms
3.5. Targeted support for women and youth entrepreneurship development										
	3.5.1. Number of women-owned enterprises supported through targeted capacity building activities, information campaigns, etc.	Project report	0	2021	20	40	40	40	120	Monitoring reports Project progress reports

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EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	2025	FINAL	
	3.5.2. Number of women and youth entrepreneurship development programmes for business/trade development, networking and investment, established	Project report	0	2021	0	1	1	0	2	Monitoring reports Project progress reports
	3.5.3. Number of women and youth benefitting from established programmes	Project report	0	2021	0	50	0	50	100	Monitoring reports Assessments Client feedback forms
	3.5.4. % increase of sales volume of women entrepreneurs	Project report	0	2021	0	15	20	20	20	Assessments Client feedback forms
	3.5.5. Number of new women-led enterprises established	Project report	0	2021	0	5	5	5	15	Monitoring reports Project progress reports

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

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.		Staff costs, travel cost, independent data collecting might be sub-contracted for verification twice a year.
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 the 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.		Integrated in implementation, UNDP quality assurance staff costed in project's budget
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		

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
			project board and used to make course corrections.		
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 long with mitigation measures, and any evaluation or review reports prepared over the period.	Twice a year, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Virtually in December to approve AWP, virtually in spring to approve annual report, and in-person in autumn to approve mid-year report	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	The board will be held in target countries and stakeholder consultations/feedback will take in the country the board take place	

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final evaluation				End of project, 31 December 2025	Macro, meso and micro level evaluation including stakeholders at these three levels with particular focus on gender related and women targeted results	USD 15,000 -project budget

VII. MULTI-YEAR WORK PLAN ⁴⁰⁴¹

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 (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
Output 1. Regional cooperation in Central Asia, connectivity and integration into regional and global value chains facilitated and increased Gender marker: GEN2	1.1 Support to regional cooperation and integration into regional and global value chains	140,000	120,000	131,179	105,000	UNDP	Gov of Finland		496,179
	1.1 Capacity building of public officials to negotiate and implement regional and multilateral trade agreements	10,000	15,000	15,000	15,000			71200 - International consultants 73100 - Rental and Maintenance-Premises 71600 - Travel	55,000
	1.2. Facilitating regional dialogues on opportunities for greater regional cooperation and linking up to regional and global value chains	0	15,000	15,000	15,000			73100 - Rental and Maintenance-Premises 74200 - Audio Visual and Print Production Costs 71600 - Travel	45,000
	1.3. Undertaking studies on analysis of green productive capacities and opportunities for linking up to regional and global value chains	60,000	10,000	21,179	0			71300 – Local consultants 71200 - International consultants 72100 – Contractual Services – Company	91,179
	1.4. Facilitating exchange of knowledge, experience and best practice among participating countries' value chain actors and stakeholders on building 'future-proof' productive capacities and facilitating market access	20,000	20,000	20,000	25,000			73100 - Rental and Maintenance-Premises 74200 - Audio Visual and Print Production Costs 71600 - Travel	85,000

⁴⁰ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁴¹ 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.

⁴² Budgets are shown in EUR, however all project expenses will be reflected in USD at the corresponding UN rate for the date of their recording

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
	1.5. Capacity-building of participating countries' stakeholders and value chain actors on trade intelligence, facilitating market access and integration into regional and global value chains (including with EU and Finland)	50,000	60,000	60,000	50,000			72100 – Contractual Services – Company 71200 - International consultants 73100 - Rental and Maintenance-Premises 71600 - Travel	220,000
	Component 1								496,179
	Staff Salary	0	100,000	165,000	165,000			61300 - Salary	430,000
	Operational cost: Mgt and KM	3,000	6,000	6,000	6,000			73500 - Reimbursement costs	21,000
	Monitoring (travel)	0	3,000	3,000	3,000			71600 - Travel	9,000
	General management cost (GMS 8%)	11,440	18,320	24,414	22,320			75100 - GMS	76,494
	Output 1								1,032,673
Output 2. Supporting enabling environment for building economic resilience and inclusive growth in Kyrgyzstan through 2.1. Enabling policies for trade oriented private sector development and enhancing economic resilience	2.1. Enabling policies for trade oriented private sector development and enhancing green economic resilience	18,000	30,000	32,000	22,000	UNDP	Gov of Finland		102,000
	2.1.1. Provision of expertise for national stakeholders to carry out legal/regulatory analysis and elaboration of proposals for laws and policies that improve business environment and regional economic integration	5,000	8,000	8,000	6,000			71300 – Local consultants 71200 - International consultants	27,000
	2.1.2. Support to formulating strategies, plans, drafts laws and regulations aimed at improving business environment and further development of entrepreneurship	5,000	8,000	8,000	6,000			71300 – Local consultants 71200 - International consultants	27,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
<p>2.2. Improving efficiency of public and trade support services for the private sector with strong focus on services critical for MSMEs in times of crisis or economic recovery periods</p> <p>3.1. Support to developing 'green', employment rich and 'future proof' value chains that are gender-sensitive and have high productivity and market potential</p> <p>3.2. Increased productivity, competitiveness, and export readiness of target green value chains</p> <p>3.3. Enhanced capacities of MSMEs (especially women-led enterprises) to trade online</p> <p>3.4. Enhanced capacities of MSMEs to use big data for trade and market intelligence</p>	2.1.3.Support to policy analysis and development of recommendations aimed at increasing competitiveness and enhancing economic resilience, including but not limited to: -diversification of economy/exports and improving productive capacities -promoting green, employment-rich, gender-sensitive and future-proof value chains -harnessing trade-related opportunities arising from transition to green economy -fostering trade digitalization and enabling environment for e-commerce	5,000	8,000	8,000	7,000			71300 – Local consultants 71200 - International consultants 73100 - Rental and Maintenance-Premises 74200 - Audio Visual and Print Production Costs	28,000
	2.1.4. Support to implementation of measures set in national priorities, policies and strategies aimed at trade and private sector development, increasing competitiveness, development of new green economic sectors and enhancing economic resilience	3,000	6,000	8,000	3,000			71300 – Local consultants 71200 - International consultants	20,000
	2.2. Improving efficiency of public and trade support services for the private sector with strong focus on services critical for MSMEs in times of crisis or economic recovery periods	30,000	124,000	115,000	39,000	UNDP	Gov of Finland		308,000
	2.2.1. Capacity building of staff of trade-regulatory state ministries/agencies and Trade Support Institutions to improve knowledge and skills	5,000	12,000	10,000	4,000			71300 – Local consultants 71200 - International consultants	31,000
	2.2.2. Support to streamlining and improvement of trade-related public services, provided by state agencies (licensing, certification, etc.)	0	15,000	12,000	5,000			71300 – Local consultants 71200 - International consultants 72100 – Contractual Services – Company	32,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
3.5. Targeted support for women and youth entrepreneurship development Gender marker: GEN2	2.2.3. Support to the state agency responsible for export promotion and other TSIs to establish new export promotion services critical for MSMEs in times of crisis or economic recovery periods, including but not limited to: -forsighting new markets and facilitating market access -accessing and using big data for trade and market intelligence -gender-sensitive supply chain management -advanced and innovative trade financing -e-commerce mentoring and connecting to digital platforms.	10,000	20,000	20,000	5,000			71300 – Local consultants 71200 - International consultants 72100 – Contractual Services – Company	55,000
	2.2.4. Support to the government agency responsible for export promotion to improve export promotion/development services provided to the private sector	5,000	12,000	8,000	5,000			71300 – Local consultants 71200 - International consultants	30,000
	2.2.5. Support to the government agencies responsible for export promotion and tourism development, as well as business associations in conducting business matching activities and participation at trade fairs for trade promotion	10,000	50,000	50,000	20,000			72100 – Contractual Services – Company 71600 – Travel	130,000
	2.2.6. Support to the government and/or financial institutions in developing and/or implementing trade finance instruments	0	10,000	10,000	0			71300 – Local consultants 71200 - International consultants 72100 – Contractual Services – Company	20,000
	2.2.7. Sensitizing entrepreneurs about available financial products	0	5,000	5,000	0			71300 – Local consultants 72100 – Contractual Services – Company	10,000
	Sub-total for Component 2								410,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
	3.1. Support to developing ‘green’, employment rich and ‘future proof’ value chains that are gender-sensitive and have high productivity and market potential	15,000	0	0	0	UNDP	Gov of Finland		15,000
	3.1.1. Market assessment for niche and green products and VCs with high employment and value added potential	15,000	0	0	0			74100 - Professional Services	15,000
	3.2. Increased productivity, competitiveness, and export readiness of target green value chains	8,000	160,000	160,000	127,500	UNDP	Gov of Finland		455,500
	3.2.1. Capacity building activities for businesses in target VCs (farmers, processors, producers, service operators) on business management/development, product development, marketing, quality and standards, etc.	8,000	35,000	35,000	25,000			72100 – Contractual Services – Company	103,000
	3.2.2. Supporting target VCs stakeholders in the introduction and/or certification of international standards (Global GAP, Organic, HACCP, FSSC, etc.)	0	30,000	30,000	20,000			72100 – Contractual Services – Company 74100 - Professional Services	80,000
	3.2.3. Supporting target VCs in improving productive capacities through accessing innovative and environmentally friendly technologies to raise productivity, resource efficiency and added value of target green and marketable niche products/value chains	0	80,000	80,000	72,500			72100 – Contractual Services – Company 74100 - Professional Services	232,500
	3.2.3. Supporting private sector actors to identify and implement solutions that enhance climate resilient and low-emission development in partnership with education and or research institutions	0	15,000	15,000	10,000			72100 – Contractual Services – Company	40,000
	3.3. Enhanced capacities of MSMEs (especially women-led enterprises) to trade online	11,000	30,000	30,000	10,000	UNDP	Gov of Finland		81,000
	3.3.1. Supporting MSMEs/enterpreneurs in promoting and trading their goods/services online	6,000	15,000	15,000	5,000			74100 - Professional Services	41,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
	3.3.2. Capacity building of MSMEs and entrepreneurs on e-commerce	5,000	15,000	15,000	5,000			72100 – Contractual Services – Company 74100 - Professional Services	40,000
	3.4. Enhanced capacities of MSMEs to use big data for trade and market intelligence	10,000	15,000	15,000	10,000	UNDP	Gov of Finland		50,000
	3.4.1. Capacity building of MSMEs and VCs stakeholders to use big data for trade and market intelligence	10,000	15,000	15,000	10,000			72100 – Contractual Services – Company 74100 - Professional Services	50,000
	3.5. Targeted support for women and youth entrepreneurship development	10,000	95,000	95,000	95,000	UNDP	Gov of Finland		295,000
	3.5.1. Conduct a caravan for women entrepreneurs promoting strong positive role models in Kyrgyzstan (Women Entrepreneurship Day - WED)	10,000	10,000	10,000	10,000			73100 - Rental and Maintenance- Premises 74200 - Audio Visual and Print Production Costs	40,000
	3.5.2. Development and implementation of women and youth entrepreneurship support programmes (incl.mentorship programs, etc)	0	75,000	75,000	75,000			74100 - Professional Services	225,000
	3.5.3. Capacity building of women entrepreneurs on business planning/management and trade-related topics	0	10,000	10,000	10,000			71300 – Local consultants	30,000
	Sub-Total for component 3								896,500
	Monitoring	5,000	5,000	5,000	5,815	UNDP	Gov of Finland	71600 – Travel	20,815
	Project Staff	45,628	91,256	91,256	91,256	UNDP	Gov of Finland	71400 - Contractual Services – Individuals 73400 - Rental and Maintenance of other equipment	319,396

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
	Operation cost (office, equipment, communication, etc.)	7,500	15,500	15,500	17,348	UNDP	Gov of Finland	72800 – Information Technology Equipment 73400 - Rental and Maintenance of other equipment	55,848
	Development Effectiveness	8,100	16,200	16,200	16,200	UNDP	Gov of Finland	61100 – Salary costs NP staff 61200 – Salary costs GS staff	56,700
	General management cost (GMS 8%)	13,458	46,556	45,996	34,731			75100 - GMS	140,741
	Output 2								1,900,000
Output 3. Supporting enabling environment for building economic resilience and inclusive growth in Tajikistan through 2.1. Enabling policies for trade oriented private sector development and enhancing economic resilience	2.1. Enabling policies for trade oriented private sector development and enhancing green economic resilience	35,000	90,000	75,000	75,000	UNDP	Gov of Finland		275,000
	2.1.1. Provision of expertise for national stakeholders to carry out legal/regulatory analysis and elaboration of proposals for laws and policies that improve business environment and regional economic integration	5,000	20,000	15,000	15,000			71300 – Local consultants 71200 - International consultants	55,000
	2.1.2. Support to formulating strategies, plans, drafts laws and regulations aimed at improving business environment and further development of entrepreneurship	5,000	20,000	15,000	15,000			71300 – Local consultants 71200 - International consultants	55,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
<p>2.2. Improving efficiency of public and trade support services for the private sector with strong focus on services critical for MSMEs in times of crisis or economic recovery periods</p> <p>3.1. Support to developing 'green', employment rich and 'future proof' value chains that are gender-sensitive and have high productivity and market potential</p> <p>3.2. Increased productivity, competitiveness, and export readiness of target green value chains</p> <p>3.3. Enhanced capacities of MSMEs (especially women-led enterprises) to trade online</p> <p>3.4. Enhanced capacities of MSMEs to use big data for trade and market intelligence</p> <p>3.5. Targeted support</p>	<p>2.1.3. Support to policy analysis and development of recommendations aimed at increasing competitiveness and enhancing economic resilience, including but not limited to:</p> <ul style="list-style-type: none"> -diversification of economy/exports and improving productive capacities -promoting green, employment-rich, gender-sensitive and future-proof value chains -harnessing trade-related opportunities arising from transition to green economy -fostering trade digitalization and enabling environment for e-commerce 	5,000	20,000	15,000	15,000			71300 – Local consultants 71200 - International consultants 73100 - Rental and Maintenance-Premises 74200 - Audio Visual and Print Production Costs	55,000
	<p>2.1.4. Support to implementation of priority actions of the State Programme on Export Development for 2021-2025 as well as other national programmes, policies and strategies aimed at trade and private sector development, increasing competitiveness, development of new green economic sectors and enhancing economic resilience</p>	20,000	30,000	30,000	30,000			71300 – Local consultants 71200 - International consultants	110,000
	<p>2.2. Improving efficiency of public and trade support services for the private sector with strong focus on services critical for MSMEs in times of crisis or economic recovery periods</p>	48,000	136,000	112,000	61,000	UNDP	Gov of Finland		357,000
	<p>2.2.1. Capacity building of staff of MEDT, SCISPM, Agency for Export and other state ministries/agencies and Trade Support Institutions to improve knowledge and skills</p>	5,000	15,000	15,000	15,000			71300 – Local consultants 71200 - International consultants	50,000
	<p>2.2.2. Support to digitalization, streamlining and improvement of trade-related public services, provided by state agencies to the private sector (licensing, certification, etc.)</p>	10,000	15,000	15,000	10,000			71300 – Local consultants 71200 - International consultants 72100 – Contractual Services – Company	50,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
for women and youth entrepreneurship development Gender marker: GEN2	2.2.3. Support to the Agency for Export and other TSIs to establish new export promotion services critical for MSMEs in times of crisis or economic recovery periods, including but not limited to: -forsighting new markets and facilitating market access -accessing and using big data for trade and market intelligence -gender-sensitive supply chain management -advanced and innovative trade financing -e-commerce mentoring and connecting to digital platforms.	10,000	30,000	30,000	10,000			71300 – Local consultants 71200 - International consultants 72100 – Contractual Services – Company	80,000
	2.2.4. Support to the Agency for Export to improve export promotion/development services provided to the private sector	5,000	12,000	8,000	5,000			71300 – Local consultants 71200 - International consultants	30,000
	2.2.5. Support to establishment of Public Service Innovations Accelerator Lab for development of innovative solutions in the system of public administration and public service delivery.	5,000	29,000	20,000	10,000			72100 – Contractual Services – Company	64,000
	2.2.6. Support to SCISPM and TSIs in establishment of a web-based knowledge platform and mobile applications for entrepreneurs.	8,000	20,000	8,000	0			71300 – Local consultants 72100 – Contractual Services – Company	36,000
	2.2.7. Support to TSIs in building institutional, operational and programmatic capacities	5,000	8,000	8,000	5,000			71300 – Local consultants 72100 – Contractual Services – Company	26,000
	2.2.8. Organizing study tours for TSIs to learn best practice on trade promotion to advanced counterparts in CA countries and establishing the business links	0	7,000	8,000	6,000			72100 – Contractual Services – Company 71600 – Travel	21,000
	Sub-total for Component 2								632,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
	3.1. Support to developing ‘green’, employment rich and ‘future proof’ value chains that are gender-sensitive and have high productivity and market potential	10,000	0	0	0	UNDP	Gov of Finland		10,000
	3.1.1. Market assessment for niche and green products and VCs with high employment and value added potential	10,000	0	0	0			74100 - Professional Services	10,000
	3.2. Increased productivity, competitiveness, and export readiness of target green value chains	16,000	135,000	135,000	68,000	UNDP	Gov of Finland		354,000
	3.2.1. Capacity building of target VC actors (farmers, processors, etc) on sustainable agricultural practices and production methods/technologies considering climate change adaptation measures	8,000	20,000	20,000	8,000			72100 – Contractual Services – Company	56,000
	3.2.2. Supporting target VC actors in introduction of international quality and food safety standards and improving quality of products	0	20,000	20,000	10,000			72100 – Contractual Services – Company 74100 - Professional Services	50,000
	3.2.3. Supporting target VC actors in introduction of environmentally friendly technologies and sustainable consumption and production principles	0	20,000	20,000	10,000				50,000
	3.2.4. Supporting target VCs in improving productive capacities through accessing innovative and environmentally friendly technologies to raise productivity, resource efficiency and added value of target green and marketable niche products/value chains	0	40,000	40,000	10,000			72100 – Contractual Services – Company 74100 - Professional Services	90,000
	3.2.5. Supporting private sector actors to identify and implement solutions that enhance climate resilient and low-emission development of Value chains in partnership with education and/or research institutions	0	15,000	15,000	10,000			72100 – Contractual Services – Company	40,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
	3.2.6. Organising study tours, business missions and B2B meetings for VCs actors as well as state and business organizations	0	10,000	10,000	10,000			71600 – Travel	30,000
	3.2.7. Supporting SMEs to participate at international trade fairs/exhibition to facilitate exports	8,000	10,000	10,000	10,000			71600 – Travel	38,000
	3.3. Enhanced capacities of MSMEs (especially women-led enterprises) to trade online	11,000	30,000	30,000	10,000	UNDP	Gov of Finland		81,000
	3.3.1. Supporting MSMEs/enterpreneurs in promoting and trading their goods/services online	6,000	15,000	15,000	5,000			74100 - Professional Services	41,000
	3.3.2. Capacity building of MSMEs and entrepreneurs on e-commerce	5,000	15,000	15,000	5,000			72100 – Contractual Services – Company 74100 - Professional Services	40,000
	3.4. Enhanced capacities of MSMEs to use big data for trade and market intelligence	8,000	15,000	15,000	10,000	UNDP	Gov of Finland		48,000
	3.4.1. Capacity building of MSMEs and VCs stakeholders to use big data for trade and market intelligence	8,000	15,000	15,000	10,000			74100 - Professional Services	48,000
	3.5. Targeted support for women and youth entrepreneurship development	14,000	60,000	57,000	24,634	UNDP	Gov of Finland		155,634
	3.5.1. Support to organizing public-private dialogue/discussions on issues related to women entrepreneurship development	5,000	5,000	5,000	4,634			71300 – Local consultants 73100 - Rental and Maintenance-Premises	19,634
	3.5.2. Development and implementation of women and youth entrepreneurship development programmes (incl.mentorship programs and others)	4,000	20,000	17,000	0			74100 - Professional Services	41,000
	3.5.3. Capacity building of women-led enterprises on business planning and management as well as trade development related topics	5,000	15,000	15,000	5,000			72100 – Contractual Services – Company 74100 - Professional Services	40,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
	3.5.4. Support to improving productive capacities of women-led MSMEs and women entrepreneurs through programmes on women entrepreneurship development	0	20,000	20,000	15,000			72100 – Contractual Services – Company	55,000
	Sub-Total for component 3								648,634
	Monitoring	2,500	6,000	6,000	6,000	UNDP	Gov of Finland	71600 – Travel	20,500
	Project Staff	23,625	94,500	94,500	94,500	UNDP	Gov of Finland	71400 - Contractual Services – Individuals	307,125
	Operation cost (office, equipment, communication, etc.)	10,800	32,400	32,400	32,400	UNDP	Gov of Finland	73100 - Rental and Maintenance Premises 72400 - Communication charges	108,000
	Development Effectiveness	7,000	12,000	12,000	12,000	UNDP	Gov of Finland	61100 – Salary costs NP staff 61200 – Salary costs GS staff	43,000
	General management cost (GMS 8%)	14,874	48,872	45,512	31,483			75100 - GMS	140,741
	Output 3								1,900,000
Output 4. Supporting enabling environment for building economic resilience and inclusive growth in Uzbekistan through 2.1. Enabling policies for trade oriented private sector development and enhancing economic resilience	2.1. Enabling policies for trade oriented private sector development and enhancing green economic resilience	15,000	100,000	80,000	60,000	UNDP	Gov of Finland		255,000
	2.1.1. Provision of expertise for national stakeholders to carry out legal/regulatory analysis and elaboration of proposals for laws and policies that improve business environment and regional economic integration	0	15,000	10,000	10,000			71300 – Local consultants 71200 - International consultants	35,000
	2.1.2. Support to formulating strategies, plans, drafts laws and regulations aimed at improving business environment and further development of entrepreneurship	0	15,000	10,000	5,000			71300 – Local consultants 71200 - International consultants	30,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
2.2. Improving efficiency of public and trade support services for the private sector with strong focus on services critical for MSMEs in times of crisis or economic recovery periods 3.1. Support to developing 'green', employment rich and 'future proof' value chains that are gender-sensitive and have high productivity and market potential 3.2. Increased productivity, competitiveness, and export readiness of target green value chains 3.3. Enhanced capacities of MSMEs (especially women-led enterprises) to trade online 3.4. Enhanced	2.1.3. Support to evidence-based policy analysis and development of recommendations aimed at increasing competitiveness and enhancing economic resilience, including but not limited to: -diversification of economy/exports and improving productive capacities -promoting green, employment-rich, gender-sensitive and future-proof value chains -harnessing trade-related opportunities arising from transition to green economy -fostering trade digitalization and enabling environment for e-commerce -creating more opportunities for women in trade	5,000	15,000	10,000	10,000			71300 – Local consultants 71200 - International consultants	40,000
	2.1.4. Support to Uzbekistan's WTO accession process, including capacity-building of government officials, support with preparation of key accession documents, advisory support on substantive issues of the accession process and other activities	0	20,000	20,000	20,000			71300 – Local consultants 71200 - International consultants 73100 - Rental and Maintenance-Premises 74200 - Audio Visual and Print Production Costs	60,000
	2.1.5. Support to implementation of priority actions set in the Development Strategy of New Uzbekistan for 2022-2026 as well as other national programmes, policies and strategies aimed at trade and private sector development, increasing competitiveness, development of new green economic sectors and enhancing economic resilience	5,000	20,000	15,000	10,000			71300 – Local consultants 71200 - International consultants	50,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
capacities of MSMEs to use big data for trade and market intelligence 3.5. Targeted support for women and youth entrepreneurship development Gender marker: GEN2	2.1.6. Support to implementation of trade facilitation measures aimed at decreasing foreign trade transaction costs, simplification and harmonization of customs and border procedures, digitalization and streamlining trade and transit procedures, further development of conformity assessment system.	5,000	15,000	15,000	5,000			71300 – Local consultants 71200 - International consultants	40,000
	2.2. Improving efficiency of public and trade support services for the private sector with strong focus on services critical for MSMEs in times of crisis or economic recovery periods	20,000	155,000	110,000	50,000	UNDP	Gov of Finland		335,000
	2.2.1. Capacity building of staff of MIFT, EPA, CCI and other state ministries/agencies and Trade Support Institutions to improve knowledge and skills	5,000	20,000	20,000	5,000			71300 – Local consultants 71200 - International consultants	50,000
	2.2.2. Support to digitalization, optimization and improvement of trade-related public services, provided by state agencies to the private sector (licensing, certification, etc.)	0	25,000	25,000	15,000			71300 – Local consultants 71200 - International consultants 72100 – Contractual Services – Company	65,000
	2.2.3. Support to EPA and other TSIs to establish new export promotion services critical for MSMEs in times of crisis or economic recovery periods, including but not limited to: -forsighting new markets and facilitating market access -accessing and using big data for trade and market intelligence -gender-sensitive supply chain management -advanced and innovative trade financing -e-commerce mentoring and connecting to digital platforms.	10,000	30,000	25,000	15,000			71300 – Local consultants 71200 - International consultants 72100 – Contractual Services – Company	80,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
	2.2.4. Support to EPA and other TSIs to improve export promotion/development services provided to the private sector especially advisory services for green export sectors on issues of value addition, national and voluntary sustainability standards, market entry conditions, export marketing, financing green transition, packaging, quality and sustainability management.	5,000	20,000	5,000	5,000			71300 – Local consultants 71200 - International consultants	35,000
	2.2.5. Support to expanding the TSIs networks (regional Export Advisory Services Centers) within the country	0	30,000	10,000	0			72100 – Contractual Services – Company	40,000
	2.2.6. Support to design and introduction of advanced and innovative trade financing solutions	0	30,000	25,000	10,000			71300 – Local consultants 72100 – Contractual Services – Company	6,5000
Sub-total for Component 2									590,000
	3.1. Support to developing ‘green’, employment rich and ‘future proof’ value chains that are gender-sensitive and have high productivity and market potential	15,000	0	0	0	UNDP	Gov of Finland		15,000
	3.1.1. Market assessment for gender-sensitive, green, and employment rich VCs that have high productivity and value added potential	15,000	0	0	0			74100 - Professional Services	15,000
	3.2. Increased productivity, competitiveness, and export readiness of target green value chains	8,000	155,000	154,000	92,000	UNDP	Gov of Finland		409,000
	3.2.1. Capacity building of target VC actors (farmers, agro-producers, etc) on sustainable agricultural practices and production methods/technologies to increase resilience and adaptability	8,000	10,000	10,000	8,000			72100 – Contractual Services – Company	36,000
	3.2.2. Supporting target VC actors in introduction of international quality and food safety standards and improving quality of products	0	20,000	20,000	9,000			72100 – Contractual Services – Company	49,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
								74100 - Professional Services	
	3.2.3. Conducting a Green Entrepreneurship Development Programme (with focus on women and youth) that builds capacity of MSMEs in production of new niche products	0	40,000	40,000	20,000			72100 – Contractual Services – Company 74100 - Professional Services	100,000
	3.2.4. Supporting target VCs in improving productive capacities through accessing innovative and environmentally friendly technologies to raise productivity, resource efficiency and added value of target green and marketable niche products/value chains	0	50,000	50,000	25,000			72100 – Contractual Services – Company 74100 - Professional Services	125,000
	3.2.5. Supporting private sector actors to identify and implement solutions that enhance climate resilient and low-emission development of Value chains in partnership with education and/or research institutions	0	15,000	14,000	10,000			72100 – Contractual Services – Company	39,000
	3.2.6. Organising study tours, business missions and B2B meetings for VCs actors as well as state and business organizations	0	10,000	10,000	10,000			71600 – Travel	30,000
	3.2.7. Capacity-building of farmers, agro-processors and producers on European Union’s technical, sanitary, phytosanitary and other mandatory requirements	0	10,000	10,000	10,000			72100 – Contractual Services – Company 74100 - Professional Services	30,000
	3.3. Enhanced capacities of MSMEs (especially women-led enterprises) to trade online	10,000	30,000	30,000	10,000	UNDP	Gov of Finland		80,000
	3.3.1. Supporting MSMEs/enterpreneurs in promoting and trading their goods/services online	5,000	15,000	15,000	5,000			74100 - Professional Services	40,000
	3.3.2. Capacity building of MSMEs and entrepreneurs on e-commerce	5,000	15,000	15,000	5,000			72100 – Contractual Services – Company 74100 - Professional Services	40,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
	3.4. Enhanced capacities of MSMEs to use big data for trade and market intelligence	5,000	15,000	15,000	10,000	UNDP	Gov of Finland		45,000
	3.4.1. Capacity building of MSMEs and VCs stakeholders to use big data for trade and market intelligence	5,000	15,000	15,000	10,000			74100 - Professional Services	45,000
	3.5. Targeted support for women and youth entrepreneurship development	10,000	75,000	75,000	25,869	UNDP	Gov of Finland		185,869
	3.5.1. Support to organizing public-private dialogue/discussions on issues related to women entrepreneurship development	5,000	5,000	5,000	5,000			71300 – Local consultants 73100 - Rental and Maintenance-Premises	20,000
	3.5.2. Implementation of women and youth entrepreneurship development programmes (incl.mentorship programs and others)	0	30,000	30,000	0			74100 - Professional Services	60,000
	3.5.3. Consultancy and advisory support to women-led MSMEs on business planning, development and management as well as trade development related topics	5,000	15,000	15,000	8,869			72100 – Contractual Services – Company 74100 - Professional Services	43,869
	3.5.4. Support to improving productive capacities of women-led MSMEs through technical support programmes	0	25,000	25,000	12,000			72100 – Contractual Services – Company	62,000
	Sub-Total for component 3								734,869
	Monitoring	2,500	4,000	4,000	4,390	UNDP	Gov of Finland	71600 – Travel	14,890
	Project Staff	24,000	94,500	94,500	94,500	UNDP	Gov of Finland	71400 - Contractual Services – Individuals	307,500
	Operation cost (office, equipment, communication, etc.)	9,000	18,000	18,000	18,000	UNDP	Gov of Finland	73100 - Rental and Maintenance Premises 72400 - Communication charges	63,000

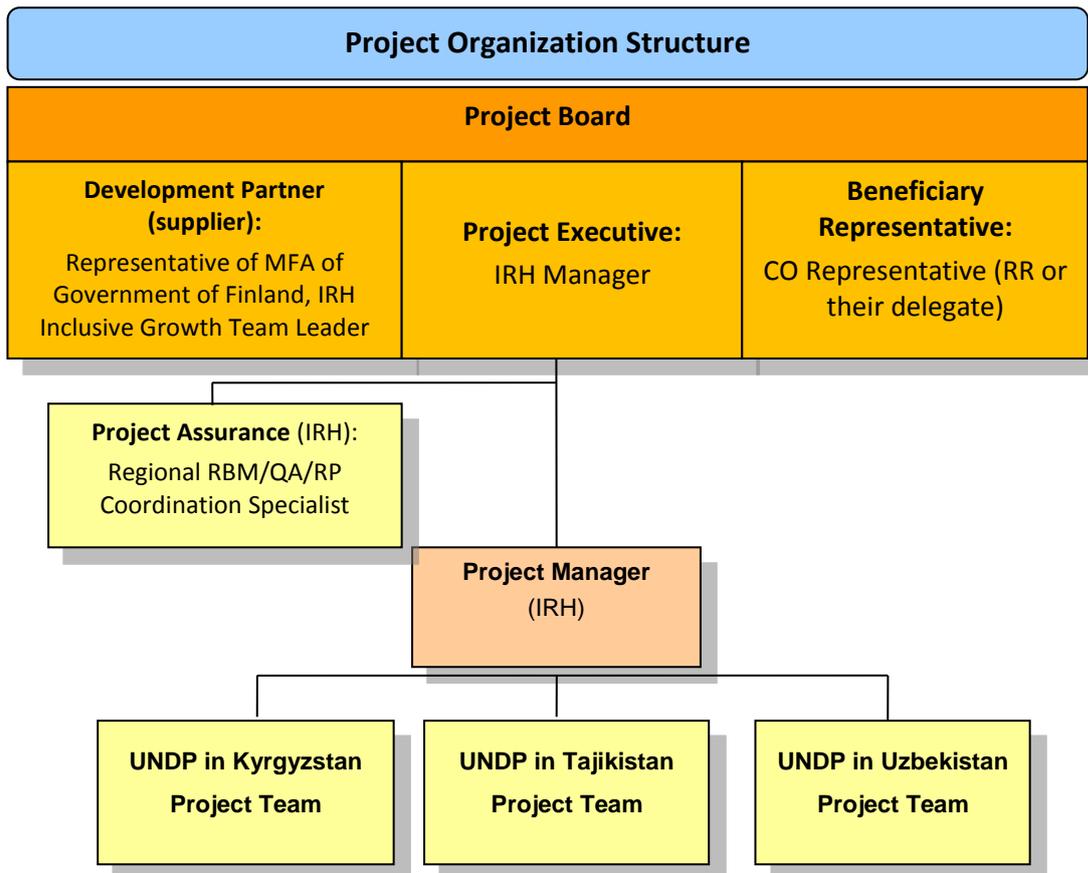
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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (EUR) ⁴²		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
	Development Effectiveness	7,000	14,000	14,000	14,000	UNDP	Gov of Finland	61100 – Salary costs NP staff 61200 – Salary costs GS staff	49,000
	General management cost (GMS 8%)	10,040	52,840	47,560	30,301			75100 - GMS	140,741
	Output 4								1,900,000
TOTAL									6,732,673

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be directly implemented by the UNDP's Regional Hub for Europe and the CIS (IRH) in collaboration with UNDP Kyrgyzstan, Tajikistan and Uzbekistan within the delegated direct implementation authority for the Regional Programme implementation, in line with UNDP's [Programme and Operations Policies and Procedures](#). UNDP IRH will be responsible for overall management, oversight and monitoring of the project. The project will be implemented in close coordination with the participating UNDP Country Offices as per the project organization structure below. IRH will act as the project implementing partner (agency).



The proposed implementation strategy is based on the experience gained during long-term successful cooperation between UNDP and bilateral donors in the delivery of regional projects. The implementation follows the principles of the [Paris Declaration on Aid Effectiveness](#). The described modality is designed to guarantee:

- (a) Country (and local) ownership: Although the project will have Direct Implementation Modality (DIM), national government partners will be fully engaged in the decision-making, implementation and monitoring of the project at all levels. The project will have extensive stakeholder consultations mechanism, and also National Steering Committees where progress and future implementation will be discussed with main governmental counterparts, as well as project clients.
- (b) Participation of stakeholders.
- (c) Capacity building in beneficiary institutions.

In terms of roles and responsibilities, the project will be directed by a *Project Board*, chaired by the Manager of the UNDP Istanbul Regional Hub, who will also serve as the Project Executive. The Project Board also consists of representatives from the donor - the Government of Finland, as well

as representatives of the UNDP country offices from Kyrgyzstan, Tajikistan, and Uzbekistan. The Project Board may decide to expand its membership as appropriate.

The key distinct roles of the members of the Project Board are identified in the scheme below:

1. An Executive: individual representing the project ownership and chairs the Project Board - UNDP IRH Manager.
2. Development partner (supplier): individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Development partner's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The representative from the MFA of Finland will act as the Development partner. The Inclusive Growth Team Leader will also represent Development partner in the Project Board.
3. Beneficiary representative: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Senior Managers of the UNDP in Kyrgyzstan, Tajikistan, and Uzbekistan will perform the role of the Beneficiary. National government partners will be fully engaged in the decision-making, implementation and monitoring of the project at all levels. The project will have extensive stakeholder consultations mechanism, and also national steering committees where progress and future implementation will be discussed with main governmental counterparts, as well as project clients
4. Project assurance: Project assurance is the responsibility of each project board member; however, the UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. Project assurance has to be independent of the project manager. Regional RBM/QA/RP Coordination Specialist will hold the role of project assurance on behalf of UNDP.

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager (PM), including recommendation for UNDP/Implementing Partner approval of project plans and revisions. To ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure best value to money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP IRH Manager.

The Project Board will:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
- Be responsible for making strategic decisions by consensus, including the approval of project revisions (i.e., changes in the project document)
- Approve annual work plans, annual reviews, and bi-annual reports
- Meet at least twice yearly (either in person or virtually) to review project implementation, management risks, and other relevant issues
- Be consulted by the project manager (who will act as the project board secretary) for decisions when management tolerances (in terms of time and budget as per work plan) have been exceeded (the project board defines tolerances)
- Address project issues as raised by the project manager

- Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks

On the implementation level, national project partners may decide to establish a *National Steering Committee*. These Committees may provide advice for designing the Annual Working Plans and may draft proposals and provide recommendations to the Project Board. The Project Board will meet with national stakeholders on the meso, macro and micro level at least once per year.

IX. LEGAL CONTEXT

The project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof. All references in the SBA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

X. RISK MANAGEMENT

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, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. 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, (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. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.

6. 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.

7. 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 [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - 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 (each a “sub-party” and together “sub-parties”) acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, 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, each sub-party 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, each sub-party, 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. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form

- of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (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, sub-parties will and will require that their respective 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;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties 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. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties 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 relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party 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 relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, 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, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. 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 (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) 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.

- i. 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.
- j. 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, corruption other financial irregularities 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.
- k. 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 corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document. 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, corruption or other financial irregularities, 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.

- l. 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.
- m. 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.

- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Project Quality Assurance Report

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

Project Information

Project Information	
1. Project Title	Aid for Trade in Central Asia – Phase V
2. Project Number	00145439
3. Location (Global/Region/Country)	Kyrgyzstan, Tajikistan, Uzbekistan

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 will target the right to work as per ICESCR Art.6.1, the right to an adequate standard of living and elimination of discrimination against women (UN CEDAW ART. 14).

The main aim of the project is to support countries in building ‘forward-looking’ productive capacities, enhancing efficiency and competitiveness of target ‘green’ value chains and niche products which will be identified in the agricultural, agro-industrial, but also in other employment-rich sectors, contributing to inclusive and sustainable human development through increased number of decent green jobs and livelihood opportunities for vulnerable communities, and with the emphasis on enhancing their resilience to domestic economic inefficiencies and external shocks, including COVID-related shocks. Special focus will be given to support female productive employment, as well as supporting female entrepreneurs in creating decent jobs. The project will put special attention to ensuring that jobs are formalized. The project will also focus in promoting better productive capacities within the agricultural sector working with VCs and associations ensuring better integration into trade (increasing income) and increasing productivity (food security). The project will also ensure that participating businesses implement safe labour standards as per ILO recommendations.

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

The socio-economic costs of COVID-19 have so far fallen disproportionately on women. While men have experienced higher death rates across Central Asia, women have felt the secondary effects of the pandemic with drops in employment, increased burdens of unpaid care work and poorer job conditions.

Moreover, sectors with higher shares of female employment have been hit particularly hard (tourism and retail trade), while childcare options outside the home are much reduced. As a result, women's employment rates have fallen sharply. With COVID-19, women are facing greater reductions in paid hours of work and more job losses, more women than men entrepreneurs discontinued their business activities, f.e. in Kyrgyzstan, a higher proportion of women-led MSMEs (72%) reported they could not repay their loans, compared with men-led MSMEs (61%).

Even before the onset of the COVID 19 pandemic, women were struggling to integrate into the global economy and capitalize on opportunities presented by trade, including the rise of e-commerce and regional and global value chains. The pandemic has only further exacerbated the numerous challenges women face in this regard and exposed their vulnerabilities. Women continue to face issues with start-up capital and are traditionally based in low-turnover segments within the private sector. The project approach in ensuring better gender equality and women's empowerment will be two-fold. First of all, gender equality issues will be mainstreamed throughout all activities, and secondly the project will also implement activities exclusively dedicated to women and youth with a minimum of 15% of the programmatic budget being invested to directly support gender issues and/or women entrepreneurs.

The work on mainstreaming will include a gender lens at the policy level in order to ensure that specific gender concerns are integrated into policies and later on into implementation. At the micro level, the project will ensure more active women's participation throughout the activities and especially in governance related processes. Overall, this approach focuses on mainstreaming gender issues throughout the implementation.

The direct implementation working with women entrepreneurs will focus on capacity development activities focusing on women entrepreneurs, as well as women centric job creation. The project will also work on mentorship programme and confidence building.

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

At the business level, the project will support activities that are environmentally friendly and that:

1. Decrease CO2 emissions or;
2. Ensure climate change mitigation/adaptation activities, or;
3. Ensure sustainable natural resource management, or;
4. Ensure disaster risks are considered and initiative's investments are protected from potential hits of disasters by decisions based on the information on available risks, vulnerabilities and capacities.

Standards used will be compliant with the Convention on Biological Diversity which includes the sustainable use of components and the fair and equitable sharing of the benefits arising out of the natural resource.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			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)?
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	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.
Risk: 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 especially in crisis context	I = 2 P = 2	low		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
Risk: female participation in trade and export related activities, especially within the agriculture can be difficult	I = 2 P = 1	low		The project will pay attention to development of skills of women, to ensure their proper engagement and participation in all stages of project implementation, starting from design and ending with use of products and services generated by the project.
Risk: support companies that produce adverse environmental damage	I = 2 P = 1	low		The project will establish minimum environmental criteria to ensure that polluting companies will not be eligible for support
Risk: informal employment	I = 2 P = 1	low		The project will not work with companies that do not provide decent jobs, that include proper health and safety standards
	QUESTION 4: What is the overall Project risk categorization?			
	Select one (see SESP for guidance)			Comments
	<i>Low Risk</i>	<input checked="" type="checkbox"/>		
	<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?			

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	Check all that apply		Comments
	Principle 1: Human Rights	<input checked="" type="checkbox"/>	
Principle 2: Gender Equality and Women's Empowerment	<input type="checkbox"/>		
1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>		
2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>		
3. Community Health, Safety and Working Conditions	<input type="checkbox"/>		
4. Cultural Heritage	<input type="checkbox"/>		
5. Displacement and Resettlement	<input type="checkbox"/>		
6. Indigenous Peoples	<input type="checkbox"/>		
7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>		

Final Sign Off

Signature	Date	Description
QA Assessor	DocuSigned by: <i>Dilshod Akbarov</i>	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	4FCE3EBFD2C74F3... DocuSigned by: <i>Abusabeb Elsayid</i>	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or 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	E3F846F529D24D4... DocuSigned by: <i>Gerd Trogenmacher</i>	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 <u>Risks</u>		
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? ⁴³	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, in particular 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?	No
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? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No

⁴³ 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.

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? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	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? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		

2.1	Will the proposed Project result in significant ⁴⁴ 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)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	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

⁴⁴ 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.]

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? ⁴⁵	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	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		

⁴⁵ 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.

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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? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	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

3. **Risk Analysis.** Use the standard [Risk Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions

Risk log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Government or institutional changes may delay regulatory improvements	Project development phase	Political	P = 4 I = 2	To address this risk, the project will work with several partners, and will codify knowledge (transfer knowledge through instructions, manuals and etc.) and strengthen partner's institutional capacity, so that critical information /capacities remain even if staff changes.	Project Developer	Project Developer		
2	Economic slowdown may impact project results	Project development phase	Financial	P = 2 I = 2	The project will closely follow macroeconomic assessments and analyses that Ministries of Finance are conducting in order to preempt any negative consequences from potential fluctuations	Project Developer	Project Developer		
3	Natural disasters in the upcoming period might hamper agricultural production as well as trade and exports	Project development phase	Environmental Strategic	P = 2 I = 4	In case of natural disasters, project platforms will include information for stakeholders on how to mitigate and/or adapt to those situations	Project Developer	Project Developer		
4	Insurgence of extremist violence	Project development phase	Security	P=2 I=4	Careful monitoring of the target geographical areas	Project Developer	Project Developer		
5	Conflict along border lines and border cross points	Project development phase	Security	P=3 I=4	Careful monitoring of the target geographical areas (socio-economic and inter-ethnic contexts)	Project Developer	Project Developer		
6	Exchange rate stability	Project development phase	Financial	P=2 I=4	Careful monitoring of the exchange rate and corrective measures submitted to the board if necessary	Project Developer	Project Developer		

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7	Pandemic and related quarantine situation	Project development phase	Environmental Strategic	P=3 I=3	In case of pandemic and subsequent quarantine measures implied, the project will support partners with policy analysis of the impact of pandemic on trade and elaboration of support measures for businesses and exporters, including recovery of supply chains, financial support and others.	Project Developer	Project Developer		
8	Deterioration of trade with Russia as one of the main trading partners	Project development phase	Financial	P=3 I=3	To address this risk, the project will pay increased attention to trade and market analysis reviews/forecasts by the Ministries of economy and trade as well as IFIs in order to preempt any negative consequences from potential deterioration of bilateral trade with Russia as a result of sanctions.				

Probability (P) on a scale from 1 (low) to 5 (high)

Impact (I) on a scale from 1 (low) to 5 (high)

4. Project Board Terms of Reference and TORs of key management positions.

4.1. Terms of Reference (ToR) for the Project Board of 'Aid for Trade in Central Asia – phase V' project

I. Background

UNDP's 'Aid for Trade in Central Asia – phase V' project is governed by a multi-stakeholder Project Board established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. For the purpose of this ToR and to ensure standardization, henceforth, as regards project documentation, such a body shall only be referred to 'Project Board'. The Project Board is the most senior, dedicated oversight body for a UNDP's 'Aid for Trade in Central Asia – phase V' project, which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

II. Duties and Responsibilities

The two prominent (mandatory) roles of the Project Board are as follows:

- 1) **High-level oversight of the project** (as explained in the ["Provide Oversight"](#) section of the PPM). This is the primary function of the Project Board. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Board is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

The Project Board also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by the Regional RBM/QA/RP Coordination Specialist to maintain independence from the project manager regardless of the project 's implementation modality.

The Project Board reviews updates to the project risk log.

- 2) **Approval of key project execution decisions.** The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The Project Board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The Project Board approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions (*'High-level oversight of the project'* and *'Approval of key project execution decisions'*) is distinct from the roles of entities involved in the implementation of the project.

In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with [the Quality Standards for Programming](#) that shall ensure management for

development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Project Board needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The Project Board also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Board include the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the project manager and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel and project and the [Project Board or Project Steering Committee] is informed/consulted only).
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project⁴⁶.
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the [Low Value Grants – UNDP Operational Guide](#).

Additional responsibilities of the Project Board can include, but are not limited to, the following:

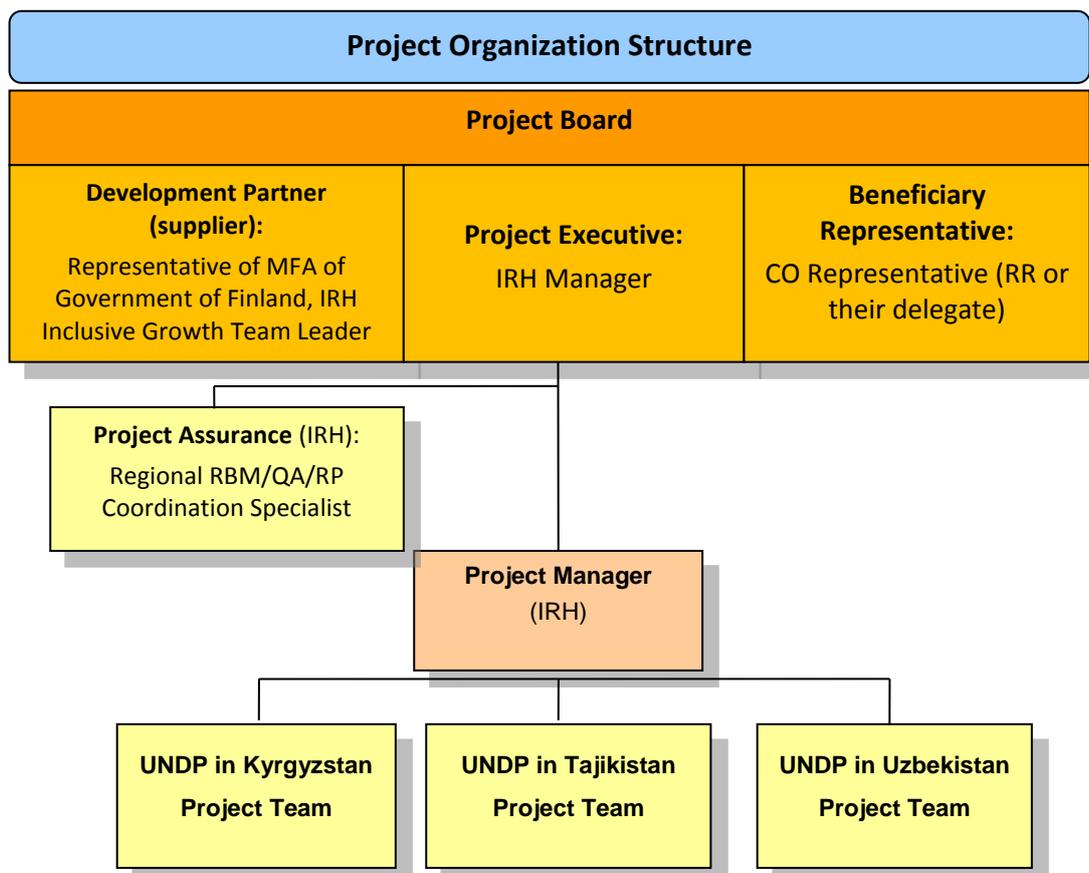
- Ensure coordination between the various donors and government-funded projects and programmes;
- Report to relevant inter-ministerial bodies or higher-level oversight bodies;

⁴⁶ The responsibilities of the board in this regard should follow [UNDP's Social and Environmental Standards](#) (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.

- Ensure coordination with multiple government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up;
- Providing guidance or reporting protocols to technical committees or sub-bodies reporting to the Board (if applicable);

III. Composition of the Project Board

As noted in the diagram below, the Project Board has three categories of formal members (e.g. voting members).



The three categories of [Project Board or Project Steering Committee] members are the following:

- 1) **Executive:** An individual who represents ownership of the project and chairs the Project Board – IRH manager.

- 2) **Beneficiary Representative:** An individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Senior Management of UNDP Kyrgyzstan, Tajikistan and Uzbekistan will perform the role of the Beneficiary. National government partners will be fully engaged in the decision-making, implementation and monitoring of the project at all levels. The project will have extensive stakeholder consultations mechanism, and also National Steering Committees where progress and future implementation will be discussed with main governmental counterparts, as well as project clients
- 3) **Development Partner:** An individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Development partner's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The representative from the MFA of Finland will act as the Development partner. The Inclusive Growth Team Leader will also represent Development partner in the Project Board.

IV. Standard Project Board Protocols

The Project Board must meet one time annually at a minimum. It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. This Project Board will meet 3 times annually according to this provisional schedule: (1) virtually in December to approve AWP; (2) virtually in spring to approve annual report; and (3) in-person in autumn to approve mid-year report).

Project Board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified travel expenses related to the Board's meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible board members.

All Project Boards must have rules for quorum and documentation/minuting of board decisions. All board decisions and minutes should be kept by the project management unit and UNDP. Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the Project Board.

Unless otherwise specified, Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board or a UNDP staff member with delegated authority as the programme manager.⁴⁷

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

V. Standard Outputs of Project Board Meetings

⁴⁷ UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

In its oversight function, the Project Board will (at a minimum) review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations⁴⁸
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicable) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

The output of every Project Board should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

VI. Support Functions to the Project Board

There are two main entities/functions outside the Project Board structure whose role is to report to the Project Board and support board members in effectively fulfilling their roles: project assurance and project management.

Project Assurance: Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Board cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all Project Board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

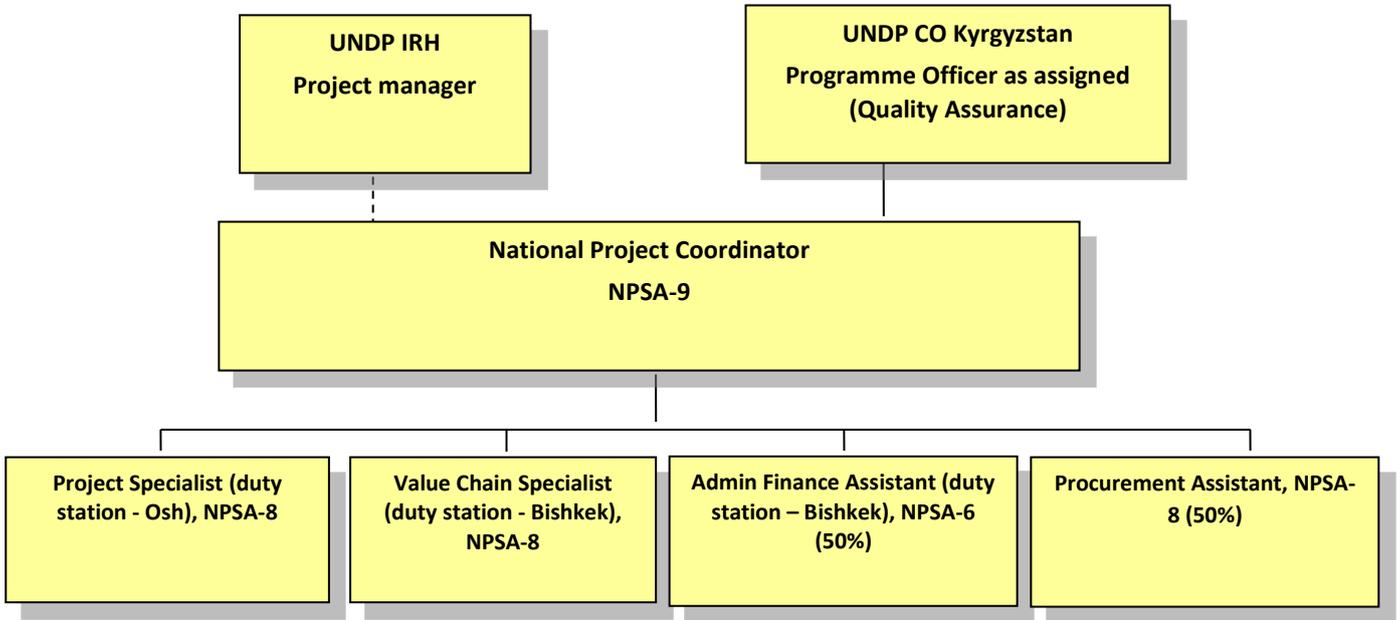
Regional RBM/QA/RP Coordination Specialist will hold the role of project assurance on behalf of UNDP.

Project Support: The Project Manager (PM) is responsible for the overall management of the project on behalf of the UNDP, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

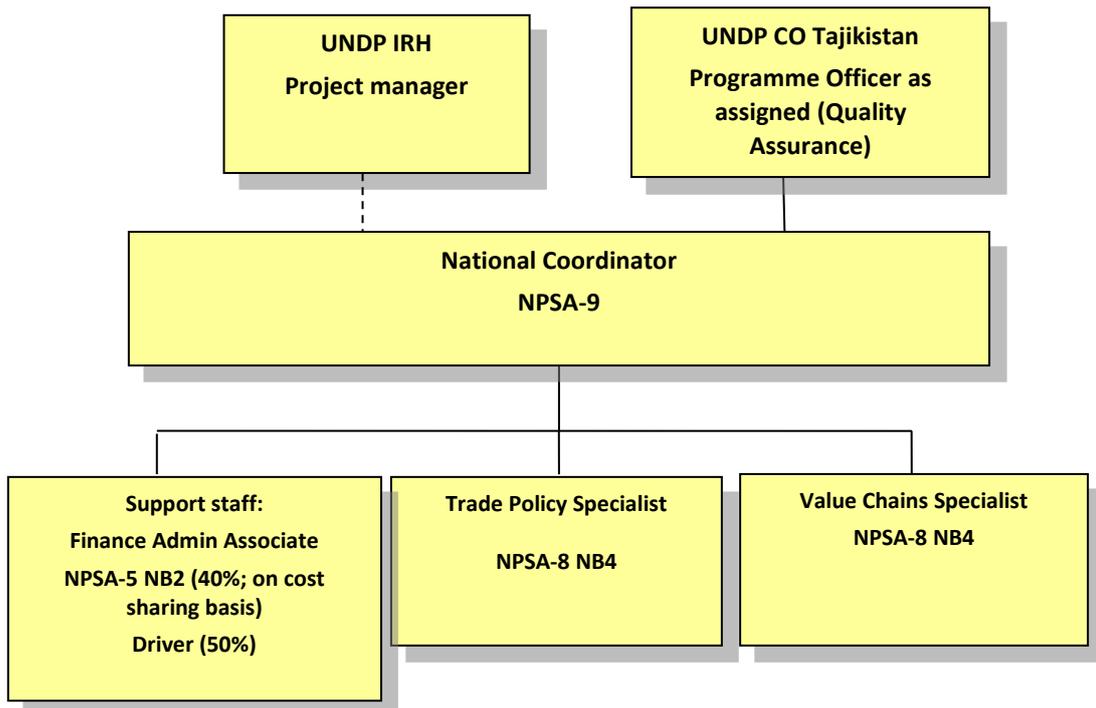
⁴⁸ Including audit reports and spot checks.

4.2. Organigramme per country and ToR for project staff

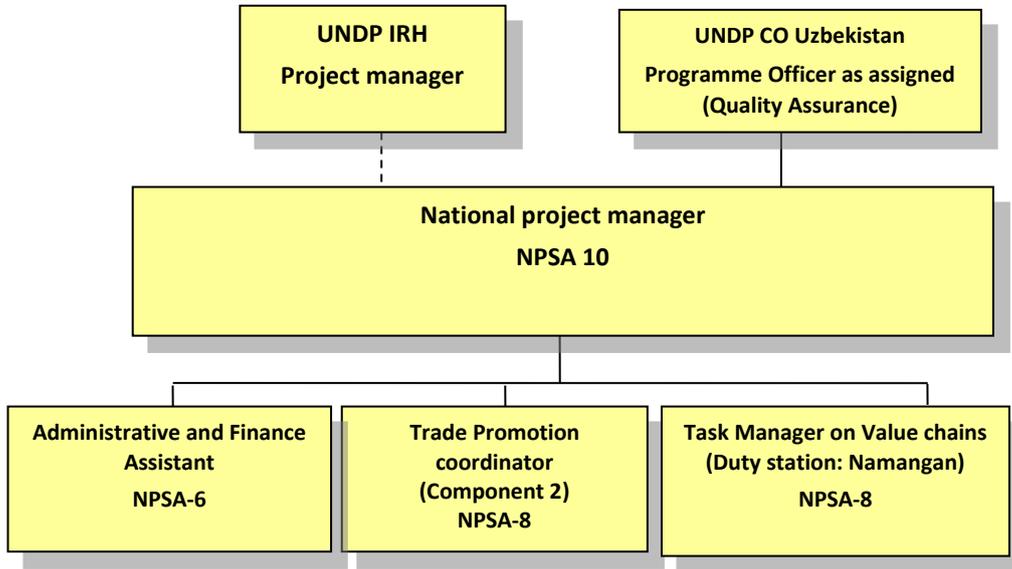
Staffing in Kyrgyzstan



Staffing in Tajikistan



Staffing in Uzbekistan



Terms of Reference

I. Position Information	
Job Title: Project Manager	Grade Level: P3
Position Number:	Duty Station: Istanbul, Turkey
Department: RBEC Regional Centre	Date of Issuance:
Reports to: IG team Leader	Closing Date:
Position Status: Non-Rotational	Duration and Type of Assignment: More than a year; Fixed Term Appointment

II. Job Purpose and Organizational Context
<p>UNDP is implementing the project “Aid for trade in Central Asia” in support of the global Aid for Trade (AfT) agenda, which is a key global initiative that helps developing countries to participate in, and benefit from, international trade. A large part of AfT is focused on strengthening domestic production, such as creating an enabling business environment for enterprises or building economic infrastructure.</p> <p>The overall objective of the UNDP/Government of Finland- project is to foster inclusive, green economic growth in three countries of Central Asia – Kyrgyzstan, Tajikistan and Uzbekistan - by promoting trade and increasing competitiveness focusing on: building capacity in institutions involved in trade policy design and implementation; provision of technical assistance to trade-related business support services for better use of trade opportunities; and assistance to SMEs to improve their competitiveness and capacities to better benefit from trade.</p> <p>The project is directly implemented by UNDP via the Istanbul Regional Hub, in close cooperation with UNDP country offices in Kyrgyzstan, Tajikistan and Uzbekistan benefiting from existing UNDP infrastructure and the network of UNDP practitioners in the countries of project implementation. The activities of the project will be coordinated with other UNDP projects currently implemented in the region.</p> <p>The Project Manager is responsible for the management and implementation, monitoring systems and results-management as well knowledge management and visibility of the Aid for Trade project. S/he works in close cooperation with other outcome and project teams within the Regional Programme.</p>

III. Duties and Responsibilities
<p>Summary of key functions:</p> <ul style="list-style-type: none"> • Overall project management • Project monitoring, results-management and reporting • Project knowledge management and visibility
<p>Function 1: Ensure effective overall management of the project and the project budget, focusing on the achievement of the following results:</p> <ul style="list-style-type: none"> • Effectively manage the Aid for Trade project. • Implement the project activities in accordance with UNDP operational procedures, POPP, financial rules and regulations and UNDP’s Internal Control Framework ensuring the integrity of financial management of the project. Supervise the administrative and financial aspects of the project. • Prepare the project Annual Work Plan in alignment with the project document and Board decisions. Revise AWP, as required.

- Develop project budget and oversee processing of project payments according to AWP and approved budget. Revise project budget, as required.
- Design and update, as required, project implementation arrangements and select implementing partners such as government institutions, service providers, and NGOs.
- Supervise and implement bidding/proposal processes and select implementing partners according to UNDP rules. Design the scope of work and TORs for the bids and calls for proposals. Oversee work (quality and progress) of, and coordinate implementation with, implementing partners.
- Manage day-to-day planning, coordination and implementation of project activities and administrative matters. Manage implementation of all contractual processes for project implementation such as procurement of expertise, goods and works including preparation of ToRs, specifications and other inputs.
- Manage and supervise project associate.
- Coordinate project strategies and activities with other UNDP projects seeking synergies and complementarities within RBEC's Regional Programme.
- Ensure that gender considerations are effectively mainstreamed throughout project activities, work plans, budgets, reports and when relevant, analyzed in detail.

Function 2: Ensure efficient and effective monitoring and results-management as well as reporting of the project focusing on achievement of the following results:

- Ensure that UNDP's monitoring and evaluation procedures are implemented in the project.
- Monitor project progress against annual and quarterly work plans and budgets.
- Ensure accurate project information in ATLAS. Update project management information including risk analysis, updates to project risk log and issues log.
- Manage accurate and timely quarterly reporting on the progress of the project to UNDP and donor(s). Compile and draft high quality reports to donors according to UNDP's contractual obligations to donor(s). Compile and finalize financial reports.

Function 3: Ensure knowledge management and project visibility focusing on achievement of the following results:

- Capture and disseminate lessons learned and best practices resulting from the implementation of Aid for Trade project activities.
- Participate in knowledge networks and IRH collaborative work modalities, Apply best practices and lessons learned to the implementation of the Aid for Trade project.
- Ensure full transparency and access to information as regards the activities of the Aid for Trade project.
- Compile and prepare project information materials and maintain project website. up-to-date ensuring visibility of the donor and implementation partners. Coordinate distribution of information materials, as required. Participate in project-related communication and media activities.
- Ensure that gender equality considerations are incorporated into the project knowledge management and project visibility.
- Support UNDP's GPN on issues on productive capacities and trade using the project's experience and lessons learned.
- Function as a knowledge hub for productive capacities and trade within the RBEC region in close cooperation with the UNDP trade unit in Geneva and the Istanbul Private Sector hub.

IV. Competencies and Selection Criteria	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)
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<p>In this section list all core competencies as well as the most relevant technical/functional competencies the role will require along with the appropriate level. A Detailed list of competencies can be accessed through the following link: https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx</p>	
Core	
Innovation <i>Ability to make new and useful ideas work</i>	Level 5: Creates new and relevant ideas and leads others to implement them
Leadership <i>Ability to persuade others to follow</i>	Level 5: Plans and acts transparently, actively works to remove barriers
People Management <i>Ability to improve performance and satisfaction</i>	Level 5: Models high professional standards and motivates excellence in others
Communication <i>Ability to listen, adapt, persuade and transform</i>	Level 5: Gains trust of peers, partners, clients by presenting complex concepts in practical terms to others
Delivery <i>Ability to get things done while exercising good judgement</i>	Level 5: Critically assesses value and relevance of existing policy / practice and contributes to enhanced delivery of products, services, and innovative solutions
Technical/Functional	<p>Detailed list of competencies can be accessed through https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx and hiring managers are encouraged to familiarize themselves for more information</p>
Experience in value chains, productive capacity and SME development	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Trade intelligence	Level 3: Implement & Manage: Exercises skills and knowledge independently, demonstrating ability to manage self and team responsibilities, in area of work
Project management	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Knowledge of Central Asia economies and value chains	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Regenerative systems	Level 2: Execute & Learn: Performs defined tasks efficiently and deepens knowledge of area of work
Resource mobilisation	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Identifying risks and mitigation measures	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise

V. Recruitment Qualifications	
Education:	Master's degree or an advanced degree in economics, international trade, business administration or another relevant social science area.
Experience:	<ul style="list-style-type: none"> • At least 5 years of work experience in project management in the areas of international trade and productive capacities in Central Asia. • At least 5 years of experience with application of principles and concepts of value chains and megatrends in the context of sustainable development • Experience with ATLAS and UNDP project management is an asset, international certification in project management is an asset. • Country-level experience and/or project management experience in Central Asia is an asset. • Prince2 training/certification and knowledge of Results Management Guide (RMG) is an asset
Language Requirements:	Fluency in English and Russian is required.

Kyrgyzstan.**Terms of Reference (TOR)****1. Position Information**

Office/Unit/Project	Aid for Trade in Central Asia project (Phase V)
Functional Title	AFT National Coordinator
Classified Level (NPSA 1-12)	NPSA-9 (National Personnel Service Agreement)
Duty station (City and Country)	Bishkek, Kyrgyzstan
Type (Regular or Short term)	Regular
Office- or Home-based	Office-based
Expected starting date	
Expected Duration	

2. Office/Unit/Project Description

The overall objective of UNDP's 'Aid for Trade in Central Asia – phase V' project is to support Central Asian countries in promoting inclusive and sustainable growth through promoting green value chains and increasing competitiveness with strong emphasis on building more resilient, secure and gender-responsive economic structures through economic diversification and adapting to the COVID-19 emerging trends.

The overall emphasis will be on building 'forward-looking' productive capacities, enhancing efficiency and competitiveness of target 'green' value chains and niche products which will be identified in the agricultural, agro-industrial, but also in other employment-rich sectors, contributing to inclusive and sustainable human development through increased number of decent green jobs and livelihood opportunities for vulnerable communities, and with the emphasis on enhancing their resilience to domestic economic inefficiencies and external shocks, including COVID-related shocks.

The identification of green products and value chains will be guided by ensuring better competitiveness through foresighting new and emerging markets and consumer trends. Only products which contribute to greening the economies and generate decent employment will be considered.

The project will address the development challenge through the following three sub-components:

- At the regional level:
 - Supporting regional cooperation, connectivity and integration into regional and global value chains
- At the country levels:
 - Supporting enabling environment for building economic resilience, and inclusive and sustainable growth
 - Supporting job creation and improving the efficiency, competitiveness and gender-responsiveness of target 'green' value chains

3. Scope of Work

1. Manage the implementation of project activities under respective Project Output (Component 2 and 3 of AFT Project Annual Work Plan);
2. Ensure close substantive coordination of project activities target provinces, which includes:
 - a) Intensive capacity building to the respective staff of the project on trade development issues
 - b) Ensure coherent approach to capacity development and business support interventions
 - c) Ensure links of local-level interventions with interventions of component 1;

- d) Undertake regular monitoring visits to target regions;
- e) Provide quality assurance on all project activities implemented in target regions;
3. Plan, implement and manage activities under the respective output, including the preparation of annual work plans, procurement plans, and recruitment plans; managing the budget; monitoring expenditures and quarterly substantive reporting;
4. Lead the implementation of activities focusing on technical assistance at the national level to the Government in policies and regulations for sustainable and inclusive trade oriented private sector development;
5. Ensuring the delivery of the project activities against approved budgets
6. Ensure aligning the project activities within the component with the UNDP mandate and corporate priorities, National strategies/programs and contribution to the capacity development of the national counterpart institutions;
7. Provide programmatic contribution on trade-related areas including but not limited to improving services on export promotion and development as well as trade intelligence, strengthening value-added chains, enhancing access to finance for producers and exporters, empowering women entrepreneurship, promoting sustainable and inclusive economic growth patterns, supporting the government with advisory support in trade-related fields.
8. Ensure women economic empowerment and gender equality
9. Liaise with key stakeholders and other partners to ensure proper coordination and partnership within the framework of activities of project implementation
10. Ensure fulfillment of standard procedures, including on procurement, contracting of services and formalizing partnerships, in accordance with the UNDP Rules and Regulations
11. Regularly assess performance of specialists working under his / her supervision (if applicable)
12. Ensure proper documentation and codification (knowledge management) of project methodologies and experiences for wide dissemination and institutional memory
13. Monitor regularly and ensure timely and adequate implementation of the project action plans, undertake necessary preparatory actions for the planned activities, and liaise with relevant parties, if needed
14. Handle correspondence and keep the filing system related to the component and to general project matters
15. Arrange Project events including meetings, trainings and other activities related to component implementation
16. Work towards achievement of goals set up in UNDP strategic documents (Strategic Plan, Regional Programme, Country Programme document etc.) and relevant national legislation
17. Provide advisory services to beneficiaries and partners on substantive aspects of the component
18. Work closely with media in promoting respective component activities and network in the region
19. Coordinate national and regional activities with the Aid for Trade Coordinators (Tajikistan and Uzbekistan) through establishing the regular meetings and exchange of information.
20. Liaise with local and national government bodies, civil society, academia and target populations to ensure an efficient implementation of the project, as well as appropriation by all stakeholders.
21. Ensure wide dissemination and visibility of project achievements.
22. Perform other duties that may be required by Team Leader of Sustainable and Inclusive Economic Growth Cluster of UNDP CO in Kyrgyzstan and AFT Project Manager, UNDP IRH for effective implementation of the Project.

4. Institutional Arrangement

The project is implemented by UNDP Europe and the CIS Istanbul Regional Hub in close cooperation with UNDP country offices in three countries of Central Asia: Kyrgyzstan, Tajikistan and Uzbekistan.

In Kyrgyzstan, the project will be implemented under the umbrella of UNDP Sustainable and Inclusive Economic Growth Cluster. The project closely coordinates with the relevant activities/projects implemented under all projects and programmes in regions of Kyrgyzstan.

The National Coordinator will report on a daily basis to the UNDP Team Leader of Sustainable and Inclusive Economic Growth Cluster (the primary supervisor). She/he will also report to the AFT Project Manager in the Istanbul Regional Hub (as a secondary supervisor).

The National Coordinator will have a supervisory role for the project team and is responsible for managing and coordinating the project at the national and regional levels, day-to-day management and decision-making in relation to the implementation of project in Kyrgyzstan. She/he will coordinate all activities with the UNDP Country Office and will receive substantial support and guidance from the Istanbul Regional Hub.

5. Competencies

Core		
Achieve Results:	LEVEL 3: Set and align challenging, achievable objectives for multiple projects, have lasting impact	
Think Innovatively:	LEVEL 3: Proactively mitigate potential risks, develop new ideas to solve complex problems	
Learn Continuously	LEVEL 3: Create and act on opportunities to expand horizons, diversify experiences	
Adapt with Agility	LEVEL 3: Proactively initiate and champion change, manage multiple competing demands	
Act with Determination	LEVEL 3: Think beyond immediate task/barriers and take action to achieve greater results	
Engage and Partner	LEVEL 3: Political savvy, navigate complex landscape, champion inter-agency collaboration	
Enable Diversity and Inclusion	LEVEL 3: Appreciate benefits of diverse workforce and champion inclusivity	
Cross-Functional & Technical competencies		
Thematic Area	Name	Definition
Business Management	Communication	Ability to communicate in a clear, concise and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience
Business Management	Results-based Management	Ability to manage programmes and projects with a focus at improved performance and demonstrable results
Business Management	Project Management	Ability to plan, organize, prioritize and control resources, procedures and protocols to achieve specific goals
Business Management	Partnerships Management	Ability to build and maintain partnerships with wide networks of stakeholders, Governments, civil society and private sector partners, experts and others in line with UNDP strategy and policies
Business Management	Risk Management	Ability to identify and organize action around mitigating and proactively managing risks

2030 Agenda: Prosperity	Inclusive Growth	Job/ Employment /Decent work Promotion
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6. Minimum Qualifications of the Successful NPSA

Min. Academic Education	<ul style="list-style-type: none"> • <i>Master degree or equivalent in political sciences, economy, agriculture, business administration or social sciences or other related field;</i> • <i>Gender certification is an asset</i>
Min. years of relevant Work experience	<p>At least 3-5 2 years of relevant working experience in managing/coordinating projects and hands-on experience in design, monitoring and evaluation of development projects in area of trade policy and/or in supporting the development of trade promotion institutions and/or private sector development</p> <p>At least 2 years of experience in managing/coordinating project staff/ personnel</p>
Required skills and competencies	<p>Strong knowledge of trade development, and/or trade promotion issues, private sector development, economic development or technical cooperation, general understanding of all the major project development issues.</p> <p>Be familiar with development methodologies, including participatory approaches to strategic planning, strategic management and the management of institutional change in developing countries</p> <p>Experience of work with the international organizations, high-level government officials representing central governmental bodies and/or local administrations (with preference on trade related issues)</p> <p>Experience in the usage of computers and office software packages (MS Word, Excel, etc.).</p>
Desired additional skills and competencies	<p>Experience in financial and operational management is an asset</p> <p>Knowledge of strategic trade development, CU and WTO issues is an asset.</p> <p>Expertise in managing trade related projects is an asset;</p> <p>Knowledge of UNDP rules and procedures with regard to project management is an asset;</p>
Required Language(s) (at working level)	<p>Fluency in English and Russian languages</p> <p>Knowledge of Kyrgyz language is a strong asset</p>
Professional Certificates	<p>If required for specific services. For example: ACCA, CIPS, CISCO, etc.</p>

7. Travel:

- a) Include any official travel expected to be associated with performing the functions

Terms of Reference (TOR)

1. Position Information

Office/Unit/Project	UNDP Aid for Trade Project (Phase V)
Functional Title	Value chain Development Specialist
Classified Level (NPSA 1-12)	NPSA-8 (National Personnel Service Agreement)
Duty station (City and Country)	Bishkek, Kyrgyzstan
Type (Regular or Short term)	Regular (Full time assignment)
Office- or Home-based	Office
Expected starting date	
Expected Duration	

2. Office/Unit/Project Description

The overall objective of UNDP's 'Aid for Trade in Central Asia – phase V' project is to support Central Asian countries in promoting inclusive and sustainable growth through promoting green value chains and increasing competitiveness with strong emphasis on building more resilient, secure and gender-responsive economic structures through economic diversification and adapting to the COVID-19 emerging trends.

The overall emphasis will be on building 'forward-looking' productive capacities, enhancing efficiency and competitiveness of target 'green' value chains and niche products which will be identified in the agricultural, agro-industrial, but also in other employment-rich sectors, contributing to inclusive and sustainable human development through increased number of decent green jobs and livelihood opportunities for vulnerable communities, and with the emphasis on enhancing their resilience to domestic economic inefficiencies and external shocks, including COVID-related shocks.

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- At the country levels:
 - Supporting enabling environment for building economic resilience, and inclusive and sustainable growth
 - Supporting job creation and improving the efficiency, competitiveness and gender-responsiveness of target 'green' value chains

3. Scope of Work

1. Implement project activities effectively and efficiently in accordance with the project annual work plan in order to meet the expected results; develop in accordance with the AWP a detailed action plan for the implementation;
2. Assist project team in the development and contribute to the implementation of the monitoring plan in close collaboration with the monitoring specialist; Perform regular monitoring of implementation and progress of project; Observe, measure, and evaluate results against target indicators and direct the development and implementation solutions; Undertake regular field visits;

3. Timely report on project activities, including provision of narrative parts to quarterly, semi-annual, annual and other reports;
4. Develop concepts and detailed ToRs towards economic development, especially as per AFT project interventions on strengthening business associations, business advisory and trade support institutions, support in development of agricultural value chains, SMEs development and microfinance sector.
5. Provide expertise on developing and clearance of analytical and programme related documents in the field of value-added chains and/or sustainable product development including and not limited with ToRs, Technical Specifications, Concepts, Reports/Acts etc.
6. Closely cooperate with the staff responsible for socio-economic activities in the UNDP Country Office and Area Offices on timely review, assessment and implementation of project;
7. Contribute to the development of concept notes, proposals and strategies on economic development;
8. Prepare and update on a regular basis the statistical information related to economic indicators of the regions and country, as well as the information on reforms and government strategies and laws pertained to areas of economic development;
9. Provide analysis of the project impact, collect data and maintain project database including statistical data, results/ achievements, success stories and others for component II in close collaboration with the monitoring officer;
10. Identify and support the establishment of a strategic relationships between private sector partners and Trade support institutions;
11. Prepare the annual reviews of best practices and lessons learned, success stories in the area of economic development as well as communication with media;
12. Organize and lead the conduction of specialized thematic trainings and other capacity building measures for project clients and TSIs, of round tables and meetings with project beneficiaries and stakeholders;
13. Ensure linkages with component I, and cross fertilisation between the different components;
14. Work towards achievement of goals set up in UNDP strategic documents (Strategic Plan, Regional Programme, Country Programme document etc.) and relevant national legislation
15. Work with Osh Area Manager on the substantive aspects of the component
16. Work closely with media in promoting respective component activities and network in the region
17. Provide consultation and/or expert advice to UNDP partners;
18. Whenever required, perform all other duties related with the economic development activities and other activities required by supervisor;
19. Provide contribution to regional activities through participation in regular meetings and exchange of information.
20. Liaise with local and national government bodies, civil society, academia and target populations to ensure an efficient implementation of the project, as well as appropriation by all stakeholders.
21. Ensure wide dissemination and visibility of project achievements.
22. To perform other duties, requested by the management.

4. Institutional Arrangement

Supervisor: Under direct supervision of AFT Project Coordinator.

5. Competencies.

Core	
Achieve Results:	LEVEL 2: Scale up solutions and simplifies processes, balances speed and accuracy in doing work
Think Innovatively:	LEVEL 2: Offer new ideas/open to new approaches, demonstrate systemic/integrated thinking
Learn Continuously:	LEVEL 2: Go outside comfort zone, learn from others and support their learning
Adapt with Agility:	LEVEL 2: Adapt processes/approaches to new situations, involve others in change process
Act with Determination:	LEVEL 2: Able to persevere and deal with multiple sources of pressure simultaneously
Engage and Partner:	LEVEL 2: Is facilitator/integrator, bring people together, build/maintain coalitions/partnerships
Enable Diversity and Inclusion:	LEVEL 2: Facilitate conversations to bridge differences, considers in decision making

Cross-Functional & Technical competencies

Thematic Area	Name	Definition
Business direction & strategy	Business Acumen	-Ability to understand and deal with a business situation in a manner that is likely to lead to a good outcome -Knowledge and understanding of the operational frameworks in the organization and ability to make good judgments and quick decisions within such frameworks
Business Development	Knowledge Generation	Ability to research and turn information into useful knowledge, relevant for content, or responsive to a stated need
Business Management	Monitoring	Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results
Business Management	Evaluation	Ability to make an independent judgement based on set criteria and benchmarks Ability to anticipate client's upcoming needs and concerns.

6. Minimum Qualifications of the Successful NPSA

Min. Academic Education	Master degree in any of the following areas: in political sciences, business administration, economy, agriculture or social sciences or other related field; Bachelor's degree with additional two years of experience can be taken into consideration in lieu of MA.
Min. years of relevant Work experience	<ul style="list-style-type: none"> At least 4 years of relevant working experience in private sector development, including SME and/or agricultural sector development; or business environment enabling issues;

	<ul style="list-style-type: none"> • Previous work experiences in implementation of economic development projects or projects related to development of the private sector or in promotion of trade/export in the international organizations or NGOs; • Experience in supporting sustainable export-oriented products is an asset; • Experience in monitoring of development projects is an asset;
Required skills and competencies	<ul style="list-style-type: none"> • Good knowledge about Kyrgyzstan, Central Asia and the development context; • Proven knowledge on laws and legislation related to private sector in Kyrgyzstan is an asset; • Advanced analytical skills on trade and local economic development; • Advanced skills to initiate and conduct assessments, surveys and feasibility studies; • Knowledge and skills in project/programme monitoring and reporting; • Good understanding of private sector/agricultural development/ technical cooperation at the local level is an asset • Expertise in managing trade related project in rural areas is an asset; • Knowledge of UNDP rules and regulations with regards to project management is an asset • Experience with the trade initiatives is an asset • Experience in the usage of computers and office software packages (MS Word, Excel, etc.).
Desired additional skills and competencies	<ul style="list-style-type: none"> • Knowledge of gender issues • Working experience in an international organization, and knowledge of UNDP policies, procedures and practices are advantageous
Required Language(s) (at working level)	Fluency in English and Russian. Knowledge of Kyrgyz language is a asset.
Professional Certificates	<ul style="list-style-type: none"> • Certificate(s) on economic/trade policy will be an advantage. • Certificate(s) on food safety safety management systems or standards will be an advantage.

7. Travel:

The agreement/assignment includes a requirement to travel within provinces/cities of Kyrgyzstan on a regular base.

Terms of Reference

1. Position Information

Office/Unit/Project	UNDP Aid for Trade in Central Asia Project (Phase V)
Functional Title	Programme Specialist
Classified Level (NPSA 1-12)	NPSA-8 (National Personnel Service Agreement)
Duty station (City and Country)	Osh, Kyrgyzstan
Type (Regular or Short term)	Regular (Full time assignment)
Office- or Home-based	Office
Expected starting date	
Expected Duration	

2. Office/Unit/Project Description

The overall objective of UNDP's 'Aid for Trade in Central Asia – phase V' project is to support Central Asian countries in promoting inclusive and sustainable growth through promoting green value chains and increasing competitiveness with strong emphasis on building more resilient, secure and gender-responsive economic structures through economic diversification and adapting to the COVID-19 emerging trends.

The overall emphasis will be on building 'forward-looking' productive capacities, enhancing efficiency and competitiveness of target 'green' value chains and niche products which will be identified in the agricultural, agro-industrial, but also in other employment-rich sectors, contributing to inclusive and sustainable human development through increased number of decent green jobs and livelihood opportunities for vulnerable communities, and with the emphasis on enhancing their resilience to domestic economic inefficiencies and external shocks, including COVID-related shocks.

The identification of green products and value chains will be guided by ensuring better competitiveness through foresighting new and emerging markets and consumer trends. Only products which contribute to greening the economies and generate decent employment will be considered.

The project will address the development challenge through the following three sub-components:

- At the regional level:
 - Supporting regional cooperation, connectivity and integration into regional and global value chains
- At the country levels:
 - Supporting enabling environment for building economic resilience, and inclusive and sustainable growth
 - Supporting job creation and improving the efficiency, competitiveness and gender-responsiveness of target 'green' value chains

3. Scope of Work

1. Implement project activities effectively and efficiently in accordance with the project annual work plan in order to meet the expected results; develop in accordance with the AWP a detailed action plan for the implementation;
2. Assist project team in the development and contribute to the implementation of the monitoring plan in close collaboration with the monitoring specialist; Perform regular monitoring of implementation and progress of project; Observe, measure, and evaluate results against target indicators and direct the development and implementation solutions; Undertake regular field visits;

3. Timely report on project activities, including provision of narrative parts to quarterly, semi-annual, annual etc. reports;
4. Develop concepts and detailed ToRs towards economic development, especially as per AFT project interventions on strengthening business associations, business advisory and trade support institutions, support in development of agricultural value chains, SMEs development and microfinance sector.
5. Provide expertise on developing and clearance of analytical and programme related documents in the field of value-added chains and/or sustainable product development including and not limited with ToRs, Technical Specifications, Concepts, Reports/Acts etc.
6. Closely cooperate with the staff responsible for socio-economic activities in the UNDP Country Office and Area Offices on timely review, assessment and implementation of project;
7. Contribute to the development of concept notes, proposals and strategies on economic development;
8. Prepare and update on a regular basis the statistical information related to economic indicators of the regions and country, as well as the information on reforms and government strategies and laws pertained to areas of economic development;
9. Provide analysis of the project impact, collect data and maintain project database including statistical data, results/ achievements, success stories and others for component II in close collaboration with the monitoring officer;
10. Identify and support the establishment of a strategic relationships between private sector partners and Trade support institutions;
11. Prepare the annual reviews of best practices and lessons learned, success stories in the area of economic development as well as communication with media;
12. Organize and lead the conduction of specialized thematic trainings and other capacity building measures for project clients and TSIs, of round tables and meetings with project beneficiaries and stakeholders;
13. Ensure linkages with component I, and cross fertilisation between the different components;
14. Work towards achievement of goals set up in UNDP strategic documents (Strategic Plan, Regional Programme, Country Programme document etc.) and relevant national legislation
15. Work with Osh Area Manager on the substantive aspects of the component
16. Work closely with media in promoting respective component activities and network in the region
17. Provide consultation and/or expert advice to UNDP partners;
18. Whenever required, perform all other duties related with the economic development activities and other activities required by supervisor;
19. Provide contribution to regional activities through participation in regular meetings and exchange of information.
20. Liaise with local and national government bodies, civil society, academia and target populations to ensure an efficient implementation of the project, as well as appropriation by all stakeholders.
21. Ensure wide dissemination and visibility of project achievements.
22. To perform other duties, requested by the management.

4. Institutional Arrangement

Supervisor: Under direct supervision of AFT Project Coordinator.

5. Competencies

Core	
Achieve Results:	LEVEL 2: Scale up solutions and simplifies processes, balances speed and accuracy in doing work
Think Innovatively:	LEVEL 2: Offer new ideas/open to new approaches, demonstrate systemic/integrated thinking
Learn Continuously:	LEVEL 2: Go outside comfort zone, learn from others and support their learning
Adapt with Agility:	LEVEL 2: Adapt processes/approaches to new situations, involve others in change process
Act with Determination:	LEVEL 2: Able to persevere and deal with multiple sources of pressure simultaneously
Engage and Partner:	LEVEL 2: Is facilitator/integrator, bring people together, build/maintain coalitions/partnerships
Enable Diversity and Inclusion:	LEVEL 2: Facilitate conversations to bridge differences, considers in decision making

Cross-Functional & Technical competencies

Thematic Area	Name	Definition
Business direction & strategy	Business Acumen	Ability to understand and deal with a business situation in a manner that is likely to lead to a good outcome Knowledge and understanding of the operational frameworks in the organization and ability to make good judgments and quick decisions within such frameworks
Business Development	Knowledge Generation	Ability to research and turn information into useful knowledge, relevant for content, or responsive to a stated need
Business Management	Monitoring	Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results
Business Management	Evaluation	Ability to make an independent judgement based on set criteria and benchmarks Ability to anticipate client's upcoming needs and concerns.

6. Minimum Qualifications of the Successful NPSA

Min. Academic Education	Master degree in any of the following areas: in political sciences, business administration, economy, agriculture or social sciences or other related field Bachelor's degree with additional two years of experience can be taken into consideration in lieu of MA
Min. years of relevant Work experience	<ul style="list-style-type: none"> At least 4 years of relevant working experience in private sector development, including SME and/or agricultural sector development; or business environment enabling issues;

	<ul style="list-style-type: none"> • Previous work experiences in implementation of economic development projects or projects related to development of the private sector or in promotion of trade/export in the international organizations or NGOs; • Experience in supporting sustainable export-oriented products is an asset; • Experience in monitoring of development projects is an asset;
Required skills and competencies	<ul style="list-style-type: none"> • Good knowledge about Kyrgyzstan, Central Asia and the development context; • Proven knowledge on laws and legislation related to private sector in Kyrgyzstan is an asset; • Advanced analytical skills on trade and local economic development; • Advanced skills to initiate and conduct assessments, surveys and feasibility studies; • Knowledge and skills in project/programme monitoring and reporting; • Good understanding of private sector/agricultural development/ technical cooperation at the local level is an asset • Expertise in managing trade related project in rural areas is an asset; • Knowledge of UNDP rules and regulations with regards to project management is an asset • Experience with the trade initiatives is an asset • Experience in the usage of computers and office software packages (MS Word, Excel, etc.).
Desired additional skills and competencies	<ul style="list-style-type: none"> • Knowledge of gender issues • Working experience in an international organization, and knowledge of UNDP policies, procedures and practices are advantageous
Required Language(s) (at working level)	Fluency in Kyrgyz and Russian languages. English is a strong asset.
Professional Certificates	<ul style="list-style-type: none"> • Certificate(s) on economic/trade policy will be an advantage. • Certificate(s) on food safety safety management systems or standards will be an advantage.

7. Travel:

The agreement/assignment includes a requirement to travel within provinces/cities of Kyrgyzstan on a regular base.

Tajikistan.**Terms of Reference****1. Position Information**

Office/Unit/Project	UNDP CO in Tajikistan/SED/Aid for Trade project in CA
Functional Title	National Coordinator
Classified Level (NPSA 1-12)	NPSA 9 (National Personnel Service Agreement)
Duty station (City and Country)	Dushanbe, Tajikistan
Type (Regular or Short term)	Regular
Office- or Home-based	Office
Expected starting date	
Expected Duration	

2. Office/Unit/Project Description

The overall objective of UNDP's 'Aid for Trade in Central Asia – phase V' project is to support Central Asian countries in promoting inclusive and sustainable growth through promoting green value chains and increasing competitiveness with strong emphasis on building more resilient, secure and gender-responsive economic structures through economic diversification and adapting to the COVID-19 emerging trends.

The overall emphasis will be on building 'forward-looking' productive capacities, enhancing efficiency and competitiveness of target 'green' value chains and niche products which will be identified in the agricultural, agro-industrial, but also in other employment-rich sectors, contributing to inclusive and sustainable human development through increased number of decent green jobs and livelihood opportunities for vulnerable communities, and with the emphasis on enhancing their resilience to domestic economic inefficiencies and external shocks, including COVID-related shocks.

The identification of green products and value chains will be guided by ensuring better competitiveness through foresighting new and emerging markets and consumer trends. Only products which contribute to greening the economies and generate decent employment will be considered.

The project will address the development challenge through the following three sub-components:

- At the regional level:
 - Supporting regional cooperation, connectivity and integration into regional and global value chains
- At the country levels:
 - Supporting enabling environment for building economic resilience, and inclusive and sustainable growth
 - Supporting job creation and improving the efficiency, competitiveness and gender-responsiveness of target 'green' value chains

3. Scope of Work

The National Coordinator will be based in Dushanbe, Tajikistan and will have a frequent travels to all project zones (Sughd and Khatlon regions and DRS). The National Coordinator will undertake following functions:

Project Management:

- Undertake the day to day management of the project in the country, including review of all financial and administrative documents and ensure efficient use of resources;

- Oversee and implement activities effectively and efficiently in accordance with the annual work plans in order to meet expected results; Prepare work plans, produce timely reports – financial and progress reports – as required by the UNDP and donor reporting systems;
- Supervise and manage project staff and external short-term consultants, lead and coach the project team in both substantial and operational issues;
- Ensure appropriate recording and accounting documentation as required by UNDP and preparation of required financial reports. Ensure transparent financial operations, manage budgets and monitor expenditures;
- Facilitate project approval and budget revision processes as per UNDP policies and procedures;
- Ensure that the project is implemented in compliance with UNDP rules and regulations;
- Support an environment of learning for staff within the program;
- Ensure first line trouble shooting from operational issues;

Project Development, Planning and Implementation:

- Develop Terms of References for project staff and consultants/experts hired on a short-term basis and ensure proper delivery of services and submission of technical and other reports;
- Ensure the participation and involvement of relevant stakeholders in project activities so that the process is inclusive, participatory and transparent. Assess impact and effectiveness through regular consultations with local counterparts, tracking outputs and results, and ensuring timely and efficient delivery of project/programme outputs;
- Ensure the timeliness and quality of the outputs as well as timely preparation of reports on achievements and challenges faced within the project.
- Ensure delivery of resources and results according to planned targets.
- Ensure the development of cross-project linkages with other relevant projects and programmes for mutually reinforcing impact.
- Promote identification and synthesis of best practices and lessons learned for organizational sharing and learning.
- Establish monitoring of all project activities to ensure timely implementation and coherence with the overall strategy of the project.
- Supervise of tender proceedings for more transparency and ensuring the “best value for money”.
- Ensure a gender sensitive approach is adopted in the project.

Coordination and Cooperation

- Coordinate national and regional activities with the Aid for Trade Project Coordinators through establishing the regular meetings and exchange of information.
- Liaise with local and national government bodies, civil society, academia and target populations to ensure an efficient implementation of the project, as well as appropriation by all stakeholders.
- Ensure wide dissemination and visibility of project achievements.
- Perform any additional tasks as requested by the management.

4. Institutional Arrangement

Under the overall guidance of the UNDP Tajikistan Country Office Team Leader on Sustainable Economic Growth (the primary supervisor) (the AFT Focal Point assigned for the project), the National Coordinator, will report on a daily basis to the to Team Leader on Sustainable Economic Growth and the AFT Project Manager in the Istanbul Regional Hub (as a secondary supervisor).

5. Competencies.

Core	
Achieve Results:	LEVEL 3: Set and align challenging, achievable objectives for multiple projects, have lasting impact

Think Innovatively:	LEVEL 3: Proactively mitigate potential risks, develop new ideas to solve complex problems
Learn Continuously	LEVEL 3: Create and act on opportunities to expand horizons, diversify experiences
Adapt with Agility	LEVEL 3: Proactively initiate and champion change, manage multiple competing demands
Act with Determination	LEVEL 3: Think beyond immediate task/barriers and take action to achieve greater results
Engage and Partner	LEVEL 3: Political savvy, navigate complex landscape, champion inter-agency collaboration
Enable Diversity and Inclusion	LEVEL 3: Appreciate benefits of diverse workforce and champion inclusivity

Cross-Functional & Technical competencies		
Thematic Area	Name	Definition
Business Management	Communication	Ability to communicate in a clear, concise and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience Ability to manage communications internally and externally, through media, social media and other appropriate channels
Business Management	Results-based Management	Ability to manage programmes and projects with a focus at improved performance and demonstrable results
Business Management	Project Management	Ability to plan, organize, prioritize and control resources, procedures and protocols to achieve specific goals
Business Management	Partnerships Management	Ability to build and maintain partnerships with wide networks of stakeholders, Governments, civil society and private sector partners, experts and others in line with UNDP strategy and policies
Business Management	Risk Management	Ability to identify and organize action around mitigating and proactively managing risks
2030 Agenda: Prosperity	Inclusive Growth	Job/ Employment /Decent work Promotion

6. Minimum Qualifications of the Successful NPSA

Min. Academic Education	Master's degree in economics, business administration, public administration or another relevant area
Min. years of relevant Work experience	<ul style="list-style-type: none"> • At least 5 years of previous experience in working for international organizations in programme/project management; • At least 2 years of experience in managing project staff, financial and operational management, contract management and procurement; • At least 2 years of working experience in trade policy, in supporting the development of trade promotion institutions and private sector; • Experience with the UNDP and ATLAS is an asset;
Required skills and competencies	<ul style="list-style-type: none"> • Good general knowledge about Tajikistan, Central Asia and its development context; • Extensive knowledge of private sector development issues in Tajikistan.

	<p>Knowledge of trade and export promotion measures and business advisory development, knowledge on the field of trade policy, development the business associations/NGOs and the human development concept is preferred;</p> <ul style="list-style-type: none"> • Knowledge and skills in project/programme monitoring and evaluation; • Familiarity with UNDP Programme and Operations Policies and Procedures; • Full IT literacy; • Strong analytical, communication and negotiation skills;
Required Language(s) (at working level)	Fluency in Russian, English and Tajik languages.
Professional Certificates	<i>If required for specific services. For example: ACCA, CIPS, CISCO, etc.</i>

7. Travel:

During the assignment, the National Coordinator will have a frequent travels within Tajikistan and CA region.

Terms of Reference

1. Position Information

Office/Unit/Project	UNDP CO in Tajikistan/SED/Aid for Trade project in CA
Functional Title	Trade Policy Specialist
Classified Level (NPSA 1-12)	NPSA 8 (National Personnel Service Agreement)
Duty station (City and Country)	Dushanbe, Tajikistan
Type (Regular or Short term)	Regular
Office- or Home-based	Office
Expected starting date	
Expected Duration	

2. Office/Unit/Project Description

The overall objective of UNDP's 'Aid for Trade in Central Asia – phase V' project is to support Central Asian countries in promoting inclusive and sustainable growth through promoting green value chains and increasing competitiveness with strong emphasis on building more resilient, secure and gender-responsive economic structures through economic diversification and adapting to the COVID-19 emerging trends.

The overall emphasis will be on building 'forward-looking' productive capacities, enhancing efficiency and competitiveness of target 'green' value chains and niche products which will be identified in the agricultural, agro-industrial, but also in other employment-rich sectors, contributing to inclusive and sustainable human development through increased number of decent green jobs and livelihood opportunities for vulnerable communities, and with the emphasis on enhancing their resilience to domestic economic inefficiencies and external shocks, including COVID-related shocks.

The identification of green products and value chains will be guided by ensuring better competitiveness through foresighting new and emerging markets and consumer trends. Only products which contribute to greening the economies and generate decent employment will be considered.

The project will address the development challenge through the following three sub-components:

- At the regional level:
 - Supporting regional cooperation, connectivity and integration into regional and global value chains
- At the country levels:
 - Supporting enabling environment for building economic resilience, and inclusive and sustainable growth
 - Supporting job creation and improving the efficiency, competitiveness and gender-responsiveness of target 'green' value chains

The Trade Policy Specialist will colobarate with the project team and will be responsible for implementation the project's component 2 under project Output 3: "Supporting an enabling environment for job rich growth in Tajikistan".

3. Scope of Work

The Trade Policy Specialist will be based in Dushanbe, Tajikistan and will have a frequent travels to all project zones (Sughd and Khatlon regions and DRS). The Trade Policy Specialist will undertake following functions:

- Implement project activities effectively and efficiently in accordance with the project annual work plans in order to meet the expected results; develop in accordance with the AWP a detailed action plan for the implementation;
- Assist the project team in the development and contribute to the implementation of the monitoring plan; Perform regular monitoring of implementation and progress of project; Observe, measure, and evaluate results against target indicators and direct the development and implementation solutions;
- Timely report on project activities, including provision of narrative parts to quarterly, semi-annual, annual etc. reports;
- Take part in regulatory drafting processes and arrange regulatory impact analysis;
- Provide advisory support to meetings arranged by state authorities and donor's communities related to enabling business environment issues as well as improving trade policy;
- Develop concepts as well as detailed ToRs towards implementation of activities planned under Component 2, especially as per AFT interventions: on easing trade with neighboring countries, support favorable trade promotion environment and assisting in development the trade related policy documents at national and local levels and adjusting to international trade agreements.
- Closely cooperate with the Governance and Economic Officers of the UNDP Field Offices and UNDP CP on timely review, assessment and implementation of project;
- Contribute to the development of concept notes, proposals and strategies on economic development and trade policy improvement;
- Prepare and update in a timely manner information related to reforms, government strategies and laws pertaining to economic, investment, taxes, etc.;
- Provide analysis of the project impact, collect data and maintain project database including statistical data, results, achievements, success stories and other indicators. Share data collected with Monitoring Specialist for verification;
- Identify and support the establishment of strategic relationships between private sector, government and other organizations;
- Facilitate fair and equal participation and engaging of all relevant stakeholders into decision-making processes related to policy and trade development plans formulation at oblasts and national level, provide advisory support to CSOs as well as business associations in areas of enabling of business environment and trade promotion. Ensure a special focus on gender issues and gender participation throughout all processes;
- Prepare the annual reviews of best practices and lessons learned, success stories in the area of economic development as well as communication pieces with the media;
- Organize specialized thematic trainings and other capacity building activities for civil servants and staff of the concerned government organizations, oblasts administrations and ministries; organize the round tables and coordination meetings with project beneficiaries and stakeholders;
- Provide expertise and write comments on relevant documents related to draft laws, regulations in economic development and trade areas;
- Provide consultation and/or expert advice to UNDP partners;
- Ensure that gender lens is implemented throughout all policy activities;
- Whenever required, perform all other duties related with the economic development and policy improvement activities and other activities required by supervisor;

4. Institutional Arrangement

Under the direct supervision of National Coordinator (the primary supervisor) and overall supervision Team Leader on Sustainable Economic Growth (the AFT Focal Point assigned for the project) (as a secondary supervisor) the Trade Policy Specialist, will be responsible for the implementation the project's component 2 under project Output 3: "Supporting an enabling environment for job rich growth in Tajikistan" as well as creating synergies with component 3.

5. Competencies

Core	
Achieve Results:	LEVEL 2: Scale up solutions and simplifies processes, balances speed and accuracy in doing work
Think Innovatively:	LEVEL 2: Offer new ideas/open to new approaches, demonstrate systemic/integrated thinking
Learn Continuously:	LEVEL 2: Go outside comfort zone, learn from others and support their learning
Adapt with Agility:	LEVEL 2: Adapt processes/approaches to new situations, involve others in change process
Act with Determination:	LEVEL 2: Able to persevere and deal with multiple sources of pressure simultaneously
Engage and Partner:	LEVEL 2: Is facilitator/integrator, bring people together, build/maintain coalitions/partnerships
Enable Diversity and Inclusion:	LEVEL 2: Facilitate conversations to bridge differences, considers in decision making

Cross-Functional & Technical competencies

Thematic Area	Name	Definition
Business direction & strategy	Business Acumen	-Ability to understand and deal with a business situation in a manner that is likely to lead to a good outcome -Knowledge and understanding of the operational frameworks in the organization and ability to make good judgments and quick decisions within such frameworks
Business Development	Knowledge Generation	Ability to research and turn information into useful knowledge, relevant for content, or responsive to a stated need
Business Management	Monitoring	Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results
Business Management	Evaluation	Ability to make an independent judgement based on set criteria and benchmarks - Ability to anticipate client's upcoming needs and concerns.

6. Minimum Qualifications of the Successful NPSA

Min. Academic Education	Master degree in any of the following areas: in political sciences, business administration, economy, agriculture or social sciences or other related field; Bachelor's degree with additional two years of experience can be taken into consideration in lieu of MA
Min. years of relevant Work experience	<ul style="list-style-type: none"> At least, five (5) years of previous work experiences in implementation of economic development projects in the governmental and international organizations, UN agencies, NGOs or in other organizations; At least, two (2) years of previous work experience in monitoring of projects and programmes activities;

	<ul style="list-style-type: none"> • At least, two (2) years of previous work experience in implementation of projects related to development of the private sector, policy improvement, in promotion of trade/export;
Required skills and competencies	<ul style="list-style-type: none"> • Good knowledge about Tajikistan, Central Asia and the development context; • Proven knowledge of private sector development, including business environment enabling issues; • Proven knowledge of laws/policies and related economic regulations in Tajikistan is an asset; good knowledge on WTO and its post-accession plan aspects and international trade/ agreements adopted by Tajikistan; • Advanced analytical skills on local economic development and its dynamics; • Advanced skills to initiate assessments, surveys and feasibility studies on economic regulation/policy aspects on national and regional (CA) levels; • Knowledge on gender issues in trade, as well as the application of gender lens in policy making; • Knowledge and skills in project/programme monitoring; • Familiarity with UNDP project management procedures; • Excellent communication and interpersonal skills; • Strong analytical, communication and negotiation skills; • Excellent computer skills, including full command of text and spreadsheet programmes and data bases;
Required Language(s) (at working level)	Fluency in Russian, English and Tajik languages.
Professional Certificates	N/A

6. Travel:

During the assignment, the Trade Policy Specialist will have a frequent travels within Tajikistan and CA region.

Terms of Reference

1. Position Information

Office/Unit/Project	UNDP Office in Tajikistan/Sustainable Economic Development (SED) Cluster/ Aid for Trade project (Phase V)
Functional Title	Project Specialist
Classified Level (NPSA 1-12)	NPSA 8 (National Personnel Service Agreement)
Duty station (City and Country)	Dushanbe, Tajikistan
Type (Regular or Short term)	Regular
Office- or Home-based	Office
Expected starting date	
Expected Duration	

2. Office/Unit/Project Description

The overall objective of UNDP's 'Aid for Trade in Central Asia – phase V' project is to support Central Asian countries in promoting inclusive and sustainable growth through promoting green value chains and increasing competitiveness with strong emphasis on building more resilient, secure and gender-responsive economic structures through economic diversification and adapting to the COVID-19 emerging trends.

The overall emphasis will be on building 'forward-looking' productive capacities, enhancing efficiency and competitiveness of target 'green' value chains and niche products which will be identified in the agricultural, agro-industrial, but also in other employment-rich sectors, contributing to inclusive and sustainable human development through increased number of decent green jobs and livelihood opportunities for vulnerable communities, and with the emphasis on enhancing their resilience to domestic economic inefficiencies and external shocks, including COVID-19-related shocks.

The identification of green products and value chains will be guided by ensuring better competitiveness through foresighting new and emerging markets and consumer trends. Only products which contribute to greening the economies and generate decent employment will be considered.

The project will address the development challenge through the following three sub-components:

- At the regional level:
 - Supporting regional cooperation, connectivity and integration into regional and global value chains
- At the country levels:
 - Supporting enabling environment for building economic resilience, and inclusive and sustainable growth
 - Supporting job creation and improving the efficiency, competitiveness and gender-responsiveness of target 'green' value chains

The Project Specialist will collaborate with the project team and will be responsible mostly for implementation the project's component 3: under project Output 3: "Supporting an enabling environment for job rich growth in Tajikistan".

3. Scope of Work

The Project Specialist will be based in Dushanbe, Tajikistan and will have a frequent travels to all project zones (Sughd and Khatlon regions and DRS). The Trade Policy Specialist will undertake following functions:

- Implement project activities effectively and efficiently in accordance with the project annual work plans in order to meet the expected results; develop in accordance with the AWP a detailed action plan for the implementation;
- Assist project team in the development and contribute to the implementation of the monitoring plan in close collaboration with the Monitoring Specialist; Perform regular monitoring of implementation and progress of project; Observe, measure, and evaluate results against target indicators and direct the development and implementation solutions;
- Timely reporting on project activities, including provision of narrative parts to quarterly, semi-annual, annual etc. reports;
- Develop concepts and detailed ToRs towards economic development, especially as per AFT project interventions on strengthening business associations, business advisory and trade support institutions, support in development of agricultural value chains, women entrepreneurship and microfinance sector.
- Closely cooperate with the Economic Officers in the UNDP LIICs on timely review, assessment and implementation of project;
- Contribute to the development of concept notes, proposals and strategies on economic development and employment;
- Prepare and update on a regular basis the statistical information related to economic indicators of the regions and country, as well as the information on reforms and government strategies and laws pertained to areas of economic development;
- Provide analysis of the project impact, collect data and maintain project database including statistical data, results/ achievements, success stories and others for component 3 in close collaboration with the Monitoring officer;
- Identify and support the establishment of a strategic relationships between private sector partners and Trade support institutions;
- Prepare the annual reviews of best practices and lessons learned, success stories in the area of economic development as well as communication with media;
- Organize and lead the conduction of specialized thematic trainings and other capacity building measures for project clients and TSIs, round tables and meetings with project beneficiaries and stakeholders;
- Ensure linkages with component 1, and cross fertilisation between the different components;
- Provide consultation and/or expert advice to UNDP partners;
- Whenever required, perform all other duties related with the economic development activities and other activities required by supervisor.

4. Institutional Arrangement

Under the direct supervision of National Coordinator (the primary supervisor) and overall supervision Team Leader on Sustainable Economic Growth (the AFT Focal Point assigned for the project) (as a secondary supervisor) the Project Specialist, will be responsible for the implementation the project's component 3 under project Output 3: "Supporting an enabling environment for job rich growth in Tajikistan" as well as creating synergies with component 2.

5. Competencies

Core	
Achieve Results:	LEVEL 2: Scale up solutions and simplifies processes, balances speed and accuracy in doing work
Think Innovatively:	LEVEL 2: Offer new ideas/open to new approaches, demonstrate systemic/integrated thinking
Learn Continuously:	LEVEL 2: Go outside comfort zone, learn from others and support their learning

Adapt with Agility:	LEVEL 2: Adapt processes/approaches to new situations, involve others in change process	
Act with Determination:	LEVEL 2: Able to persevere and deal with multiple sources of pressure simultaneously	
Engage and Partner:	LEVEL 2: Is facilitator/integrator, bring people together, build/maintain coalitions/partnerships	
Enable Diversity and Inclusion:	LEVEL 2: Facilitate conversations to bridge differences, considers in decision making	
<i>Cross-Functional & Technical competencies</i>		
<i>Thematic Area</i>	<i>Name</i>	<i>Definition</i>
Business direction & strategy	Business Acumen	-Ability to understand and deal with a business situation in a manner that is likely to lead to a good outcome -Knowledge and understanding of the operational frameworks in the organization and ability to make good judgments and quick decisions within such frameworks
Business Development	Knowledge Generation	Ability to research and turn information into useful knowledge, relevant for content, or responsive to a stated need
Business Management	Monitoring	Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results
Business Management	Evaluation	Ability to make an independent judgement based on set criteria and benchmarks - Ability to anticipate client's upcoming needs and concerns.

6. Minimum Qualifications of the Successful NPSA

Min. Academic Education	Master degree in any of the following areas: in political sciences, business administration, economy, agriculture or social sciences or other related field; Bachelor's degree with additional two years of experience can be taken into consideration in lieu of MA
Min. years of relevant Work experience	<ul style="list-style-type: none"> • At least 5 years of experience in private sector development, including SME and agricultural sector development, microfinance and business environment enabling issues; • At least, five (5) years of previous work experiences in implementation of economic development projects in the international organizations, UN agencies, NGOs; • Experience in monitoring of projects; • Previous involvement in the implementation of international Technical Assistance provision projects, projects related to development of the private sector or in promotion of trade/export;
Desired additional skills and competencies	<ul style="list-style-type: none"> • Good knowledge about Tajikistan, Central Asia and the development context; • Proven knowledge on laws and legislation related to private sector in Tajikistan is an asset;

	<ul style="list-style-type: none"> • Advanced analytical skills on trade and local economic development; • Advanced skills to initiate and conduct assessments, surveys and feasibility studies; • Extensive knowledge of private sector development issues in Tajikistan. • Knowledge and skills in project/programme monitoring and reporting; • Familiarity with UNDP project management procedures; • Strong analytical, communication and negotiation skills; • Excellent computer skills, including full command of text and spreadsheet programmes and data bases;
Required Language(s) (at working level)	<ul style="list-style-type: none"> • Fluency in Russian, English and Tajik languages.
Professional Certificates	N/A

7. Travel:

During the assignment, the Project Specialist will have frequent travels within Tajikistan and CA region.

Uzbekistan.**Terms of Reference****1. Position Information**

Office/Unit/Project	Aid for Trade in Central Asia – phase V Project
Functional Title	Project Manager
Classified Level (NPSA 1-12)	NPSA 10 (National Personnel Service Agreement)
Duty station (City and Country)	Tashkent, Uzbekistan
Type (Regular or Short term)	Regular
Office- or Home-based	Office
Expected starting date	
Expected Duration	

2. Project Description

The overall objective of UNDP's 'Aid for Trade in Central Asia – phase V' project is to support Central Asian countries in promoting inclusive and sustainable growth through promoting green value chains and increasing competitiveness with strong emphasis on building more resilient, secure and gender-responsive economic structures through economic diversification and adapting to the COVID-19 emerging trends.

The overall emphasis will be on building 'forward-looking' productive capacities, enhancing efficiency and competitiveness of target 'green' value chains and niche products which will be identified in the agricultural, agro-industrial, but also in other employment-rich sectors, contributing to inclusive and sustainable human development through increased number of decent green jobs and livelihood opportunities for vulnerable communities, and with the emphasis on enhancing their resilience to domestic economic inefficiencies and external shocks, including COVID-related shocks.

The identification of green products and value chains will be guided by ensuring better competitiveness through foresighting new and emerging markets and consumer trends. Only products which contribute to greening the economies and generate decent employment will be considered.

The project will address the development challenge through the following three sub-components:

- At the regional level:
 - Supporting regional cooperation, connectivity and integration into regional and global value chains
- At the country levels:
 - Supporting enabling environment for building economic resilience, and inclusive and sustainable growth
 - Supporting job creation and improving the efficiency, competitiveness and gender-responsiveness of target 'green' value chains

3. Scope of Work

The Project Manager will ensure smooth and timely delivery of operations in accordance with annual and quarterly work plans of the Project through performing the following duties and responsibilities:

I. Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board/ its appointed Project Assurance role (UNDP Cluster on Inclusive Growth) to assure the overall direction and integrity of the project;

- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles.

II. Running the project

- Plan the activities of the project and monitor progress against the initial quality criteria;
- Manage the project in accordance with the project document, UNDP rules and procedures;
- Coordinate and manage Project's day-to-day activities and its overall implementation process, including planning and monitoring towards optimal use of resources, in an effort to ensure successful achievement of the projects' objectives;
- Supervise the accomplishment of the Project work-plans, analyze emerging problems and take adequate measures to ensure timely fulfilment of envisioned tasks;
- Oversee selection, recruitment and supervision of the Project task teams and their activities, including full-time and part-time national and international consultants;
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Determine and implement partnership and fund raising strategy to further strengthen Projects' activities;
- Ensure that project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming);
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Document;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance (UNDP Cluster on Inclusive Growth);
- Prepare the Annual review Report, and submit the report to the Project Board and Project Assurance (UNDP Cluster on Inclusive Growth);
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

III. Coordination and Cooperation

- Coordinate national and regional activities with the Aid for Trade Project Coordinators through establishing the regular meetings and exchange of information.
- Liaise with local and national government bodies, civil society, academia and target populations to ensure an efficient implementation of the project, as well as appropriation by all stakeholders.
- Ensure wide dissemination and visibility of project achievements.
- Perform any additional tasks as requested by the management.

4. Institutional Arrangement

Project Manager will work under the direct supervision of the UNDP Team Leader on Inclusive Growth (as a primary supervisor). She/he will also report to the AFT Project Manager in the Istanbul Regional Hub (as a secondary supervisor).

5. Competencies

Core	
Achieve Results:	LEVEL 3: Set and align challenging, achievable objectives for multiple projects, have lasting impact

Think Innovatively:	LEVEL 3: Proactively mitigate potential risks, develop new ideas to solve complex problems
Learn Continuously	LEVEL 3: Create and act on opportunities to expand horizons, diversify experiences
Adapt with Agility	LEVEL 3: Proactively initiate and champion change, manage multiple competing demands
Act with Determination	LEVEL 3: Think beyond immediate task/barriers and take action to achieve greater results
Engage and Partner	LEVEL 3: Political savvy, navigate complex landscape, champion inter-agency collaboration
Enable Diversity and Inclusion	LEVEL 3: Appreciate benefits of diverse workforce and champion inclusivity

Cross-Functional & Technical competencies		
<i>Thematic Area</i>	<i>Name</i>	<i>Definition</i>
Business Management	Communication	Ability to communicate in a clear, concise and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience Ability to manage communications internally and externally, through media, social media and other appropriate channels
Business Management	Results-based Management	Ability to manage programmes and projects with a focus at improved performance and demonstrable results
Business Management	Project Management	Ability to plan, organize, prioritize and control resources, procedures and protocols to achieve specific goals
Business Management	Partnerships Management	Ability to build and maintain partnerships with wide networks of stakeholders, Governments, civil society and private sector partners, experts and others in line with UNDP strategy and policies
Business Management	Risk Management	Ability to identify and organize action around mitigating and proactively managing risks
2030 Agenda: Prosperity	Inclusive Growth	Job/ Employment /Decent work Promotion

6. Minimum Qualifications of the Successful NPSA

Min. Academic Education	Master's degree in economics, business administration, public administration or another relevant area
Min. years of relevant Work experience	At least 5 years of progressive work experience in the field of economics and project management in the sphere of economic development/trade development/private sector development; At least 2 years of previous experience in working for international organizations in programme/project management
Required skills and competencies	A solid understanding of business solutions to poverty and development, economic development situation and business environment in Uzbekistan; Ability to broker and convene productive coalitions between business, government and development partners;

	Strong organizational and communication skills, ability to work in a team; Ability to express ideas clearly, initiative, analytical thinking, ethics and honesty, ability to work under pressure and against tight deadlines.
Required Language(s)	Fluency in English, proficiency in Uzbek and Russian
Professional Certificates	<i>If required for specific services. For example: ACCA, CIPS, CISCO, etc.</i>

7. Travel:

Official travel expected to abroad and all regions of Uzbekistan.

Terms of Reference

1. Position Information

Office/Unit/Project	Aid for Trade in Central Asia (Phase V) Project
Functional Title	Task Manager
Classified Level (NPSA 1-12)	NPSA 8 (National Personnel Service Agreement)
Duty station (City and Country)	Namangan, Uzbekistan
Type (Regular or Short term)	Regular
Office- or Home-based	Office
Expected starting date	
Expected Duration	

2. Project Description

The overall objective of UNDP's 'Aid for Trade in Central Asia – phase V' project is to support Central Asian countries in promoting inclusive and sustainable growth through promoting green value chains and increasing competitiveness with strong emphasis on building more resilient, secure and gender-responsive economic structures through economic diversification and adapting to the COVID-19 emerging trends.

The overall emphasis will be on building 'forward-looking' productive capacities, enhancing efficiency and competitiveness of target 'green' value chains and niche products which will be identified in the agricultural, agro-industrial, but also in other employment-rich sectors, contributing to inclusive and sustainable human development through increased number of decent green jobs and livelihood opportunities for vulnerable communities, and with the emphasis on enhancing their resilience to domestic economic inefficiencies and external shocks, including COVID-related shocks.

The identification of green products and value chains will be guided by ensuring better competitiveness through foresighting new and emerging markets and consumer trends. Only products which contribute to greening the economies and generate decent employment will be considered.

The project will address the development challenge through the following three sub-components:

- At the regional level:
 - Supporting regional cooperation, connectivity and integration into regional and global value chains
- At the country levels:
 - Supporting enabling environment for building economic resilience, and inclusive and sustainable growth
 - Supporting job creation and improving the efficiency, competitiveness and gender-responsiveness of target 'green' value chains

Under the direct supervision of the Project manager, Task Manager will be responsible for the implementation of Component 3 of the project.

3. Scope of Work

Under the direct supervision of the Project manager, the Task Manager will be responsible for the implementation of Component 3 in Andijan, Fergana and Namangan regions. He/She is expected to:

- Participate in elaboration and supervising execution of the Project's Annual Plan of Activities for Component 3, work plan, analyze emerging problems and propose adequate measures to ensure timely fulfillment of envisioned tasks;
- Familiarize himself/herself with the overall development and business context in the region, including regional development priorities, local business environment, existing cooperation in the field of private

sector development between government institutions, international agencies and business community as well as with the findings of the scoping mission.

- Map, identify and prioritize potential areas for project interventions, companies and other potential partners, engage in direct discussions and negotiations with them.
- Engage and sensitize all major stakeholders about Aid for Trade activities while establishing and maintaining close relationships with relevant companies, business associations, and international organizations.
- Assume full responsibility for and manage effectively and efficiently all activities under Component 3 envisaged by the Annual Work Plan and resources (human, financial, physical / material assets, etc) in order to meet expected results;
- Prepare the Component 3 of Annual Work Plan in alignment with the project document and Board decisions, ensure close monitoring of activities and disbursements;
- Prepare Terms of Reference for national and international consultants and service providers;
- Undertake proper observance of all personnel/contracting actions: preparation and negotiation of contracts, timely initiation of payments and performance appraisal;
- Provide inputs to substantive and financial progress reports as required by the component. Prepare periodic procurement/contracting and financial delivery reports. Provide inputs to budget revisions as needed;
- Maintain close coordination with relevant project partners based in Fergana Valley regions for trade promotion, ensure synergies, avoid overlaps in project implementation, collaborate with other donors working in the same area, and provide information relevant to the project;
- Follow up and conduct supplementary research and other actions required to implement potential projects;
- Explore synergies between the Aid for Trade initiative and other relevant initiatives in Fergana Valley regions, including work by the Government, private sector initiatives of multi-lateral and bilateral donors;
- Facilitate information sharing among all partners on trade and project related activities in the country, sharing best practices and lessons learned on projects implemented;
- Organize case writing on successful projects implemented, provide substantive inputs to the cases and ensure wide dissemination;
- Report to the Project Manager on a regular basis on progress vis-à-vis project strategy and annual work-plan and regularly liaise with the UNDP Country Office in Tashkent;
- Prepare and disseminate various communication initiatives, materials and publications.

4. Institutional Arrangement

Task Manager will work under the direct supervision of the Project manager.

5. Competencies

Core	
Achieve Results:	LEVEL 2: Scale up solutions and simplifies processes, balances speed and accuracy in doing work
Think Innovatively:	LEVEL 2: Offer new ideas/open to new approaches, demonstrate systemic/integrated thinking
Learn Continuously:	LEVEL 2: Go outside comfort zone, learn from others and support their learning
Adapt with Agility:	LEVEL 2: Adapt processes/approaches to new situations, involve others in change process
Act with Determination:	LEVEL 2: Able to persevere and deal with multiple sources of pressure simultaneously
Engage and Partner:	LEVEL 2: Is facilitator/integrator, bring people together, build/maintain coalitions/partnerships

Enable Diversity and Inclusion:	LEVEL 2: Facilitate conversations to bridge differences, considers in decision making	
Cross-Functional & Technical competencies		
Thematic Area	Name	Definition
Business direction & strategy	Business Acumen	Ability to understand and deal with a business situation in a manner that is likely to lead to a good outcome Knowledge and understanding of the operational frameworks in the organization and ability to make good judgments and quick decisions within such frameworks
Business Development	Knowledge Generation	Ability to research and turn information into useful knowledge, relevant for content, or responsive to a stated need
Business Management	Monitoring	Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results
Business Management	Evaluation	Ability to make an independent judgement based on set criteria and benchmarks Ability to anticipate client's upcoming needs and concerns.

6. Minimum Qualifications of the Successful NPSA

Min. Academic Education	Master degree in any of the following areas: in business administration, economy, finance, international development or other related field; Bachelor's degree with additional two years of experience can be taken into consideration in lieu of MA
Min. years of relevant Work experience	At least 4 years of relevant experience in business, government or international organizations
Required skills and competencies	A solid understanding of business solutions to poverty and development, economic development situation and business environment in Andijan, Fergana and Namangan regions of Uzbekistan
Desired additional skills and competencies	<ul style="list-style-type: none"> • Demonstrates good knowledge of information technology and applies it in work assignments; • Content specific skills: experience in trade policy and development, private sector development; • Excellent knowledge of the country and regional context; • Research skills: ability to search and analyze the relevant information.
Required Language(s)	Fluency in written and spoken English, Russian and Uzbek
Professional Certificates	<i>If required for specific services. For example: ACCA, CIPS, CISCO, etc.</i>

7. Travel:

Travel expected to Tashkent city and Fergana Valley's regions of Uzbekistan.