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PROJECT DOCUMENT

[Regional Project]

Project Title: Aid for Trade in Central Asia - phase IV

Project Number:

Implementing Partner: UNDP

Start Date: 1 July 2018

End Date: 30 June 2022

PAC Meeting date:

Brief Description

The project will focus on supporting Central Asian countries in promoting inclusive and sustainable growth patterns in rural areas and within green productive sectors. The project will work on the macro (policy), meso (institutions) and micro (SMEs & producers) levels ensuring that interventions at the three levels are mutually supportive to ensure a focused impact level. The output levels will target the following:

- Supporting an enabling environment for job-rich sustainable growth;
- Supporting market opportunities for all through more efficient and competitive producers and processors.

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

<p>Contributing Outcome (RPD): Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (to be changed once new UNDP Regional Programme Document is approved)</p> <p>Indicative Outputs:</p> <p>1. Cooperation between trade policy makers and implementers, as well as private sector entities and national export promotion agencies with a focus on promoting job rich green growth has increased on the regional level.</p> <p>2. Support to an enabling environment for job rich growth in Kyrgyzstan</p> <p>3. Support to an enabling environment for job rich growth in Tajikistan</p> <p>4. Support to an enabling environment for job rich growth in Uzbekistan through (resources to be mobilised):</p> <p>1.1 Enabling policies and regulations for inclusive and trade oriented private sector development;</p> <p>1.2 Trade support institutions that provide efficient services to the private sector.</p> <p>2. More efficient and competitive producers and processors contributing to sustainable human development</p>	Total resources required:		EUR 6,014,676
	Total resources allocated:		
	UNDP TRAC:		
	Government of Finland:		EUR 4,800,000
	Donor:		
	Government:		
	In-Kind:		
Unfunded:			EUR 1,214,676

Agreed by (signatures):

UNDP
<p>Print Name:</p> <p>Date:</p>

Summary

The project will provide support to building productive and export capacities for niche products, which will be identified in the agricultural, agro-industrial, but also in other employment-rich and potentially green sectors, to contribute to more economically, socially and environmentally sustainable growth patterns. A special 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 gender equality.

The overall emphasis will be on identifying green marketable products, the production of which can lead to an increase in decent employment, particularly for young people and women in rural areas, via measures to raise productivity in small and medium enterprises and farms, while simultaneously improving export market access and reducing trading costs. Only products which contribute to greening economies and are employment rich will be considered. For this, the project will build on the green product space methodology used during phase III to identify products with the highest comparative advantage in terms of export potential, that are green and employment rich.

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

Supporting an enabling environment for job-rich growth through:

- 1.1 Enabling policies and regulations for inclusive and trade oriented private sector development (macro level);
- 1.2 Trade support institutions that provide efficient services to the private sector (meso level).

Supporting market opportunities for all through more efficient and competitive producers and processors

2. More efficient and competitive producers and processors contributing to sustainable human development (micro level).

The project will use overarching indicators to measure the progress.

- Total number of jobs created, (female/male)
- Number of micro and small enterprises supported
- Number of women-owned enterprises supported
- Number of new enterprises in non-traditional sectors
- Number of participants in value chain networks/cooperation

Target clientele

The project will focus on employment and income generation using sustainable production methods (green niche products). The project will therefore work with:

- Small companies, producers, processors, cooperatives and associations. Jobs and income generated should benefit rural populations that have limited access to income or employment opportunities;
- Special focus will be given on women entrepreneurs and in certain instances youth;
- Local government and national/local ministries/agencies.

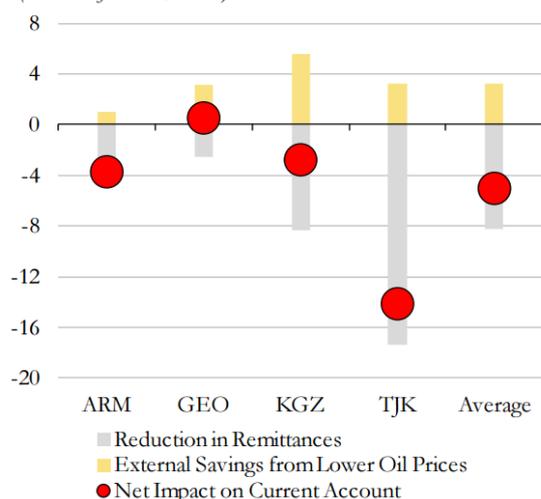
The project will focus on Kyrgyzstan, Tajikistan and Uzbekistan. EUR 4 800 000 mln provided by the Government of Finland are earmarked exclusively for implementation in Kyrgyzstan (Euro 2,050,000), Tajikistan (EUR 2,049,000) and the regional output (EUR 700,160). While funding for activities in Uzbekistan (EUR 1,214,676) remains to be mobilised. Activities in the multi-year working plan identifies respective donor, as well as resources to be mobilised (TBM) per activity and geographically.

I. DEVELOPMENT CHALLENGE

The main development challenge is to ensure that the potential of trade is harnessed in ways which contribute to more inclusive and sustainable development pathways in the Central Asian sub region. The current structure of growth and exports in the countries of Central Asia has contributed to poverty reduction over the last decade, but falls short of being fully economically, socially or environmentally sustainable. The threats to **economic sustainability** stem from the fact that the economies of the countries in the region are characterized by a strong dependence on export baskets with a limited number of export destination target countries. This in turn contributes to the vulnerability of these economies to external shocks. The export baskets are dominated by unprocessed minerals with weak links to decent job creation (jobless growth). This has led to a dependence on labour migration and remittances, with (for example) circa one million migrants from Tajikistan working abroad. Remittances constitute over 40% of GDP in Tajikistan¹, which leaves the economy and households vulnerable to the vicissitudes of the Russian economy, and further threatens the resilience of national and local economies. Currently, export patterns with the main trading economies (Russia, China, Europe) have weakened, which has been further compounded by weakening prices for oil and other primary commodities (with the exception of gold exports). The gains from weakening commodity prices did not cover the decline in remittances for most countries, especially in land-locked Kyrgyzstan and Tajikistan (where remittances-to-GDP ratio are high). The global financial situation, which has resulted in tighter global financial conditions, is furthermore increasing the vulnerability of financial sectors in Central Asia.

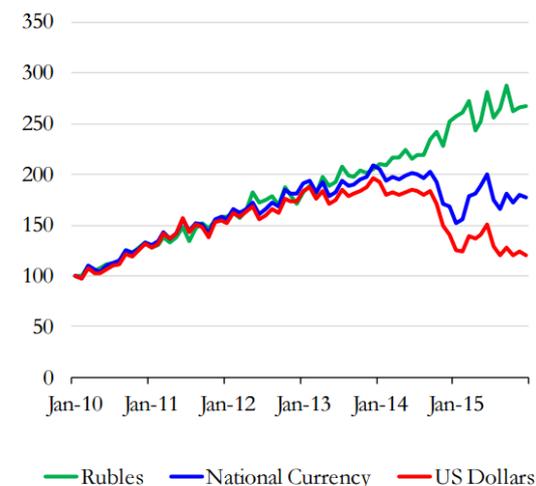
Decline in Remittances Compared to Gains from Lower Oil Prices

(Percent of GDP, 2015)



Remittances

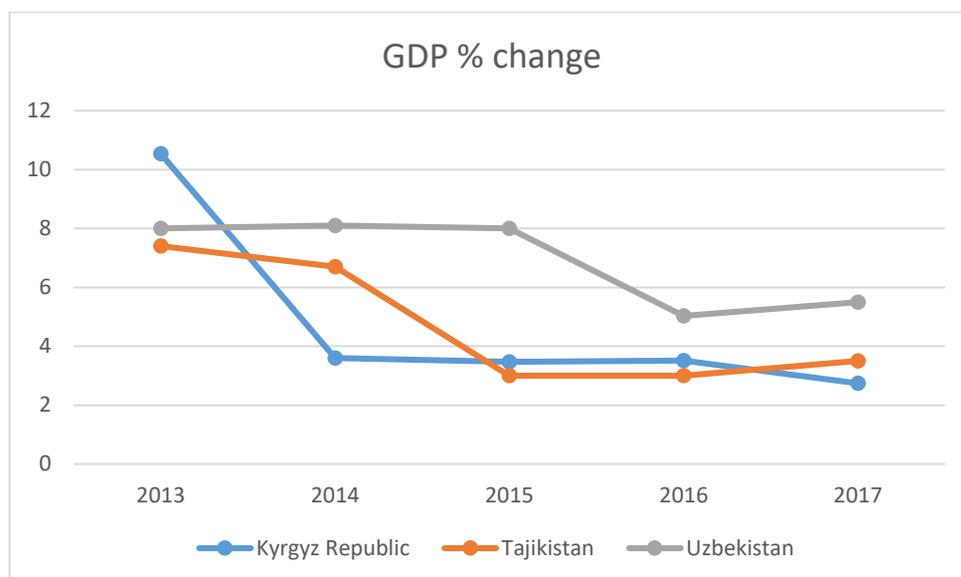
(Seasonally Adjusted Levels, Jan 2010 = 100)



IMF (2016), REO Middle East and Central Asia.

Most economies in Central Asia witnessed a strong drop in growth rates during the past two years due to falling commodity prices, economic slowdown in primary trading countries, and decline in remittances (which fuelled domestic consumption and the construction sector). Growth within Central Asian economies is at a two-decade low and the medium-term outlook remains weak.

¹ World Bank (2016), Migration and Remittances Factbook 2016 (2014 data).



IMF April 2016, WEO database

The threats to **social sustainability** stem from the low job creation capacity of current growth patterns described above. Overall, about 60% of the population are employed in the sub-region², but the number of individuals working in productive and “decent” jobs is small, especially among the rural populations, where small scale low productivity agricultural activities prevail. There is a significant mismatch between export and employment – while most of Central Asia countries are labour abundant with relatively young and fast growing population and the majority of the in-country labour is based in the agricultural or agri-industrial sector, their major export receipts come from capital- and resource-intensive sectors. If we look, for example, at export data from 2016 from Tajikistan, nearly 82%³ of the export basket are made of minerals, metals and precious materials. This, however, does not translate into massive job creation in these sectors, as the agricultural and processing sector provide for 51.3 %⁴ of wage employment. In 2016, Kyrgyzstan is facing a similar picture where 61.1%⁵ of the export basket is precious metals and mineral products, while with much of employment and income generation in rural areas coming from the agricultural sector. The mining sector produced 8 700 jobs in 2014⁶, 7 300 jobs in 2015⁷ (of 2 544 000⁸ total labour force), while the agricultural sector remained the largest sector for job creation of the population.⁹ The productivity in agriculture remains low, in Kyrgyzstan 4 times lower than in manufacturing and 3.5 times lower than in mining. Such low productivity and incomes has pushed many people out of Central Asian countries, leading to massive migration.

This situation is exacerbated by demographic pressures, in particular the large shares of young people entering the labour market each year. 36% of the Tajik population is aged 15-28 years, and 40,000 are joining the labour force each year. In Uzbekistan, the share of the working age population in the total population increased from 54% to 61.5% between 2002 and 2012, and young people represent about one third of the workforce, with circa 500,000 new entrants to the labour force each year. For those young people who do not opt for migration, there are limited employment options. This is reflected not so much in unemployment figures, but in the falling participation rates among young people and the growing share of “NEETs” (young people not in education or training). In 2013, 41% of 15-24 years were in the NEET category in Tajikistan, with a greater prevalence among young women (54% of women compared to 27% of males).¹⁰

² UNDP calculations based on ILO (2015) *Key Indicators on the Labor Market*.

³ Based on ITC calculations from UN COMTRADE statistics.

⁴ World Bank (2015), *Slowing Growth, Rising Uncertainties*.

⁵ Based on ITC calculations from UN COMTRADE statistics.

⁶ stat.kg, table 1.07.00.02 Employed populations by type of economic activity (In accordance with NACE, rev. 3)

⁷ stat.kg, table 1.07.00.02 Employed populations by type of economic activity (In accordance with NACE, rev. 3)

⁸ ILOSTAT statistical databases, 2015 data,

⁹ Stat.kg 2015 data

¹⁰ World Bank (2016), *Tajikistan Jobs Diagnostics*

Female labour participation rates in Kyrgyzstan are at 49.4%, in Tajikistan 59.4% and Uzbekistan 48.3%¹¹ In all three countries, labour markets in Central Asia exhibit significant gender gaps in terms of quantity and quality of economic occupation. Men are likely to have a much higher labour participation rates than women. Moreover, women tend to be employed in low-skilled and low-paid activities in the agriculture sector, social care and small-scale trade. In addition, high migration rates increase the pressure on women to maintain families. Where women are entrepreneurs, they tend to cluster around small-sized family run businesses, and face constraints in terms of access to land and finance. Recent user-led research demonstrated that in Tajikistan women's lack of confidence in their skills and abilities to manage a business, as well as access to affordable finance represents one of the main barriers.¹² Unpaid care work is also disproportionately carried out by women and few have access to child care or time saving devices for household chores.

The production of the energy, metals, minerals and cash crops that dominate Central Asian export baskets poses significant burdens on the region's delicate ecosystems, and particularly on its water and energy resources, meaning that current growth and export patterns are not **environmentally sustainable**. The cultivation of water-intensive cash crops like cotton exacerbates pressures on water resources in the Aral Sea basin, while the extraction and export of fossil fuels and minerals can generate highly-polluting by-products and hazardous wastes. These environmental externalities generate real costs for local populations, as well as long-term economic costs. In addition, water sources that are polluted from over-use of chemical fertilizer have an impact on the quality of cash crop produced. The crops not only are a danger for the health of consumers, but will also not pass the increasingly stringent quality standards for traditional export markets.

This situation makes it imperative that economies in the sub-region diversify, production capacities of the private sector are expanded, and new markets are accessed. Better integration into international trade can play an important role in the countries' efforts to achieve diversification and more sustainable growth. Economic growth, fueled by trade, can be a pathway to ensure more inclusive and sustainable development provided that the appropriate trade framework is established. The agricultural and agro-industrial sectors in Central Asia generate most of the jobs in rural areas, and can be a driving motor in ensuring distribution of the gains from trade, and can also facilitate greater export diversification and improved quality of employment. Greater support for trade in labor- (as opposed to natural capital) intensive activities, such as non-irrigated agricultural production, food processing, textiles, tourism, and wholesale and retail trade, can reduce the environmental footprint of production for export, while also broadening export baskets. However, the sector also faces challenges:

- Fragmentation within the sector that has resulted in limited productivity, higher input prices, and reduced competitiveness of the sector compared on regional and global markets;
- Limited understanding of the requirements needed to export as well as high investment and risk associated with exporting;
- Lack of country branding and limited and/or unfavorable image of country;
- Low position in value chains, resulting in the export of non-processed or low-processed goods and commodities;
- Little coordination between the 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;
- Regulations and quality infrastructure for agricultural products that are not fully aligned with other market requirements. This prevents and reduces competitiveness and exports of the sector;
- High non-tariff barriers;
- Access to affordable finance;
- Labour markets in Central Asia exhibit significant gender gaps in terms of quantity and quality of economic occupation.

¹¹ UN Human Development Report 2016

¹² UNDP (2016), Barriers to Female Entrepreneurship in Tajikistan. Micronarrative study, p.16

In order to improve the current situation in agribusiness and other emerging sectors (textile, green economy products), the following interventions are needed:

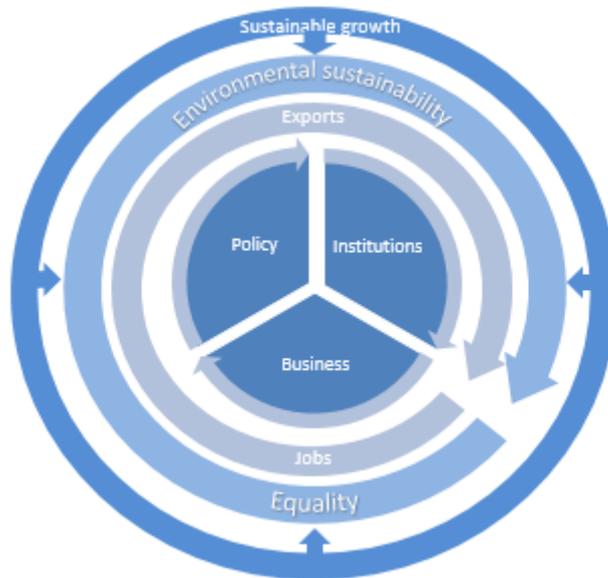
- Improve the business policy and regulatory framework - regulations are not fully aligned with global market requirements/standards, which prevents improvement of the productive capacity and reduces competitiveness and exports of the sector (macro);
- Support structures that provide services to the private sector based on the latest standards and technology (green) available both in terms of certification, standards (quality and phytosanitary) and market access;
- Improve businesses' access to technologies and methodologies that improve productivity and access to new green niche products that diversify export baskets. Provide support to access new markets, with high added-value. Support and promote dialogue between producers, processors, associations and institutions to ensure an informed decision process between stakeholders and the government;
- Ensure structures and capacities are in place that favour greater gender equality in terms of employment generation.

II. STRATEGY

The strategy is to provide support **to building productive** and **export capacities** for niche products, which will be identified in the agricultural, agro-industrial, but also in other employment-rich and potentially "green" sectors, to contribute to more economically, socially and environmentally sustainable growth patterns.

The emphasis will be on identifying green marketable products, the production of which can lead to an increase in decent employment, particularly for young people and women in rural areas, via measures to raise productivity in small and medium enterprises and farms, while simultaneously improving export market access and reducing trading costs. Only products which contribute to greening the economies and jobs will be considered. For this the project, will built on the green product space methodology used during phase III to identify products with the highest comparative advantage in terms of export potential, that are green and employment rich.

Based on the lessons learned from the previous phases of the UNDP-implemented Aid for Trade project, the current project will concentrate on the identification of niche products, rather than encouraging local producers to compete internationally in terms of quantity and quality in traditional exports (mainly unprocessed fruits and vegetables). In order to do so, the project will work on three different levels that are mutually re-enforcing: the policy level (macro level), business support institutions (meso level) which will be covered under component I, and direct support to businesses (micro level) which will be under component II. Cross cutting themes throughout all three levels are job creation and environmental sustainability. Below is a schematic representation of the approach:



The project will address the development challenge outlined above through two sub-components:

Supporting an enabling environment for job-rich growth through;

- 1.1 Enabling policies and regulations for inclusive and trade oriented private sector development (macro level);
- 1.2 Trade support institutions that provide efficient services to the private sector (meso level).

Supporting market opportunities for all through more efficient and competitive producers and processors

- 2. More efficient and competitive producers and processors contributing to sustainable human development (micro level).

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

Key problem:

- Potential of trade to contribute to inclusive and sustainable development pathways is not fully harnessed

Immediate causes

- Limited opportunities to access/expand to new markets for producers in Central Asia
- Limited dialogue among public and private sector stakeholders as well as limited participation from private sector representatives in decision-making processes on strategic economic development
- Too much focus on products and sectors where only limited number of processors and companies are compliant with international market requirements
- Limited amounts of investment and access to modern green technologies and methodologies
- Gender disparities in terms of opportunities for entrepreneurship and access to affordable finance

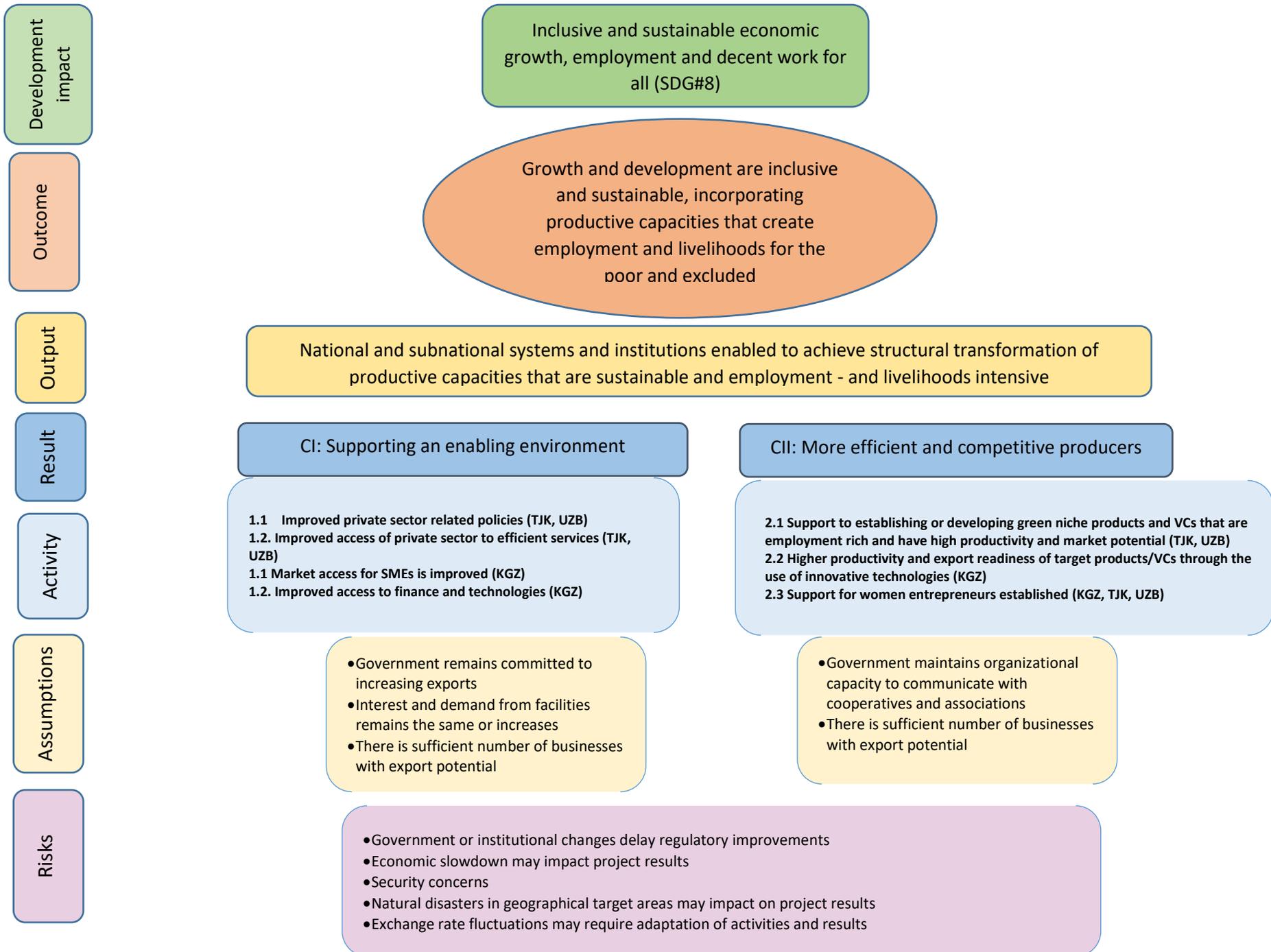
Underlying causes/root causes

- Lack of trade support service 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
- Complex regulatory framework sometimes makes it complicated and/or expensive for businesses that want to expand and to export
- Lack of support services specializing on profitable green production
- Limited investment in productive capacities

- Barriers in terms of access to finance and ownership (soft and hard) for women, as well as high levels of unpaid care work
- Limited support for young entrepreneurs

Activities developed for component I vary slightly by country in order to include the needs as identified during the stakeholder consultations.

A theory of change diagram is provided below, 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 top down). The theory of change will be regularly reviewed and updated if and when needed through regular review mechanisms.



The regional level

From a regional perspective, the project will focus on the following interventions:

1. Ensure collaboration and cooperation between participating countries, as well as other regional and national projects working on sustainable growth and other related issues. As such the regional level, will ensure capturing cross-border externalities and spill-overs and address emerging issues that are addressed more efficiently cross-country as well as promoting inter-regionality as per previous phases. The regional level will also facilitate knowledge generation and sharing of experience and expertise between participating countries;
2. Ensure that the latest green innovations and methodologies in the agricultural and agri processing sector are made available to project clients by forging alliances with researchers, universities and think tanks;
3. Support the creation of linkages between Finnish and Central Asian countries within and outside the private sector with a strong focus on promoting the Finnish and Central Asian added-value;
4. Develop thinking pieces on how to promote green and job-rich growth in the region, closely linked to the work on innovations under point 2.

At the regional level, the project will work together with international partners such as the International Trade Center (ITC), possibly in terms of the global platform for quality standards and the linkages to the Finnish association of quality standards. The project will also continue to collaborate with UNCTAD on the green product space methodology and its application in participating countries.

Linkages to UNDP's Regional Programme Document:

to be added once the Regional Programme Document has been approved.

Tajikistan

Building on the extensive experience, lessons learned and results from previous phases, the project will work on promoting inclusive and sustainable pathways through the promotion of productive capacities and increasing trade through the identification of niche products, which can contribute to greening local production, while also increasing the quality and quantity of jobs, especially for women and young people living in rural areas. In Tajikistan, the project will focus on the following three levels:

1. Enabling policies and regulations for inclusive and trade oriented private sector development (macro level);
2. Trade support institutions that provide efficient services to the private sector (meso level);
3. More efficient and competitive producers and processors contributing to sustainable human development through the development of green productive capacities. Targeted support to women and young entrepreneurs to access private sector opportunities (micro level).

The project will work together with the Ministry of Economic Development and Trade (MEDT) and other relevant state agencies to develop and implement policies that support the private sector in terms of generating decent jobs. In addition, the project will continue to support the inter-ministerial Working Groups and Consultative Councils 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. In previous phases, the project supported public private dialogue resulted into 20 legislative and regulatory changes. As a good practice from previous phases, the project will continue supporting this dialogue.

At the meso level, the project will work with Trade Support Institutions (TSIs) to improve available services to the private sector. Services include trade intelligence, business processes, market access, as well as access to information on the latest technologies. TSIs play a vital role in ensuring the competitiveness of the private sector. Through their advisory services, as well as trainings they share the latest information regarding business management practices, as well as export requirements. TSIs can also play an important role in value chain management and technological upgrade. Activities here will focus on priorities identified in the State

Programme Export Promotion and Increase of Competitiveness (EPIC), as well as linking those up with Oblast related trade development programmes and their implementation. Moreover, the project will also work on cross border trade issues to support communities on both sides of Tajikistan and Kyrgyzstan to benefit from their geographical proximity.

On a micro level, the project will work directly with producers supporting high value niche products that are sustainable. The focus on niche products has been tested during the previous phase and the conclusion is that sales of high quality niche products is easier, especially if targeted for exporting as competition is not based on price and volume – two aspects which are extremely difficult to achieve with highly fragmented production patterns especially in rural and remote areas. In addition, niche products tend to allow for a greater degree of environmental sustainability and a greater degree of flexibility in terms of adapting to special agricultural setting. Examples of niche products could be essential oils, valerian medical herbs, specialty foods - the project will develop market assessment to identify which products are existing and which one have the best market potential to be supported.

Finally, the project will have dedicated activities to support business women in developing their business skills through trainings but also networking opportunities. The project will also create 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 30% female participation throughout all activities.

Interventions will support SDGs 1, 2, 5, 8, 9, 10, 15, 17. Indicators 1.2.1, 2.3.1, 2.3.2, 2.4.1, 5.5 (target only), 8.1.1, 8.5.2, 8.a.1, 9.3.1, 10.2.1, 10.a (target only), 15.3.1, 17.11.1.

Kyrgyzstan

As Kyrgyzstan, possesses several credit facilities for the agricultural sector, the project will support the Government on the macro level to identify focus areas for the loan facilities that target environmental sustainability, high employment generation, as well as high export potential products. This will support the Government to transition from a non-targeted finance facilities towards sustainable impact targeted finance.

On the meso level, the project will focus on developing better and more sustainable services for the private sector to access markets, including Finnish markets. The component will also focus on identifying new green technologies and approaches with high added value potential.

On the micro level, the project will focus on identifying and developing high-added value green niche products in rural areas that have high trade potential. The main aim will be income generation, as well as employment generation.

The project will also implement direct targeted interventions for women entrepreneurs, which will focus on three different level:

1. Positive role models of women entrepreneurs;
2. Capacity development for women entrepreneurs;
3. Access to technologies for women entrepreneurs.

The other levels of intervention will include a gender lens throughout all the interventions, and will require a 30% minimum female participation throughout all activities.

Interventions will support SDGs 1, 2, 5, 8, 9, 10, 15, 17. Indicators 1.2.1, 2.3.1, 2.3.2, 2.4.1, 5.5 (target only), 8.1.1, 8.5.2, 8.a.1, 9.3.1, 10.2.1, 10.a (target only), 15.3.1, 17.11.1.

Uzbekistan (resources to be mobilised)

Uzbekistan has adopted the Action strategy on five priority areas of development of Uzbekistan in 2017-2021, which is a blue print for reforms in all spheres, including economic and social development. It calls for economic liberalisation, promoting exports and improving the competitiveness of national production, while

in the social sphere it calls for the creation of decent jobs. The project in Uzbekistan will support the reform processes and build on the past successful experience with policy advice, support of trade support institutions and agro-processing and business facilities leading to creating new jobs in rural areas. The project will focus on the following:

1. Enabling policies and regulations for inclusive and trade oriented private sector development;
2. Trade support institutions that provide efficient services to the private sector;
3. More efficient and competitive producers and processors contributing to sustainable human development.

On the policy level, the project will work with Ministry for Foreign Trade (MFT) and other relevant state agencies and local administrations to promote private sector development policies. In particular, focus will be made on policies related to promoting competitiveness and productivity, wider introduction of renewable energy, liberalization of the foreign trade regime and diversification of exports, agro-processing. The project will also support business optimization in government agencies involved in exports and develop roadmaps for improving selected value chains in agriculture.

On the meso level, the project will support the development of a model for integrated cooperation among SME export promotion institutions and support capacity of institutions in delivering advisory and professional services. Capacity of trade/export promotion institutions (TSI) with providing professional services to access developed markets will be strengthened through the provision of tailor made trainings services, promotion of cooperation and establishing network of TSIs.

On the micro level, the project will focus on niche and green products and value chains with high employment and value added potential. Interventions will include support to the introduction of international standards (Global GAP, HACCP, FSC and etc.) and capacity building measures to farmers and processors on the best agricultural practices and improving quality, packaging of the products and diversification of target markets.

The project will also provide targeted support for young and women entrepreneurs.

Interventions will support SDGs 1, 2, 5, 8, 9, 10, 12, 15, 17. Indicators 1.2.1, 2.3.1, 2.3.2, 2.4.1, 5.5 (target only), 8.1.1, 8.5.2, 8.a.1, 9.3.1, 10.2.1, 10.a (target only), 15.3.1, 17.11.1.

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: Human Rights

Human Rights are at the forefront of UNDP's work. The project will specifically 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 governments to create decent jobs focusing on productive employment that support decent living standards and social and economic integration. 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 formalised. 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.

Principle 2: Gender equality and Women's empowerment

The issue of lack of self-esteem among women and female entrepreneurs in the sector, in addition to barriers such as affordable access to finance make it more difficult for women entrepreneurs to start and maintain productive enterprises that ensure a sustainable income, as well as upward mobility. To support gender issues the project will use a two-pronged approach:

1. The project will focus on both the macro and micro level to integrate gender concerns. For this the project, will work within all the activities with national partners, and dedicated gender mechanisms such as the interagency taskforce on women entrepreneurship in Tajikistan to strengthen the voice of women on business environment in support of inclusive and gender-responsive approaches in its policies and implementation. In addition, where the project will work on policies, each step will include a gender lens to ensure that specific gender concerns are integrated into policies and later in 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;
2. On a second level, the project will focus exclusively on gender issues. At least 15% of the programmatic budget will be dedicated to gender issues and focus exclusively on support activities for women entrepreneurs. In Tajikistan, findings from the user-led assessment will be used to determine relevant activities, while in Kyrgyzstan and Uzbekistan (pending availability of funding) activities will be determined jointly with relevant associations focusing on issues related to female entrepreneurs, as well as other relevant national stakeholders.

Dedicated activities for women entrepreneurs will be focusing on:

1. Capacity development activities focusing on women entrepreneurs;
2. Women centric job creation.

Principle 3: Environmental Sustainability

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.

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

Target clientele

The project will focus on employment and income generation using sustainable production methods (green niche products). The project will therefore work with:

- Small companies, producers, processors, cooperatives and associations. Jobs and income generated should benefit rural populations that have limited access to income or employment opportunities;
- Special focus will be given on women entrepreneurs and in certain instances youth;
- Local government and national/local ministries/agencies.

Grants – as per recommendations of the Wider Europe Initiative evaluation (2016), the project will discontinue the practice of providing cost-contributions to investment projects with the exception of the following cases:

- The project can demonstrate that investment consumers will pay market prices for the utilisation of the equipment i.e. cooperative members pay the investment cost to the cooperative which in turn will use funding for consolidation and export activities;
- Sector demonstrably has no access to affordable finance due to limited financing tools available in the market and or issues of acceptance of collateral;
- The project activity has demonstrable long-term impact on vulnerable populations. Where long-term impact relates to sustainable job and income creation for vulnerable populations allowing for upward social movement.

Microfinance – as per recommendations of the Wider Europe Initiative evaluation (2016), the project will continue to use microfinance products to support the business communities' access affordable financing tools. Where possible the project will work with other existing programmes to ensure that the spread is as wide as possible. Considering that funding will be made available for microfinance institutions at a much lower cost for them the interest rate provided for loan products will reflect this reduced cost.

Results from previous phases

The Aid for Trade project started in 2010 in the Europe and CIS region originally covering 11 countries, and subsequently focusing on three Central Asian countries: Kyrgyzstan, Tajikistan and Uzbekistan. The project has had so far well over 40 000 direct clients, of whom 38% were female. Over 2000 jobs were created (54% of which were for women) through activities implemented at the micro level. Businesses in Tajikistan and Kyrgyzstan that participated in trainings supported by the project increased their incomes by at least 10%. Overall, the project supported producers in signing export contracts worth over USD 280 mln.

In **Kyrgyzstan**, the project supported the development of a state guarantee fund who within the first half year of its existence managed to raise USD 4.8 mln in credits. The entrepreneur helpline established in Kyrgyzstan made over 6000 incoming calls within the first 6 months. The Batken Market Information Center, established in 2010 with the help of the project continues to function since well over 4 years without the support of the project. The wild walnut cooperative supported by the project jointly with GIZ, is now exporting to Holland, France and Switzerland. The honey production supported by the project has sent test batches to Japan as well as Saudi Arabia. Overall, the project supports over 3800 producers in Kyrgyzstan to ensure more efficient production. In **Tajikistan**, the project supported the Government in developing the State Programme on Export Promotion and Increasing Competiveness (EPIC). Overall, the project has supported the development of 5 by-laws in the past two years to ensure a better regulatory framework for trade issues, as well as the implementation of the post WTO accession plan of Tajikistan. It has also supported the establishment of Trade Development Programmes for the Sughd and Khatlon regions. The project also supported the establishment of the Agricultural Information and Marketing System (AIMS) in Tajikistan providing agricultural market information to over 100 000 farmers and entrepreneurs. In **Uzbekistan**, the project supported the establishment of an online trade platform attracting over 1500 businesses. Export deals of over USD 38 mln were made within the first six month of the platform's existence. In **Kazakhstan** (2012-2013), the project supported the DAMU fund to establish service centers in the Eastern Kazakhstan oblast. The DAMU fund now is one of the largest service providers for small businesses in terms of access to finance and business information.

Starting from 2016, the project has supported direct linkages to the Finnish market/expertise. A market assessment was conducted for possible products targeting Finnish markets and a first test batch was sent to Finnish companies in mid-2017. A similar activity is ongoing in Tajikistan in 2017, and is planned for Uzbekistan in 2018. By the end of 2017, the project will also conduct a second Finnish Kyrgyz's business forum and pilot a knowledge exchange with Finnish students. Prior market linkages for Fairtrade products destined to the Finnish market were tested in 2011-2013 jointly with FLO Finland. Although the activity raised awareness of the availability of Central Asian Fairtrade products, producers were unable to provide the necessary quantities to satisfy the Finnish market. As a result of this experience, the project decided to focus

on a mix of products that also included green niche products such as the wild walnuts, and white honey which would allow trade in smaller quantities.

The project evaluation¹³ of the second phase of the project was overall positive, although some areas of improvement were noted and integrated into phase II. Overall comments of the evaluation included 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. Evidence collected during the field visits to Belarus, Georgia, Kyrgyzstan and Uzbekistan testifies to the sustainability of project results more than two years after the completion of its activities. In addition, the Executive Boards of UNDP, UNFPA, UNOPS, UNICEF, UN-Women and WFP to the Kyrgyz Republic (2-7 May 2016) highlighted the positive contribution the Aid for Trade project has made in terms of transform the lives of communities by increasing employment opportunities. The Aid for Trade project was one of the few projects named individually in the report. The [evaluation of the Wider Europe Initiative](#) (WEI), conducted by the Government of Finland, highlighted that the AfT project “*brought Finnish added value to the development cooperation programme and benefited both parties*”.

Lessons learned from previous phases

1. Collecting data for monitoring purposes across countries needs to be comparable and as a result detailed indications need to be provided to those who collect the data. During phase III, the project developed a large number of indicators to monitor the quality of the intervention. In order to ensure a certain focus in the monitoring, we propose during the fourth phase overarching indicators which focus on the main directions of the project namely employment/income generation, greening and equality;
2. Competition on price/quantity in a fragmented production remains extremely difficult. The focus on novelty/niche products that are environmental sustainable and allow for a high value-added to producers/communities have demonstrated as successful during piloting of phase III. The project proposes to focus exclusively on green niche products during phase IV;
3. As most of the project clients are producers, the project is highly dependent on seasonality. Strong importance needs to be put on ensuring that planning integrates seasonality of the work;
4. Female participation across all phases of the project was challenging for various reasons. While during the last three phases, the project had a minimum female participation rate across all its activities, during the fourth phase the project proposes additional targeted activities on gender equality focusing exclusively on female entrepreneurs. During past phases, the project has made the experience that women tend to benefit better from dedicated activities;
5. Procurement, which involves international purchasing, is prone to lengthy delays. Continued and close monitoring of procurement process and delivery process is required;
6. Trade Development Plans can serve as powerful communication tools for policy level planning and decision making. The export caravan also can be a powerful tool to bring experts and technical together and ensure that the best expertise is available in remote areas. As the export caravan is inter-disciplinary this also represent an opportunity for cross-fertilization;
7. Ownership is a prerequisite to ensure sustainability. As such the project perceives all clients as an equal partner both in terms of planning and implementation. This approach was important to establish ownership but also to benefit from existing knowledge;
8. Capacity building activities need to be adapted to client needs, phased monitoring of capacity building (during, after and 6 months later) can provide important insights to improve the quality of services provided.

Resource mobilization strategy (Uzbekistan)

Rational: The Aid for Trade project has, over the past 8 years, established itself as a regional player in Central Asia. Especially on standards and related trade intelligence issues excellent regional cooperation with

¹³ Christina Mosnaega (March 2016), Final Evaluation of the Aid for Trade project-phase II.

governments and technical partners was established which represent an added-value to the project and UNDP. Considering the importance of Uzbekistan within the regional Central Asian context both economically, as well as in terms of production, the project document will include Uzbekistan although funding for this component remains to be mobilised. The main goal for the inclusion of Uzbekistan is to continue to support the collaboration between the three countries, as well as the supporting cross-border knowledge exchange and collaboration (productive) between producers.

Approach: The project will map resource partner interests both thematically and geographically and identify possible matches as well as comparative advantages for collaboration. During the first quarter of 2018, the identified potential resource partners will be contacted to ascertain potential interest, as well as potential areas of collaboration. At the same time, efforts to target potential new partners will also be made by the Istanbul Regional Hub. The project will also target potential private sector related funding sources, which also could target B2B matching. Interested partners can contribute at the activity or output level, with the minimum yearly resource to be mobilised Euro 300 000.

The funding enveloped to be mobilised totals Euro 1,214,676.

III. RESULTS AND PARTNERSHIPS

Expected Results

Building on extensive experience, lessons learned and results from previous phases, the project will work on promoting inclusive growth through the promotion of productive capacities and competitiveness. It will focus on increasing trade and that will in return increase and stabilize income generation in rural areas.

The project will achieve this through two components:

1. Supporting an enabling environment for job-rich growth through:
 - a. Enabling policies and regulations for inclusive and trade oriented private sector development;
 - b. Trade support institutions that provide efficient services to the private sector.
2. Supporting market opportunities for all through more efficient and competitive producers and processors: More efficient and competitive producers and processors contributing to sustainable human development (micro level).

The project will use overarching indicators to measure the progress. Overarching indicators will be based on the Government of Finland Aid for Trade indicators:

- Total number of jobs created, (female/male)
- Number of micro and small enterprises supported
- Number of women-owned enterprises supported
- Number of new enterprises in non-traditional sectors supported
- Number of participants in value chain networks/cooperation

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

Component one- policy support (macro level):

- Adoption of law/regulation/strategy/policy (yes/no) with three levels of quality
 - o Development 0 - low
 - o Adoption 1 - good
 - o Implementation 2 -strong
- Number of law/regulation/strategy/policy supporting new green economy sectors
- % changes in level of knowledge of entrepreneurs and civil servants;
- % change in export volume;

- % of activities include gender lense (min, 100%).

Component one - support to institutions (meso level):

- % increase in client base;
- Number of companies supported;
- Number of awareness raising campaigns (ex. export caravans);
- % increase or total volume in USD in export contracts supported;
- Number of new services;
- Number of female entrepreneurs supported;
- % increase of sales volume of female entrepreneurs supported;
- Number of informational guides on niche products and/or products with the highest value addition detailing the latest technological information, including cost calculation, materials used, financial products and market opportunities;
- Number of targeted government finance products (loans) for sustainable technologies and new green economic sectors reaching at least 40% of target population, disaggregated by sex, where possible (KGZ).

Component two - More efficient and competitive producers and processors contributing to sustainable human development

- Number of new decent jobs disaggregated by sex;
- % change in income;
- USD/tons of export contract made and delivered;
- New markets reached;
- Total export value to Finnish markets (TBD);
- Number of green value chains supported;
- Take up of new technologies or export practices and skills;
- Number of programmes for mentorship for young female entrepreneurs established and supported;
- Number of female benefitting from established programmes;
- % of budget targeting gender equality issues;
- Number of female headed SMEs supported.

Partnerships

The project builds on the Aid for Trade (AfT) experience UNDP has within the Europe and CIS region, as well as globally. UNDP over the past decade has implemented Aid for Trade projects demonstrating its expertise in this, and its ability to coordinate specialized agency to bring their input when it relates to Aid for Trade.

Kyrgyzstan

The main partner in Kyrgyzstan on the national level will be the State Agency for Investment and Export Promotion under the Ministry of Economy. Other partners will include but are not limited to local trade support institutions focused export services for SMEs and local producers, agri processors and farmers such as the Chamber of Commerce and Industry, business associations, JSC "Guarantee Fund", and local service providers. On the local level, the project will work with oblast and district administration to ensure involvement of governance structures in the project's work. At the community level, the project will hold community discussion sessions to ensure that stakeholders are involved and can voice their needs and concerns. With regards to other technical partners the project will work closely with the international donor community and specifically with:

- GIZ;
- International Trade Center;

- JICA;
- USAID.

In Kyrgyzstan, the project will continue to work in Osh, Jalalabad, Naryn and some areas of Issyk-Kul and build on existing partnerships. The project's focus will be rural populations and their access to employment and income generation. The areas selected are those that are remote, which however have potential for trade related activities and as such the project targets marginalized populations. In terms of participation to project activities, the project will have two options: the first more broad one will be open participation. This option will be used mostly for trainings. The second option, will be based on competitive evaluations where clients can submit their business ideas (pilot businesses) or proposals (fairs) on the basis of which the best ones will be selected. Selections will be conducted transparently on the basis of publicly available criteria. 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.

Tajikistan

The main partner at the national level will be the Ministry of Economic Development and Trade (MEDT), the State Committee on Investment and State Property Management (SCISP), Consultative Councils on improvement of investment climate under the President of RT. The MEDT is the central executing body that participates in the development of the state policy for social and economic development of the country, develops and implements state policy and regulatory issues. The SCISP is the central executing body which within its authority implements state policy and normative and legal regulation on investment sphere, public property management, management and implementation of the process of denationalization and privatization of the state property.

The project partners at the regional and districts levels are the administrations of oblasts and districts, which play a crucial role in the development of regions. Other project partners are trade support institutions, such as the Chamber of Commerce and Industry, consulting companies, business associations, etc. The project will continue its partnership and interact with private sector representatives representing the unions/associations of the local producers, especially the agri processors and farmers, as well as women entrepreneurs.

At the microlevel level the project will focus mainly on partnerships with women-headed enterprises, women groups, women headed NGOs and other related CSOs.

In Tajikistan, the project will continue to work in DRS, Dushanbe, Sughd and Khatlon and build on existing partnerships. The project's focus will be rural populations and their access to employment and income generation. The areas selected are those that are remote which however have potential for trade related activities and as such the project targets marginalized populations. In terms of participation to project activities, the project will have two options, the first broader one will be open participation. This option will be used mostly for trainings. The second option, will be based on competitive evaluations where clients can submit their business ideas (pilot businesses) or proposals (fairs) on the basis of which the best ones will be selected. Selections will be conducted transparently on the basis of publicly available criteria. 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.

Uzbekistan

In Uzbekistan, the project will continue to work in Tashkent and the Fergana valley and build on existing partnerships. The project's focus will be rural populations and their access to employment and income generation, areas selected are those that are remote which however have potential for trade related

activities and as such the project targets marginalized populations. In terms of participation to project activities, the project will have two options, the first broader one will be open participation. This option will be used mostly for trainings. The second option, will be based on competitive evaluations where clients can submit their business ideas (pilot businesses) or proposals (fairs) on the basis of which the best ones will be selected. Selections will be conducted transparently on the basis of publicly available criteria. 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.

With regards to other technical partners at the regional level, the project will work closely with the donor community and international agencies. 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. CESVI and its project, *Networking Intermediaries & Competitive Enterprises in Tajikistan and Kyrgyzstan* funded by EU;
3. GIZ and its *Regional Programme on Trade Facilitation*;
4. EU delegation in Tajikistan and its project *Enhanced Competitiveness of Tajik Agribusiness project (ECTAP)*;
5. IFC and its *Central Asia Trade Facilitation* project (CATFP)
6. USAID and its Regional project in CA *“Competitiveness, Trade and Jobs (CTJ)”*
7. In Tajikistan, specifically the Donors Coordination Council (DCC) and its Working Groups as the Regional Trade Facilitation (RTF) WG and Private Sector Development (PSD) WG. Where UNDP (AFT project) is co-chairing the RTF WG and a member of PSD WG;

Knowledge

The project will generate knowledge on all three levels at the macro, meso and micro level. Knowledge will be generated through traditional means such as research and trainings but also through export caravans and practical approaches. In order to ensure that the knowledge is assimilated the project will assess absorption after each activity and adjust approaches where necessary. In addition, each activity will have knowledge products which will be made available online.

Resources required to achieve results

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

Risks and Assumptions

The risks analysis has identified 6 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 (Russia, Kazakhstan) 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 natural disasters, or higher frequency of natural disasters (mud slides), frequent government staff changes and exchange rate fluctuations. Other risks include security and political stability, as well as climate change related issues. The project will closely monitor these areas in order to be able to 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, 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

For both Kyrgyzstan and Tajikistan, the project identified a list of stakeholders from the national and sub-national level. Stakeholders were from government structures, private sector and civil society and categorized into heat maps. Each stakeholder group addressed the following issues:

- Identify which stakeholder category: client, actor of change, rulers of the game;
- Problems: what are the root causes for limited employment rich growth;
- Solutions: what are the main factors that could facilitate employment rich and sustainable growth;
- How do we need to change our business approach in order to become more sustainable;
- What should the future priorities of the Aid for Trade project be?
- What are the risks the Aid for trade project faces?

In Tajikistan, the project surveyed 35 entities, which were split into four groups in order to create an influence/impact map:

Group 1 high importance/low influence: was represented by 21 state and private organizations, among these, the national and regional level chambers of commerce and industries, business associations and consulting companies, women-NGOs, SMEs and a production cooperative, free economic zones and a university.

Group 2 high importance/high influence was represented by 6 national state or state affiliated bodies, among these Ministry of Economic Development and Trade, Administrations of two target regions (Sughd and Khatlon), national and regional level Consultative Councils and State Committee on Investment and State Property;

Group 3 low importance/low influence was represented by TSIs and two microfinance organisations;

Group 4 low importance/high influence was represented by two women self-help groups and one town administration;

The project held **35 meetings** covering three target regions (Sughd, Khatlon and DRC) and Dushanbe. Sughd region – 19 meetings, in Khatlon region - 5, in Dushanbe and DRS – 11. 24.24% of the participants were female.

All meetings were recorded and corresponding formal minutes developed and signed by responsible national parties.

The most frequent and prevailing issues voiced by the private sector and state actors focused on taxation and inspection bodies. Small businesses highlighted particularly high taxation, as well as high cost of doing business from a production and importing/exporting (tariffs) perspective. Overall, weak business climate is highlighted as an issue, with limited access to affordable finance and limited support available to the private sector. Other issues highlighted were also limited overall support in terms of technology and standards

The solutions brainstorming highlighted the following future priorities:

- Support research and analysis, recommendations to the government on how to improve policy and lobby of interest of the private sector through existing PPD platforms;
- Support in the development of methodological guidelines (taxes, export procedures),
- Provision of technical assistance in raising of production/processing, and in trade and export potential development;
- Support in revision and development of legal framework relevant to tax, customs, trade and export, and agriculture;

- Support in establishing the quality control basis and introduction of international food quality standards;
- Support producers/agri-processors through trainings, technologies and piloting of whole value chain processes for selected (export) products to serve as demonstration plots;
- Promote a positive image of women entrepreneurs, support women with business training programmes; support the development of youth entrepreneurship.

In Kyrgyzstan, 69 entities participated, which were split into four groups to create influence/impact maps:

Group 1 high importance/low influence: was represented by 27 state and private organizations, among these, the national level chamber of commerce and industry, Free Economic Zone “Naryn”, business associations and consulting companies, women-NGOs, community based tourism operators, SMEs and cooperatives from agri sector, textile, tourism, agri processing.

Group 2 high importance/high influence was represented by 9 national state or state affiliated bodies, such as Ministry of Economy, Ministry of Agriculture, State Agency for Investment and Export Promotion, Plenipotentiary Representative of the Government Office in Osh and Naryn Oblasts, JIA business association, Association of Domestic Producers, Public Union Agrolead and TES-Center;

Group 3 low importance/low influence was represented by representatives of the Ministry of Economy (regional branch in Naryn), Ministry of Agriculture, Mayor of Osh and Naryn, State District Administrations in target oblasts, aiyl okmotus (municipal bodies in rural areas), regional chamber’s representatives, TSIs, trading companies, gender-related experts;

Group 4 of low importance/high influence was represented by representatives of the Ministry of Economy (departments indirectly related to trade development), experts from regional offices of Governmental Office, cross-sectoral business associations;

37 meetings were held in three target regions (Osh, Jalalabad and Naryn) and Bishkek: in Osh oblast – 13 meetings held, in Jalalabad oblast - 1, in Naryn – 14, in Bishkek – 9. 29.5% were women (115 in total)

All meetings were recorded and transcribed into formal minutes and signed by responsible national parties.

The consultation revealed three basic groups of problems:

The first, characterized by unfavorable business environment, including insufficient capacity of Trade Support Institutions to provide value-added services for trade promotion and development;

The second, characterized by weak entrepreneurial capacity of businesses, including low level of conformity to market-demanded standards, inability to process trade-related information into export contracts and deliveries;

The third, 2 types of issues – managerial and technological. SMEs possess weak capacities for management process (marketing, sales, operations, finance, human resource management) or production processes (knowledge, technology, know-how, standards, quality management, production processes). This has a direct impact on competitiveness on international markets.

The biggest issue highlighted was access to markets. The reasons relate to supply side (operations and production capacities of SMEs and farmers) and service provision (mechanisms and services available for exporters). Issues highlighted relate to supply of agri products, market barriers (quality conformity compliance), inability to contract with trade partners (without intermediaries), lack of laboratories to access advanced markets, inability to access new technology, and issues with affordable access to finance.

The solutions identified were:

- Support private-public dialogue in a practical way through Export Caravans and continuation of awareness raising campaign to increase knowledge on trade procedures;

- Support further capacity development of active TSIs, especially focused on service provision in the different regions of the country;
- Development of informational tools for SMEs providing know-how for new product solutions and options of business development including for export development
- Pilot implementation of international standards (Global GAP, HACCP, etc.) as part of matching potential buyers demand;
- Technical assistance to increase productivity and export potential development, especially relating to increased cooperation for the supply of agri products;
- Support in updating regulations improving of access to finance;
- Support producers/agri-processors by trainings, access to new technologies and piloting whole value chain process for selected (export) products;
- Support the promotion of women and youth in business, provide gender-smart activities focused on enhancing capacities of business-women, support women with business training programs; support the development the centers of entrepreneurship support in regions.

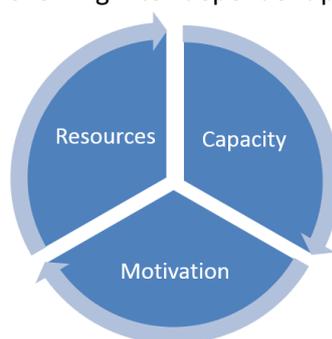
During the implementation, the project will continue to seek feedback from stakeholders using the above described stakeholder consultation mechanism at least once a year, in addition to the stakeholder feedback mechanism which takes place after each action, and six months after closure of an activity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

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.

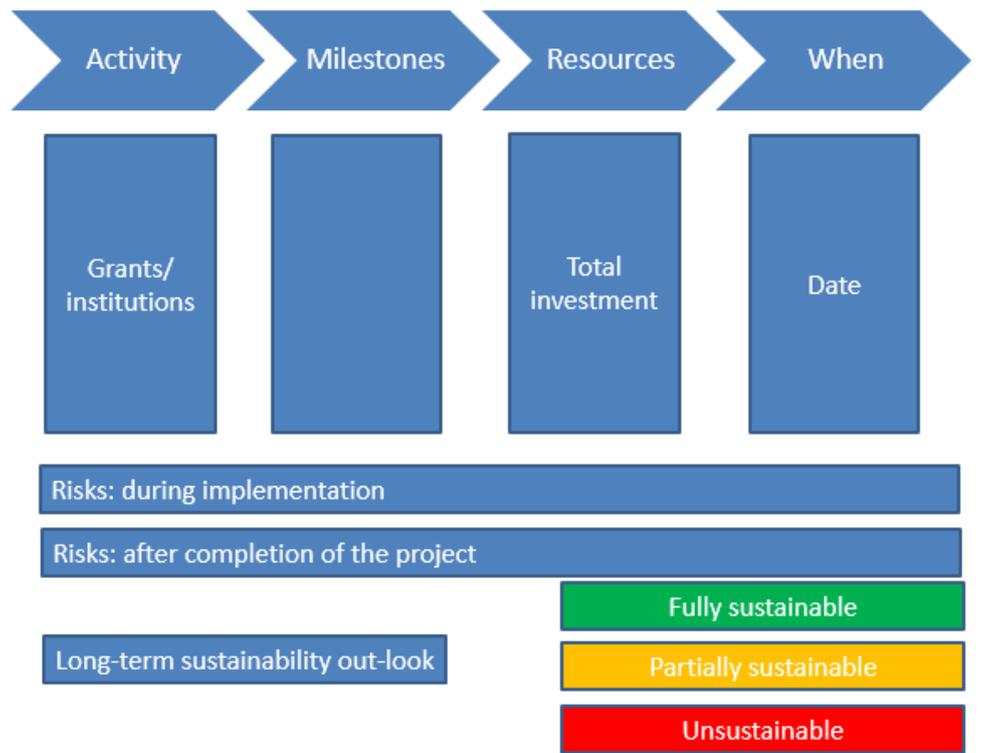
The project's objectives are based on national priorities and a series of national legislative and strategic documents. Such approach ensures inherent ownership over the project's interventions and targets the core needs of the authorities.

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 implementation as well as risks 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 occur 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.¹⁴ 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 country offices as well as the regional offices, 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. Between 2014 to 2016, the Aid for Trade project managed to raise USD 972 738 in pooled funding for joint implementation with partners, with a project contribution of USD 493 174.

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

Kyrgyzstan

The project will have a project office in UNDP Kyrgyzstan office in Bishkek. The implementation of the project will be led by a project manager, who will also perform the function of trade development advisor. The project manager will be supported by an administrative assistant (part time) that supports implementation at the national and sub-regional level and will be responsible for day-to-day financial, procurement, and administrative issues. In addition, the project will have a project coordinator. The project will also have a value chain specialist to support the quality of implementation under component III. Implementation in Naryn and Issyk-Kul will be from staff in Bishkek, as a cost saving mechanism to reduce the administrative cost of having two sub-offices as under phase III.

Tajikistan

The project will cover the three most populous regions of Tajikistan: Sughd, Khatlon and DRS. The project office will be based in Dushanbe with frequent travel to the target regions. Implementation in the regions will be undertaken with the support of UNDP Communities Programme and its existing 5 Area Offices present in the target regions. The implementation of the project in Tajikistan will be led by a National Coordinator. The National Coordinator will be supported by a Project Specialist, a Policy Specialist and Monitoring Specialist. In total, 4 project staff on full-time basis will be assigned to implement activities in Tajikistan. Up to 20% (on cost-sharing basis) of a Finance Associate and one driver will be used as operational support from UNDP Communities Programme.

The project will coordinate its activities with other UNDP projects/programmes in Tajikistan. The platforms for collaboration (within and outside of UNDP), which were set under the previous phase will be used.

¹⁴ UNDP (2016), Evaluation of phase II of the Aid for Trade project and Government of Finland (2016), Wider Europe Initiative Evaluation.

The project will receive UNDP's Direct Country Office Support Services including the support to programme quality, coherence and alignment. 12% of staff time (Programme Analyst, Head of Procurement unit and Programme Associate) will be allocated.

Uzbekistan (resource to be mobilized)

Pending resource mobilization, the project will have a project office with UNDP Uzbekistan in Tashkent, with a sub-office in the Fergana valley. The implementation of the project will be led by a project manager and a trade specialist based in Tashkent. The team will be complemented by a component manager and associate based in the Fergana valley.

I. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:											
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:											
Applicable Output(s) from the UNDP Strategic Plan: National and subnational systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods intensive											
Project title and Atlas Project Number: Aid for Trade in Central Asia - phase IV											
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	July- Dec 2018	2019	2020	2021	Jan - June 2015	FINAL	
Output 1 Cooperation between trade policy makers and implementers, as well as private sector entities and national export promotion agencies with a focus on promoting job rich green growth has increased on the regional level	1.1 Number of productive capacities studies that focus on environmental sustainability and job-rich growth supported and percentage of recommendations applied	<i>Report</i>	0	2017	1	1	1	1	0	4	<i>Peer review system, project report</i>
	1.2 Number of cooperation activities established between participating countries with at least 2 cooperation across activities per year	<i>Report</i>	0	2017	2	2	2	2	0	8	<i>Stakeholder feedback</i>
	1.3 Number commercial or educational linkages between Finland and participating countries supported	<i>Contracts/agreements</i>	0	2017	0	0	1	1	1	3	<i>Participants feedback forms</i>
Output 2 Supporting an enabling environment for job-rich growth in Kyrgyzstan through 1.1 Enabling policies and regulations for inclusive and trade oriented private sector development; 1.2 Trade support institutions that provide efficient services to the private sector.	1.1. Support to market access for SMEs										
	1.1.1 # of companies supported and specifically those led by women by the state agency for investment and export promotion through account-managed approach for export promotion and development (SDG 5.5, 17.11.1, 9.3.1.,8.1.1)	<i>State agency reports</i>	0	2017	2	5(2)	5(2)	5(1)	3 (1)	20 (6)	<i>Project progress reports Customer assessment</i>
	1.1.2 Volume increase in USD of export contracts supported by the state agency for export promotion (SDG 8.1.1, 17.11.1)	<i>State agency reports</i>	0	2017	0	1 mln	1.5 mln	2 mln	0.5 mln	5 mln	<i>Project progress reports Customer assessment</i>

2. More efficient and competitive producers and processors contributing to sustainable human development	1.1.3 # of B2B matches supported for project clients (SDG 8.1.1, SDG 17.11.1)	State agency reports Business associations' reports	2	2017	0	2	4	4	2	12	Project progress reports Customer assessment	
	1.1.4 Increase in volumes of export after B2B matches supported for project clients (SDG 8.1.1, SDG 17.11.1)	State agency reports Business associations' reports	0	2017	0	0	0.3 mln	0.4 mln	1 mln	1.7 mln	Project progress reports Customer assessment	
	1.1.5 # of export caravans undertaken for all regions of Kyrgyzstan involving the government, private, civil society (including women's movements), public sectors as well as the donor community (SDG 17.11.1, 9.3.1)	State agency reports	1	2017	1	1	1	1	0	4	Feedback forms of clients Monitoring reports	
	1.1.6 # of developed and improved new service products of TSIs (SDG 8.1.1, 17.11.1)	State agency reports TSIs reports	0	2017	5	10	0	10	0	25	TSIs reports Assessment of TSIs	
	1.1.7 # of clients (female) benefited from new / improved service products provided by TSIs (SDG 5.5, 8.1.1, 9.3.1)	State agency reports TSIs reports	0	2017	30	70	100	120	80	400	TSIs reports Assessment of TSIs	
	1.2. Improved access to finance and technologies through											
	1.2.1 # informational guides on niche products and/or products with the highest value addition detailing the latest technological information, including cost calculation, materials used, financial products and market opportunities (SDG 2.3.1, 2.4.1, 9.3.1, 15.3.1)	Project progress report	0	2017		2	3	0	0	5	Project progress report Monitoring reports	
	1.2.2 # of targeted government finance products (loans) for sustainable technologies and new green economic sectors reaching at least 40% of target population, disaggregated by sex where possible (SDG 2.3.1, 2.3.1, 2.4.1, 9.3.1, 15.3.1)	Project progress report	0	2017	0	2	1	0	0	3	Project progress report Feedback forms of clients Monitoring reports	

2.1.2.3 # of linkages for new green technologies connecting the private sector in Kyrgyzstan with market leaders, potentially Finnish (SDG 2.3.1, 2.3.2, 2.4.1, 17.11.1)	Project progress report	0	2017	2	2	2	2	0	8	Project progress report Monitoring reports
2.1.1. Support to establishing or developing green niche products and VCs that are employment rich and have high productivity and market potential										
2.1.1 # of products/VCs identified that are green and employment rich (SDG 2.3.1, 2.3.1, 2.4.1, 8.5.2, 10.2.1, 15.3.1)	Project progress report	0	2017	3	0	0	0	0	3	Assessments
2.1.2. Higher productivity and export readiness of target products/VCs through the use of innovative technologies										
2.1.2.1. % increase in productivity, in identified products/VCs through piloting, where productivity baselines will be defined during the assessment (SDG 2.3.1, 2.3.2, 2.4.1, 8.5.2)	Statements of VCs members	0	2017	0	10	20	20	20	20	Assessments of the productivity levels Client feedback forms
2.1.2.2. % increase of market penetration of selected products (SDG 2.3.1, 2.4.1, 17.11.1)	Statements of VCs members	0	2017	0	5	10	20	20	20	Assessments Trade contracts
2.1.2.3. % increase in income of target communities, disaggregated by sex, where possible (SDG 2.3.2, 5.5)	Income sheets	0	2017	0	0	0	20	10	30	Quality assessments Client feedback forms
2.1.2.4. # of new decent jobs created (incl. 50% for women) (SDG 8.5.2, 5.5)	Employment documents	0	2017	0	20	50	80	50	200	Monitoring reports
2.1.2.5. At least 30% of activity clients are female (SDG 5.5)	VCs members' statements on staff	0	2017	40	40	40	40	40	40	Monitoring reports
2.1.3 Support for women and/or youth entrepreneurs established through										
2.1.3.1. # of women entrepreneurs reached in caravan promoting strong positive role models in Kyrgyzstan (SDG 5.5)	Assessment report	0	2017	0	1	1	0	0	2	Project progress report
2.1.3.2. # of mentorship programmes for female/youth entrepreneurs established and supported (SDG 5.5)	Assessment report	0	2017	0	1	1	1	0	3	Client feedback forms
2.1.3.3. # of female/youth benefitting from established programmes (SDG 5.5)	Assessment report	0	2017	0	10	10	10	0	30	Client feedback forms

	2.1.3.4. % of trade support work completed within the project with a gender lens (SDG 5.5)	<i>Project progress report</i>	0	2017	100%	100%	100%	100%	100%	100%	<i>Project progress report</i> <i>Feedback forms of clients</i> <i>Monitoring reports</i>
	2.1.4 Better service provision in rural areas for SME exports through capacity development										
	2.1.4.1. # of farmers and SMEs benefiting from service provisions in rural areas; disaggregated by sex, where possible (no less than 30%)	<i>Project progress report</i>	0	2017	0	150	150	150	150	600	<i>Feedback forms of clients</i>
	2.1.4.2. % of productivity increase of farmers and SMEs in rural areas after receiving services;	<i>Project progress report</i>	0	2017	0	5	5	10	10	10	<i>Monitoring reports</i>
Output 3: Supporting an enabling environment for job rich growth in Tajikistan through 1.1 Enabling policies and regulations for inclusive and trade oriented private sector development; 1.2 Trade support institutions that provide efficient services to the private sector. 2. More efficient and competitive producers and processors contributing to sustainable human development <i>Gender marker:</i> GEN 2	1.1 Improved private sector related policies through										
	1.1.1 # (male/female) of civil servants of MEDT, SCISP and other state agencies with improved capacity to provide better services to the private sector	<i>Statistic data at HR departments of concerned state agencies</i>	0	2017	30 (15)	50 (25)	50 (25)	50 (25)	30 (15)	210 (105)	<i>Assessments</i> <i>LoP verified by state agencies</i> <i>Project progress reports</i>
	1.1.2. # of recommendations on improving policies regulating the private sector provided to the government and integrated in policies, including those which relate to women entrepreneurship (SDG 8.1.1)	<i>Project report</i>	0	2017	2	3	5	5	3	18	<i>Project progress reports</i> <i>Reports/protocols from WGs and state agencies</i>
	1.1.3. # of centers for the provision of state services to entrepreneurs and investors established (SDG 8.1.1, 17.11.1)	<i>State Committee on Investment and State Property management statement</i>	0	2017	0	3	0	0	0	3	<i>Monitoring reports</i> <i>Decrees from concerned state agencies</i>
	1.1.4. # (female led) of exporters and SMEs serviced by the Centers (SDG 5.5)	<i>Registration books of Centers</i>	0	2017	0	20 (8)	50 (25)	100 (40)	200 (80)	370 (155)	<i>Feedback forms of clients</i> <i>Monitoring reports</i>

1.1.5. % of increase of export volumes of exporters serviced by the Centers (SDG 8.1.1, 17.11.1)	Registration books of Centers Reports from exporters	0	2017	0	5	5	10	10	10	Feedback forms of clients Monitoring reports
1.1.6. # of the inter-ministerial WGs to improve SD centric trade and women empowering policies supported (SDG 5.5)	Statements from leading agencies on WG	2	2017	2	2	2	2	0	8	Project progress report WGs protocols and reports
1.1.7. # of analyses for Consultative Councils' meetings on improving business climate considering gender equality supported (SDG 5.5)	Decree on Consultative Council of TJK	0	2017	1	2	2	2	2	9	Reports from Consultative Councils
1.1.8. # (females) of traders from bordering with KRG communities with improved knowledge on cross border trade (SDG 5.5)	Cross border trade assessment; Action Matrix formulated in 2017	2700	2017	50 (25)	100 (50)	100 (50)	200 (100)	200 (100)	650 (325)	Project progress report Feedback forms of clients Monitoring reports
1.2. Improved access of private sector to efficient services through:										
1.2.1. # of TSIs with improved and new service products (SDG 8.1.1, 9.3.1, 17.11.1)	Assessment reports	5	2017	10	10	10	0	0	30	TSIs reports Assessment of TSIs
1.2.2. # (female led) of SMEs benefiting from improved services (SDGs 9.3.1, 8.5.2)	Reports of TSIs	0	2017	10 (5)	20 (10)	40 (15)	50 (20)	50 (20)	170 (70)	Project progress report Feedback forms of clients Monitoring reports
1.2.3. # of TSIs networks established (SDGs 9.3.1)	Reports of TSIs	1	2017	2	2	2	2	0	8	Project progress report Monitoring reports
1.2.4. # of business links established between TSIs and international TSIs	Reports of TSIs	1	2017	0	2	2	2	0	6	Project progress report Monitoring reports

1.2.5. # of priorities from Export promotion and increase of competitiveness state programme (EPIC) and oblasts TDPs supported (SDG 17.11.1)	Action Matrixes of EPIC and TDP	0	2017	2	2	2	1	0	7	Project progress report Monitoring reports Reports from state agencies and oblast administration
2.1.1 Support to establishing or developing green niche products and VCs that are employment rich and have high productivity and market potential										
2.1.1 Number of products/VCs identified that are green and employment rich (SDG 2.3.1, 2.3.1, 2.4.1, 8.5.2, 10.2.1, 15.3.1)	Project progress report	0	2017	3	0	0	0	0	3	Assessments
2.1.2. Higher productivity and export readiness of target products/VCs through the use of innovative technologies										
2.1.2.1. % increase in productivity of VCs members (SDG 2.3.1, 2.3.2, 2.4.1, 8.5.2)	Statements of VCs members	0	2017	0	10	15	20	20	20	Assessments of the productivity levels Client feedback forms
2.1.2.2. % increase of market penetration of selected products (SDG 2.3.1, 2.4.1, 17.11.1)	Statements of VCs members	0	2017	0	5	10	20	20	20	Assessments Trade contracts
2.1.2.3. % of increase in income of staff target VCs (SDG 2.3.2, 5.5)	Income sheets	0	2017	0	5	10	20	20	20	Quality assessments Client feedback forms
2.1.2.4. # of new decent jobs created (incl. 50% for women) (SDG 5.5, 8.5.2)	Staffs sheets	0	2017	0	20	80	100	100	300 (150)	Monitoring reports
2.1.2.5. At least 40% of activity clients are female (SDG5.5)	VCs members' statements on staff	0	2017	40	40	40	40	40	40	Monitoring reports
2.1.3 Support for women entrepreneurs established through										
2.1.3.1. Number of mentorship programmes for young female entrepreneurs established and supported (SDG5.5)	Assessment report	0	2017	0	1	1	1	0	3	Client feedback forms
2.1.3.2. # of female benefitting from established programmes (SDG 5.5)	Assessment report	0	2017	20	60	100	100	100	380	Client feedback forms

	2.1.3.3. # of female headed SMEs supported (SDG 5.5)	Agency for Statistics and its branches in regions	0	2017	2	6	6	8	2	24	Project progress report Feedback forms of clients Monitoring reports
Output 4: Supporting an enabling environment for trade and private sector development in Uzbekistan through 1.1 Enabling policies and regulations for inclusive and trade oriented private sector development; 1.2 Trade support institutions that provide efficient services to the private sector.	1.1 Improved private sector related policies										
	1.1.1. # of recommendations on improving policies regulating the private sector provided to the government and integrated in policies, % recommendations include gender lens (SDG 9.3.1)	Government decrees, regulations	0	2017	15 100%	15 100%	15 100%	15 100%	60 100%	Project progress reports; International rankings	
	1.1.2. # of priority actions supported of the Strategy Actions on Further Development of Uzbekistan for 2017-2020, aimed at liberalization of private sector and trade development (SDG 9.3.1)	Government decrees, regulations	0	2017	2	2	1	1	6	Project progress reports Reports/protocols from WGs and state agencies	
	1.1.3. # of business services optimized in government agencies involved in exports (SDG 9.3.1, 17.11.1, 8.1.1)	Government regulations, agencies' regulations on service provision	0	2017	2	1	1	1	5	Monitoring reports Regulations of concerned state agencies	
	1.1.4. # of roadmaps for improving selected value chains in agriculture (SDG 2.3.1, 2.3.2, 8.1.1, 9.3.1)	Government decisions, Line ministries' regulations	0	2017	1	2	2	1	6	Monitoring reports Regulations of concerned state agencies	
	1.2 Access of private sector to efficient services supported through:										
	1.2.1 # of new clients identified and served through integrated cooperation among SME export promotion institutions (SDG 17.11.1)	Assessment reports	0	2017	10	10	10	0	30	TSIs reports Assessment of TSIs Feedback forms of clients	

	1.2.2 # of linkages established between TSIs and international partners (SDG 17.11.1)	Reports of TSIs	0	2017	10	10	10	10	40	Project progress report Feedback forms of clients Monitoring reports
	1.2.3 # advisory services of TSIs strengthened	Assessment reports	0	2017	6	6	5	5	22	TSIs reports Assessment of TSIs Feedback forms of clients
2. More efficient and competitive producers and processors which will contribute to sustainable human development	2.1.1 Support to establishing or developing green niche products and VCs that are employment rich and have high productivity and market potential									
	2.1.1.1 Number of products/VCs identified that are green and employment rich (SDG 2.3.1, 2.3.1, 2.4.1, 8.5.2, 10.2.1, 15.3.1)	Project progress report	0	2017	2	1	1	0	4	Assessments
	2.1.1.2 Number of project/VCs that are green and employment rich are supported (SDG 2.3.1, 2.3.1, 2.4.1, 8.5.2, 10.2.1, 15.3.1)	Assessment reports	0	2017	2	1	1	0	4	Feedback forms of clients
	2.1.2 Higher productivity and export readiness of target products/VCs through the use of innovative technologies									
	2.1.2.1# of knowledge sharing events on international practices and certification (Global GAP, GHP, HACCP) at selected areas (SDG 2.3.1)	Project progress reports	0	2017	2	2	2	1	7	Project progress reports
	2.1.2.1. % increase in productivity, where productivity baselines will be defined during the assessment (SDG 2.3.1, 2.3.2, 8.1.1)	Statements of VCs members	0	2017	0	15	15	15	15	Assessments of the productivity levels Client feedback forms
	2.1.2.2. % increase of market penetration (sales) of selected products / clients (SDG 2.3.1, 2.4.1, 17.11.1)	Statements of VCs members	0	2017	0	15	15	15	15	Assessments Trade contracts
	2.1.2.3. % increase in income of target communities (SDG 2.3.2, 5.5)	Income sheets / survey statements	0	2017	0	5	10	20	20	Quality assessments Client feedback forms

	2.1.2.4. # of new decent jobs created (incl. 50% for women) (SDG 8.5.2, 5.5)	<i>Staffs sheets</i>	0	2017	0	50	50	50	150 (75)	<i>Monitoring reports</i>
	2.1.3 Support for women entrepreneurs established through									
	2.1.3.1. Number of mentorship programmes for young and female entrepreneurs established and supported (SDG 5.5)	<i>Assessment report</i>	0	2017	0	1	1	1	3	<i>Client feedback forms</i>
	2.1.3.2. # of young / female headed SMEs supported (SDG 5.5)	<i>TSI, Women's Committee reports</i>	0	2017	20	20	20	20	80	<i>Project progress report Feedback forms of clients Monitoring reports</i>

II. 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 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.	Project clients will be asked to distill lessons learned on an annual basis	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	Annually	Areas of strength and weakness will be reviewed by		

	identify project strengths and weaknesses and to inform management decision making to improve the project.		project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
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's, 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	Travel

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final evaluation				End of project December 2022	Macro, meso and micro level evaluation including stakeholders at these three levels	EUR 6,000 -project budget

III. MULTI-YEAR WORK PLAN ¹⁵¹⁶

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET (EURO)		
		Y1 /6 months	Y2	Y3	Y4	Y5 /6 months		Funding Source	Budget Description	Amount
Output 1: Cooperation between trade policy makers and implementers, as well as private sector entities and national export promotion agencies with a focus on promoting job rich green growth has increased on the regional level <i>Gender marker: GEN2</i>	1.1 At least 4 job rich and green productive capacities research papers that include gender lenses	5,000	5,000	5,000	5,000	0	UNDP	Gov of Finland	71300 Consultants	18,000
									71600 Travel	2,000
	1.2 Increased cooperation between participating countries with at least 2 cooperation across activities per year	0	0	0	0	0	UNDP			0
	1.3 Ensure knowledge management between the different country teams	0	0	0	0	0	UNDP			0
	1.3 At least three linkages between Finland and participating countries supported	0	0	0	0	0	UNDP			0
	Salary/monitoring	0	165,000	165,000	165,000	82,500	UNDP			577,500
	Operational cost: mgt and KM	0	10,000	10,000	10,000	5,796				35,796
	Evaluation & monitoring (travel)		3,000	3,000	3,000	6,000				15,000
	GMS									51,864
	Sub-Total for Output 1									

¹⁵ 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

¹⁶ 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.

Output 2: Supporting an enabling environment for job-rich growth in Kyrgyzstan through 1.1 Enabling policies and regulations for inclusive and trade oriented private sector development; 1.2 Trade support institutions that provide efficient services to the private sector; 2. More efficient and competitive producers and processors contributing to sustainable human development. <i>Gender marker: GEN2</i>	1.1 Support to market access for SMEs	35,500	81,000	79,000	100,000	39,000	UNDP	Gov. of Finland		334,500
	1.1.1. Supporting the State Agency on Investment and Export Promotion in the provision of export development services for companies;	15,000	30,000	30,000	30,000	18,000				123,000
	1.1.2 Supporting the State Agency and business associations in conducting b2b matching activities for trade promotion;		21,000	41,000	41,000	21,000				124,000
	1.1.3 Supporting export caravans in all regions of Kyrgyzstan involving government, private, civil society, public sectors as well as donor community;	8,000	9,000	8,000	8,000					33,000
	1.1.4 Capacity building actions to TSIs to improve and develop new service products;	12,500	21,000		21,000					54,500
	1.2. Access to finance and technologies improved through:	9,250	52,500	28,500	27,500	1,250	UNDP	Gov. of Finland		119,000
	1.2.1. Supporting the development of detailed guides on the latest green agricultural technological information for priority sectors of Kyrgyzstan, including cost calculation, materials used, financial products and market opportunities;	8,000	12,500	9,000	8,000	0				37,500

	1.2.2. Expert support for the Ministry of Economy on developing targeted financial products (loans) for sustainable technologies and new green economic sectors;	0	12,500	0	0	0				12,500
	1.2.3. Establishing linkages between providers of new technologies from abroad (focus on Finland) and the private sector in Kyrgyzstan;	0	25,000	17,000	17,000	0				59,000
	MONITORING	1,250	2,500	2,500	2,500	1,250	UNDP	Gov. of Finland		10,000
	Component I									453,500
	2.1.1 Support to establishing or developing green niche products and VCs that are employment rich and have high productivity and market potential	29,000	0	0	0	0	UNDP	Gov. of Finland		29,000
	2.1.1.1 Market assessment for niche and green products and VCs with high employment and value added potential;	25,000	0	0	0	0				25,000
	2.1.1.2. Validation workshop for the green and job rich products and VCs	4,000	0	0	0	0				4,000
	2.1.2. Higher productivity and export readiness of target products/VCs through the use of innovative technologies increased	42,500	221,500	207,500	135,000	68,000	UNDP	Gov. of Finland		674,500

	2.1.2.1. Capacity building measures to businesses in priority sectors (farmers, processors, producers, service operators) on the best business/industrial/agri/service practices and improving quality, packaging of products/services and diversification of markets;	25,000	71,000	67,000	37,000	25,000				225,000
	2.1.2.2. Support to VCs stakeholders for the introduction of international standards (Global GAP, HACCP, FSSC etc.)	0	25,000	30,000	31,000	22,000				108,000
	2.1.2.3. Introduction of environment-friendly technologies in VCs;	0	83,000	67,000	67,000	0				217,000
	2.1.2.4. Testing of new agricultural environmentally friendly methods and provision of practical trainings to VCs members;	17,500	22,500	22,500	0	0				62,500
	2.1.2.5. Supporting SMEs to participate in international exhibitions and fairs;	0	20,000	21,000	0	21,000				62,000
	2.1.3 Support for women/youth entrepreneurs established	48,500	68,500	90,000	69,500	2,000	UNDP	Gov. of Finland		278,500
	2.3.1. Conduct caravan for women entrepreneurs promoting strong positive role models in Kyrgyzstan;	12,500	0	12,500	0	0				25,000

2.3.2. Development and implementation of support programmes for business mentorship for female/youth entrepreneurs;	15,000	0	0	0	0				15,000
2.3.3. Capacity building for women entrepreneurs on business planning;	21,000	8,000	0	0	0				29,000
2.3.4. Provide support for selected business ideas of participants based on contest of business ideas with a special focus on green technologies or job-rich;	0	58,000	75,000	67,000	0				200,000
MONITORING		2,500	2,500	2,500	2,000				9,500
Total component 2									982,000
Project Staff salary (including support PMU and ABD staff's engagement)	41,975	83,950	83,950	83,950	41,975				335,800
National coordinator (SC-8)	11,625	23,250	23,250	23,250	11,625				93,000
Project Component Coordinator in Osh (SC-8)	11,625	23,250	23,250	23,250	11,625				93,000
Value Chain Specialist (SC-7)	8,583	17,166	17,166	17,166	8,583				68,664
Administrative Finance Assistant in Bishkek (50%)	3,321	6,642	6,642	6,642	3,321	UNDP	Gov. of Finland		26,568
Administrative Finance Assistant in Osh (50%)	3,321	6,642	6,642	6,642	3,321				26,568
UNDP PMU and ABD support services	3,500	7,000	7,000	7,000	3,500				28,000
Operation cost (office, equipment, communication, etc.)	7,725	15,450	15,450	15,450	7,973	UNDP	Gov. of Finland		62,048

	Development Effectiveness (the costs to support programme quality, coherence and alignment and relate to results in country) 27,2% of 1 NOB (Programme Analyst) and 1 GS6 (Programme Associate)	8,100	16,200	16,200	16,200	8,100	UNDP	Gov. of Finland		64,800
	Programme Analyst	4,897	9,794	9,794	9,794	4,897				39,176
	Programme/Procurement Associates	3,203	6,406	6,406	6,406	3,203				25,624
	GMS 8%	17,804	43,128	41,648	35,808	13,464	UNDP	Gov. of Finland		151,852
	Output 2									2,050,000
Output 3:	1.1 Support to providing private sector related policies	36,000	121,000	51,000	63,000	18,000	UNDP	Gov. of Finland 00110		289,000
Supporting an enabling environment for job rich growth in Tajikistan through	1.1.1. Capacity building of staff of MEDT, SCISP and other state agencies to improve knowledge and skills;	10,000	20,000	20,000	15,000	5,000			71300- Local consultants	70,000
1. Enabling policies and regulations for inclusive and trade oriented private sector development;	1.1.2 Support to Consultative Councils meetings at the national and regional levels with technical assistance;	5,000	15,000	10,000	15,000	5,000			72100 - Contractual services	50,000
1.2 Trade support institutions that provide efficient services to the private sector;	1.1.3 Support to WGs meetings at the national and regional level with technical assistance;	5,000	6,000	6,000	5,000	5,000			Audio Visual&Print Prod Costs 74200	27,000
2. More efficient and competitive producers and processors contributing to sustainable human development.	1.1.4 Regulatory impact assessment of relevant legislative docs;	0	15,000	0	15,000	0			72100 - Contractual services	30,000
<i>Gender marker:</i> GEN 2										

	1.1.5 Feasibility and functional analysis of Centres for exporters and SMEs);	5,000	0	0	0	0			71300- Local consultants	5,000
	1.1.6 Capacity development to SCISP and regional/districts administrations for the establishment of the Centres in regions.	0	50,000	0	0	0			71300 -Local consultants 72200- Equipment	50,000
	1.1.7 Awareness raising campaigns and seminars for traders bordering KGZ communities;	8,000	10,000	10,000	8,000	0			Professional Services 74100	36,000
	1.1.8 TJK-KGZ cross border meetings	3,000	5,000	5,000	5,000	3,000			Rental and Maintenance- Premises 73100	21,000
	1.2. Access to finance and technologies improved through:	23,000	50,000	30,000	15,000	0	UNDP	Gov. of Finland 00110		118,000
	1.2.1. Capacity building measures for TSIs to improve and establish new services, including special for women entrepreneurs;	10,000	15,000	10,000	5,000	0			Int consultants 71200 71300 -Local consultants	40,000
	1.2.2. Organizing study tours for TSIs to advanced counterparts in CA countries;	0	10,000	0	0	0			Travel 71600	10,000
	1.2.3. Establishing TSIs networks within and outside of country;	3,000	5,000	0	0	0			71300 -Local consultants Rental and Maintenance- Premises 73100	8,000

1.2.4. Technical assistance to stakeholders for the implementation of priorities of the Export promotion and increase of competitiveness state programme (EPIC) and oblasts TDPs;	10,000	20,000	20,000	10,000	0			71300 -Local consultants 72100 - Contractual services	60,000
MONITORING	1,500	2,000	2,000	2,000	1,500	UNDP	Gov. of Finland	Travel 71600	9,000
Sub-total component 1									416,000
2.1.1 Support to establishing or developing green niche products and VCs that are employment rich and have high productivity and market potential	29,000	0	0	0	0	UNDP	Gov. of Finland 00110		29,000
2.1.1. Market assessment for niche and green products and VCs with high employment, especially for female, and value added potential;	29,000	0	0	0	0			Professional Services 74100	29,000
2.1.2 Higher productivity and export readiness of target products/VCs through the use of innovative technologies	45,000	165,000	170,000	90,000	65,000	UNDP	Gov. of Finland 00110		535,000
2.1.2.1. Capacity building measures to farmers and processors on the best agri practices and improving quality, packaging of the products and diversification of target markets;	25,000	70,000	70,000	40,000	20,000			Professional Services 74100	225,000
2.1.2.2. Support to VCs stakeholders in the introduction of international standards (Global GAP, HACCP, FSC etc.)	0	30,000	30,000	30,000	20,000			Professional Services 74100	110,000
2.1.2.3. Introduction of environmentally friendly technologies in VCs;	0	20,000	20,000	20,000	0			Professional Services 74100	60,000

	2.1.2.4. Establishing demo plots and practical trainings to VCs members;	20,000	20,000	25,000	0	0			Professional Services 74100	65,000
	2.1.2.5. Supporting SMEs to participate in international exhibitions and fairs;	0	25,000	25,000	0	25,000			Travel 71600 Rental and Maintenance-Premises 73100	75,000
	2.1.3. Support for women entrepreneurs established	35,000	105,000	90,000	92,000	0	UNDP	Gov. of Finland 00110		322,000
	2.1.3.1. Survey on existing programmes in support of young female entrepreneurs;	15,000	0	0	0	0			Professional Services 74100	15,000
	2.1.3.2. Targeted workshops to continuously identify barriers for female entrepreneurs and develop feedback loops	5,000	0	0	2,000	0			Travel 71600 Rental and Maintenance-Premises 73100 Audio Visual&Print Prod Costs 74200	7,000
	2.1.3.3. Supporting the formulation and establishment of a programme to support young female for entrepreneurship;	0	25,000	0	0	0			Professional Services 74100	25,000
	2.1.3.4. Technical assistance to groups of women in business planning and supporting micro enterprises;	15,000	80,000	90,000	90,000	0			Professional Services 74100 Grants 72600	275,000
	MONITORING	1,000	2,000	3,000	3,000	2,000	UNDP	Gov. of Finland 00110	Travel 71600	11,000
	Total component 2									897,000

	Project Staff salary (including 20% of support CP staff's engagement)	47,250	94,500	94,500	94,500	47,250	UNDP	Gov. of Finland 00110	71400- Contractual Individuals	378,000
	Operation cost (office, equipment, communication, etc.)	20,000	37,000	37,000	37,000	20,000	UNDP	Gov. of Finland 00110	Rental and Maintenance- Premises 73100 Communication 72400 Travel 71600	151,000
	Development Effectiveness (the costs to support programme quality, coherence and alignment and relate to results in country) 12,2% of 2 NOBs (Programme Analyst and Head of Procurement unit) and 1 GS (Programme Associate)	7,000	14,000	14,000	14,000	7,000	UNDP	Gov. of Finland 00110	61105 – Salaries-NP Staff 61205 - Salaries GS staff	56,000
	GMS 8%	19,580	47,240	39,320	32,840	12,860	UNDP	Gov. of Finland 00110	GMS 75100	151,840
	Output 3									2,049,840
<p>Output 4: Supporting an enabling environment for job rich growth in Uzbekistan through</p> <p>a. Enabling policies and regulations for inclusive and trade oriented private sector development;</p> <p>b. Trade support institutions that provide efficient services to the private sector.</p> <p>c. More efficient and competitive producers and processors contributing to sustainable human development</p> <p>Gender marker: GEN2</p>	<i>1.1 Private sector related policies supported through</i>	33,500	46,500	46,000	46,000	5,000	UNDP	TBM		177,000
	1.1.1. Capacity building of staff of MFT, CCI and other state agencies to improve knowledge and skills;	9,000	14,000	14,000	14,000	0			Local consultants - 71300 Rental and Maintenance- 73100 Audio Visual Productions, Printing & Media – 74200	51,000

1.1.2 Support to priority actions of the Strategy Actions on Further Development of Uzbekistan for 2017-2020, aimed at the liberalisation of private sector and trade development;	9,000	14,000	14,000	14,000	5,000			Local consultants - 71300 Rental and Maintenance- 73100 Audio Visual Productions, Printing & Media – 74200	56,000
1.1.3 Support to business services optimisation in government agencies involved in exports	9,000	9,000	9,000	9,000				Contractual Services - 72100 Int consultants - 71200 Local consultants - 71300 Rental and Maintenance- Premises - 73100	36,000
1.1.4. Support to the development of roadmaps for improving selected value chains in agriculture	6,500	9,500	9,000	9,000	0			Local consultants - 71300 Int consultants - 71200	34,000
1.2. Access of the private sector to efficient services supported through	39,000	48,000	43,000	33,000	9,000	UNDP	TBM		172,000
1.2.1. A model of integrated cooperation among SME export promotion institutions is developed and supported	10,000	5,000	0	0	0			Local consultants – 71300	15,000
1.2.2. Capacity building measures for TSIs to improve and establish new services;	9,000	18,000	18,000	18,000	9,000			Int consultants - 71200 Local consultants – 71300 Travel - 71600	72,000
1.2.3. Organising study tours for TSIs to advanced counterparts in CA countries;	5,000	5,000	5,000	5,000	0			Contractual Services - 72100 Travel - 71600	20,000

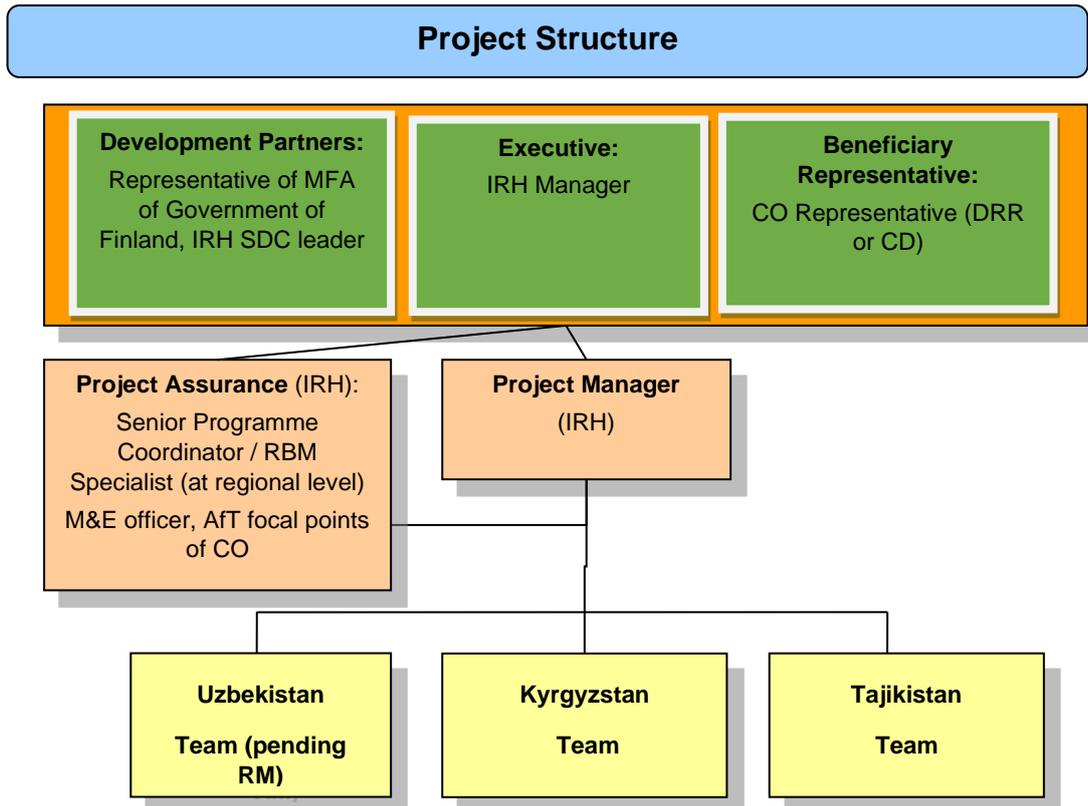
1.2.3. Establishing TSIs networks within and outside of country;	5,000	5,000	5,000	0	0			Local consultants - 71300 Rental and Maintenance- Premises - 73100	15,000
1.2.4. Technical assistance to stakeholders for the implementation of priority actions of Strategy of further Development of Uzbekistan for 2017-2020 on promotion and increase of production competitiveness;	10,000	15,000	15,000	10,000	0			Local consultants - 71300 Contractual services - 72100	50,000
Monitoring	1,500	3,000	3,000	3,000	1,500	UNDP	TBM	Travel - 71600	12,000
Sub-Total for component 1									361,000
2.1.1. Support to establishing or developing green niche products and VCs that are employment rich and have high productivity and market potential	15,000	10,000	10,000	0	0	UNDP	TBM		35,000
2.1.1.1. Market assessment for niche and green products and VCs with high employment and value added potential;	15,000	10,000	10,000	0	0			Professional Services - 74100	35,000
2.1.2 Higher productivity and export readiness of target products/VCs through the use of innovative technologies	36,300	63,500	63,500	63,400	41,300	UNDP	TBM		268,000
2.1.2.1. Capacity building measures to farmers and processors on the best agri practices and improving quality, packaging of the products and diversification of target markets;	27,300	45,500	45,500	45,400	27,300			Contractual Services - 72100 Professional Services - 74100	191,000
2.1.2.2. Support to VCs stakeholders in the introduction of international standards (Global GAP, HACCP, FSC etc.)	0	9,000	9,000	9,000	5,000			Professional Services - 74100	32,000
2.1.2.3. Supporting SMEs to participate in international exhibitions and fairs;	9,000	9,000	9,000	9,000	9,000			Travel - 71600 Rental and Maintenance- Premises - 73100	45,000

	2.1.3 Support for women entrepreneurs established	24,000	27,000	17,000	14,000	0	UNDP	TBM		82,000
	2.1.3.1. Survey on existing programmes in support of young / female entrepreneurs;	10,000	0	0	0	0			Contractual Services - 72100	10,000
	2.1.3.2. Targeted workshops to continuously identify barriers from female entrepreneurs and develop feedback loops	5,000	8,000	8,000	5,000	0			Professional Services - 74100 Audio Visual Productions, Printing & Media – 74200 Rental and Maintenance- Premises - 73100	26,000
	2.1.3.3. Supporting the formulation and establishment of a programme to support young female for entrepreneurship;	0	10,000	0	0	0			Professional Services - 74100	10,000
	2.1.3.4. Technical assistance to groups of women in business planning and supporting micro enterprises;	9,000	9,000	9,000	9,000	0			Professional Services - 74100 Audio Visual Productions, Printing & Media – 74200	36,000
	Monitoring	1,000	3,000	3,000	3,000	2000	UNDP	TBM	Travel 71600	12,000
	Sub-Total for component 2									397,000
DPC	Project Staff salary	37,100	76,000	76,000	76,000	37,100	UNDP	TBM	Contractual Services - Salary Staff – 71400	302,200
	Operation cost (office, equipment, communication, etc.)	8,100	16,100	16,100	16,100	8,100	UNDP	TBM	Contractual Services - 72100 Rent & Premises - 73100	64,500

									Reimb.to UNDP for services - 73500 Audio, Visual & Communication Charges – 72400 Travel - 71600	
GMS	8%	15,640	23,448	22,208	20,360	8,320	UNDP	TBM	GMS 75100	89,976
	Output 4									1,214,676
TOTAL										6,014,676

IV. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project will be directly implemented by UNDP’s Regional Hub for Europe and the CIS (IRH) 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, backstopping and monitoring of the project. The project will be implemented in close coordination with participating UNDP Country Offices as per the project organisation 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,
- (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 UNDP Istanbul Regional Hub, and serve as the Project Executive. The project board also consists of representatives from the Government of Finland, as well as representatives of country offices from the beneficiary countries. 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 to chair the group (UNDP IRH Manager).
2. Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier'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 Senior Supplier. The Sustainable Development Team Leader will also represent Senior Supplier in the Project Board.
3. Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior 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 Country Offices will perform the role of Senior Beneficiary.

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 to 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, as per evaluation recommendation of AfT project phase II.

The project will be managed by a *Project Manager*, who has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that 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. The Terms of Reference of the Project Manager with duties and responsibilities is presented page 81.

Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance must be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project manager. The Project

Assurance function will be performed by the Quality Assurance Team of the IRH (Senior Programme Coordinator and/or RBM Specialist). Specifically, they will:

- Guide on the preparation of the project reviews and Project Board meetings as well as clear the applicable project and quality assessment reports in line with the monitoring policy of UNDP and IRH SOP for Regional Programme Management;
- Monitor project delivery on regular basis and tracks project management milestones, as required;
- Provide QA support and monitor regional initiatives and activities;
- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that Monitoring and Evaluation Plan is followed and all reports submitted on time, and according to standards in terms of format and content quality;
- Perform oversight activities, such as periodic monitoring visits and “spot checks” as required.
- Ensure that project operational and financial closure procedures are duly carried out.

The *Project Support* role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

The country offices (COs) will implement in-country activities as per agreed workplans. The assigned CO staff will support the project implementation, monitoring, and contribute to the financial and operational closure and final reporting. Each UNDP CO will nominate a country-based National Coordinator who will be coordinating all project activities at the national level, including (some examples below):

- Selection, contracting and supervising a team of national consultants who will be implementing specific project activities in the country;
- Identification and engagement of key stakeholders in the country and arranging regular consultations with them;
- Keeping track of the financial status of the activities and allocations at all times, to control expenses, to handle outstanding commitments, to make payments and to monitor the performance of contractors;
- Providing support to the project development teams;
- Organizing and supporting national project development and stakeholder consultation workshops and events;
- Ensuring regular communication and coordination with the national government counterparts and NDA and validation of the draft project proposal with the national counterparts;
- Overall project management at the national level and reporting to the UNDP IRH.

Each national component will be implemented by a *National Implementation Team* composed by competent local staff, including a *National Coordinator*, *Project Specialist(s)*, responsible for implementing the components, and project support (part time), as *Project Assistant(s)*, and *Admin & Finance Assistant*, as per requirements. The National Coordinator will respond to the Project Manager and to the assigned officer from the UNDP country office.

At the regional level, a project manager will provide oversight for implementation and quality as well as coordination between the different country times. He/she will ensure capturing cross-border externalities and spill-overs and address emerging issues that are addressed more efficiently cross-country as well as promoting inter-regionality as per previous phases. The regional level will also facilitate knowledge generation and sharing of experience and expertise between participating countries.

Decisions within the project will be taken on the basis of consensus between the country based teams, country office and the regional team. For all components, country offices are expected to support the project to obtain the commitment of the key national and local government leaders.

V. LEGAL CONTEXT

This 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 the UNDP in accordance with its financial regulations, rules, practices and procedures.

VI. 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 and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBA *[for 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 will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g.

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of 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.

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

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

VII. 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).

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: female participation in trade and export related activities, especially within the agriculture can be difficult	I = 2 P = 1	low		
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?				
Check all that apply				Comments
<i>Principle 1: Human Rights</i>			<input type="checkbox"/>	
<i>Principle 2: Gender Equality and Women's Empowerment</i>			<input type="checkbox"/>	
<i>1. Biodiversity Conservation and Natural Resource Management</i>			<input type="checkbox"/>	
<i>2. Climate Change Mitigation and Adaptation</i>			<input type="checkbox"/>	
<i>3. Community Health, Safety and Working Conditions</i>			<input type="checkbox"/>	
<i>4. Cultural Heritage</i>			<input type="checkbox"/>	
<i>5. Displacement and Resettlement</i>			<input type="checkbox"/>	
<i>6. Indigenous Peoples</i>			<input type="checkbox"/>	
<i>7. Pollution Prevention and Resource Efficiency</i>			<input type="checkbox"/>	

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), 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		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁷	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.	<p>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?</p> <p><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></p>	No

¹⁷ 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 <u>Natural</u> 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 ¹⁸ 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

¹⁸ 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.]

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
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? ¹⁹	No

¹⁹ 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.

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	<p>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)?</p> <p><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></p>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts ?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	<p>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?</p> <p><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></p>	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



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PROJECT DOCUMENT

[Regional Project]

3. Risk Analysis

#	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	Elections are expected, however by the time project starts (expected mid-2016) the government will be constituted and institutions operational	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 Ministry of Finance is 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=2 I=4	Careful monitoring of the target geographical areas	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		
7	Success of resource mobilization	Project development phase	Financial	P=3 I=3	Partner intelligence used for enhanced implementation and regularly assessed for potential partnerships	Project Developer	Project Developer		

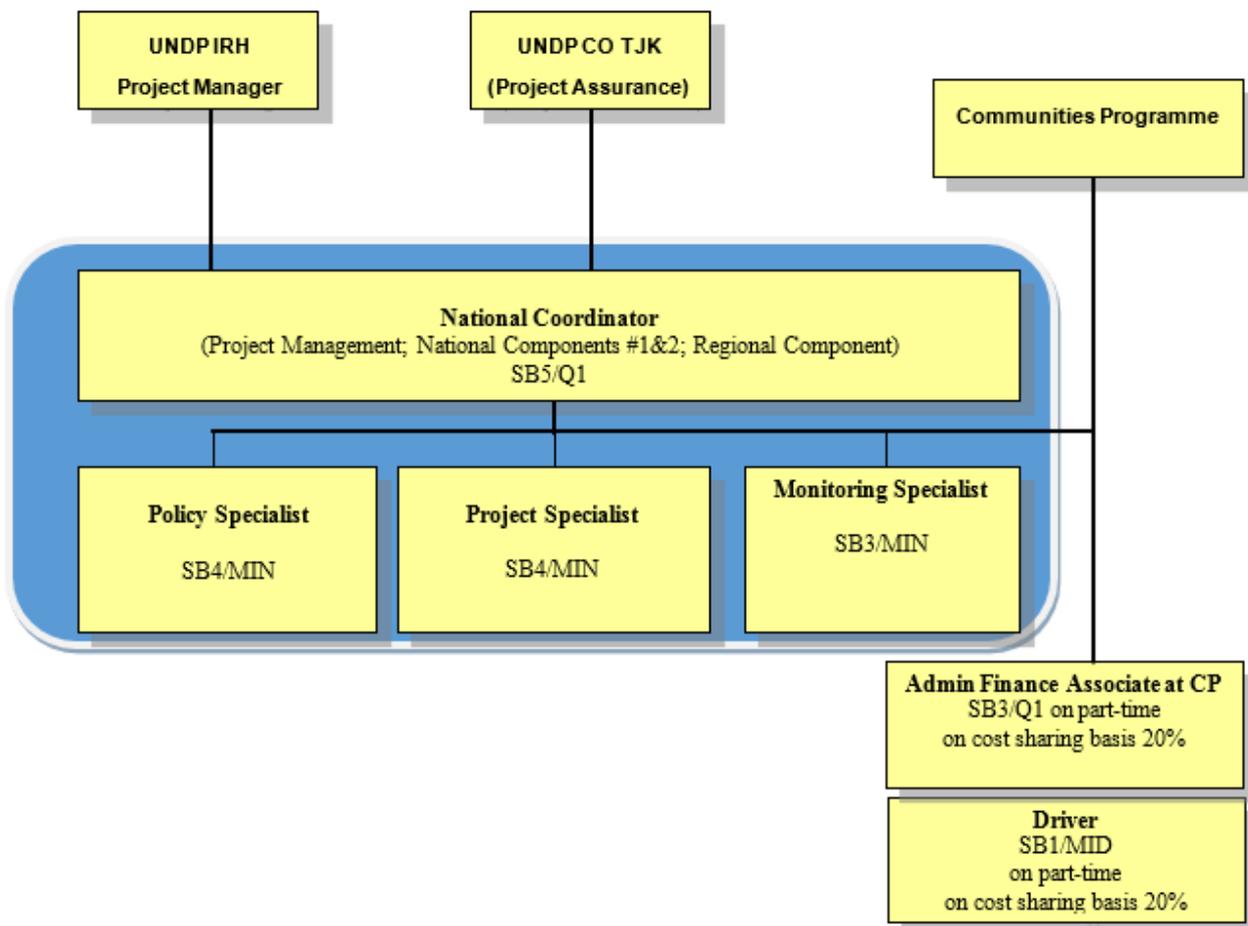
Probability (P) on a scale from 1 (low) to 5 (high)

PROJECT DOCUMENT

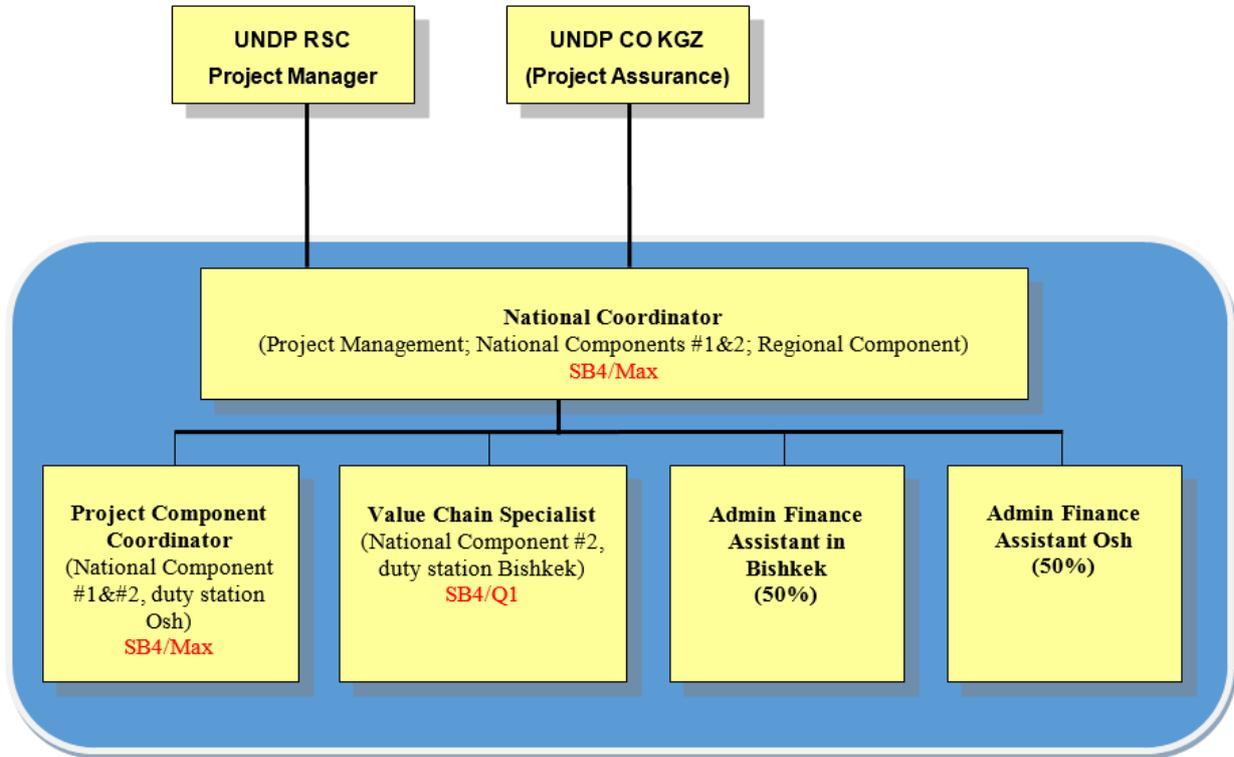
[Regional Project]

4. Organigramme per country and ToR of project staff

Staffing in Tajikistan



Staffing in Kyrgyzstan





UNITED NATIONS DEVELOPMENT PROGRAMME

JOB DESCRIPTION

POSITION INFORMATION

Job Title:	National Coordinator
Position Level:	Service Contract
Programme Title:	Aid for Trade project (Phase IV)
Supervisor:	Programme Analyst and AFT Project Manager, UNDP IRH
Grade:	SB5/Q1
Duty station:	Dushanbe
Duration of employment:	One year (with possible extension)
Deadline for applications	

BACKGROUND

The UNDP-implemented regional project Wider Europe: was designed in line with Finland's Development Policy programme and UNDP's development vision. It promotes inclusive, green economic growth through promoting trade and enhancing national competitiveness and sustainable development, by helping poor and vulnerable communities to gain from trade.

Aid for Trade (AFT) is a global initiative that strengthens developing countries' abilities to capture gains from international trade. Much of this agenda is focused on strengthening domestic production and competitiveness, via the creation of enabling business environments and building economic infrastructure. Activities coming under AFT fall into five categories: (1) trade policy and regulation; (2) trade development; (3) economic infrastructure; (4) productive capacity; and (5) adjustment costs.

UNDP's approach uses a human centric approach to trade. By helping poor and vulnerable households and communities start, expand, and formalize small and medium-sized companies that can participate in cross-border and regional trade and global value chains, this project expands people's capacities, as well as promoting trade and reducing poverty. By helping trade policy makers to take advantage of the development opportunities presented by preferential trading arrangements and to better understand the socio-economic and environmental consequences of trade policies, this project strengthens the institutional capacities needed for inclusive growth and sustainable development. Trade and human development can therefore be mutually beneficial.

Phase I of the regional Aft project in Europe and Central Asia lasted from July 2009 to December 2010. It was designed within the framework of Finland's Wider Europe Initiative, and funded by Finland's Ministry of Foreign Affairs. Phase I focused on three sub-regions: Western CIS (Belarus, Moldova, Ukraine), South Caucasus (Armenia, Azerbaijan, Georgia) and Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan). Phase II of the regional Aft project, which was implemented in the same programme countries, lasted from February 2011 to January 2014, and was funded by the Finnish MFA. Phase III of the regional Aft project (2014-2018) I built on the experience and lessons learned in Phases I and II. The Aft needs assessments undertaken under Phase I in Central Asia, the South Caucasus, and Western CIS identified policy recommendations and technical assistance activities to help trade better contribute to human development and poverty reduction. In contrast to previous phases, Phase III was focused exclusively on the post-Soviet region's low-income countries, which are located in Central Asia.

The project worked on three components and on three conceptual levels. On the macro level, component I: on capacity development for trade policy makers; on the meso level, component II strengthens trade support institutions; while on the micro level component III focused on capacity development, helping agro-processing stakeholders to increase exports.

Phase IV of the regional Aft project (2018-2021) in Tajikistan will focus on the following output levels:

- Improved private sector related policy;
- Improved access of the private sector to efficient services;
- Support to establishing or developing green niche products that are employment rich

The project will support the Ministry of Economic Development and Trade (MEDT) and other relevant state agencies to focus on sustainable development centric policies that support the private sector in terms of generating decent jobs. In addition, the project will continue to support the consultative councils which brings together the private sector, civil society and the public sector to discuss and address issue through an open dialogue platform. On this level, the project will also work on cross border trade issues with Kyrgyzstan to support communities on both sides to benefit from their geographical proximity.

On a second level, the project will work with Trade Support Institutions (TSIs) to improve services available to the private sector. Activities here will focus on priorities identified in the Export Promotion and Increase of Competitiveness (EPIC), as well as linking those up with Oblast related trade development programmes and their implementation.

On a third level, the project will work directly with producers supporting high value niche products that are sustainable. The focus on niche products was tested during the previous phase and the conclusion is that sales of high quality niche products is easier, especially if targeted for exporting as competition is not based on price and volume – two components extremely difficult to achieve with highly fragmented production patterns especially in rural and remote areas. In addition, niche products tend to allow for a greater degree of environmental sustainability and a greater degree of flexibility in terms of adapting to special agricultural setting. The project will develop market assessment to identify which products are existing and which one have the best market potential to be supported.

Finally, the project will have dedicated activities to support women in developing their business skills through trainings but also networking opportunities. The project will also create visibility for women entrepreneurs to reinforce positive role model images.

ORGANIZATIONAL CONTEXT

The project will be implemented by UNDP Europe and the CIS Istanbul Regional Hub in close cooperation with UNDP country offices in three countries of Central Asia: Tajikistan, Kyrgyzstan and Uzbekistan. In Tajikistan, the project will be implemented under the umbrella of UNDP's Communities Programme (CP). The project will closely coordinate with the relevant activities/projects implemented under CP.

Under the overall guidance of the UNDP Country Office Programme Analyst/AFT Focal Point (the primary supervisor) assigned for the project, the National Coordinator, will report on a daily basis to the Manager of the Communities Programme. 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 Tajikistan. She/he will coordinate all activities with the project unit in Regional Support Center and the UNDP Country Office and will receive substantial support and guidance from the Istanbul Regional Hub.

FUNCTIONS / KEY RESULTS EXPECTED

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 plan 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;
- Manage the project budget;
- 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 Reference 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.
- Supervision 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 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.

COMPETENCIES

Corporate Competencies:

- Demonstrate integrity by modeling the UN's values and ethical standards
- Promote the vision, mission, and strategic goals of UNDP
- Display cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treat all people fairly without favoritism

Functional Competencies:

Knowledge Management and Learning:

- Promote knowledge management in UNDP and a learning environment in the office through leadership and personal example
- Actively work towards continuing personal learning and development in one or more Practice Areas, act on learning plan and apply newly acquired skills

Development and Operational Effectiveness:

- Ability to lead strategic planning, results-based management and reporting
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources.
- Solid knowledge in financial resources and human resources management, contract, asset and procurement, information and communication technology and general administration
- Ability to formulate and manage budgets, manage contributions, reporting and cost-recovery
- Ability to interact across a wide spectrum of people, as well as at the meeting table within managerial and government offices.
- Content specific skills, including relevant experience in private sector development, export promotion, trade finance or microfinance, development the trade support organizations, legislation etc.;

Management and Leadership:

- Build strong relationships with clients, focus on impact and result for the client and respond positively to feedback
- Consistently approach work with energy and a positive, constructive attitude
- Demonstrate openness to change and ability to manage complexities
- Lead team effectively and shows mentoring as well as conflict resolution skills
- Demonstrate strong oral and written communication skills
- Communication and networking
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government

Recruitment Qualifications

Education:	University degree in economics, jurisprudence, law, business administration or another relevant area;
Experience:	<ul style="list-style-type: none"> • At least 10 years of previous experience in working for international organizations in programme/project management; • At least 10 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;
Knowledge and Skills	<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. 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; • Knowledge and skills in project/programme monitoring and evaluation; • Familiarity with UNDP project management and procurement procedures; • Full IT literacy; • Strong analytical, communication and negotiation skills;
Language Requirements:	Fluency in Russian, English and Tajik languages.



UNITED NATIONS DEVELOPMENT PROGRAMME

JOB DESCRIPTION

POSITION INFORMATION

Job Title:	Policy Specialist
Position Level:	Service Contract/SB4 MIN
Programme Title:	Aid for Trade project (Phase IV)
Supervisor:	National Coordinator
Duration of employment:	One year (with possible extension)
Deadline for applications	2018

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Under the direct supervision of National Coordinator (the primary supervisor) and overall supervision of UNDP Communities Programme Manager (as a secondary supervisor) the Policy Specialist, will be responsible for the implementation the project's component 1: "Supporting an enabling environment for trade and private sector development" and its sub-output: a. Enabling policies and regulations for inclusive and trade oriented private sector development, as well as to create synergies with component II.

FUNCTIONS / KEY RESULTS EXPECTED

- 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;
- 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 1, 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 Advisors in the UNDP Area 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 and 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 special focus on gender issues and gender participation throughout all processes
- Prepare the annual review 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 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 lense 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;

To perform other duties, requested by the management.

COMPETENCIES

Corporate Competencies:

- Demonstrate integrity by modeling the UN's values and ethical standards
- Promote the vision, mission, and strategic goals of UNDP
- Display cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treat all people fairly without favoritism

Functional Competencies:

Knowledge Management and Learning:

- Promote knowledge management in UNDP and a learning environment in the office through leadership and personal example
- Actively work towards continuing personal learning and development in one or more Practice Areas, act on learning plan and apply newly acquired skills

Management:

- Build strong relationships with clients, focus on impact and result for the client and respond positively to feedback
- Consistently approach work with energy and a positive, constructive attitude
- Demonstrate openness to change and ability to manage complexities
- Demonstrate strong oral and written communication skills
- Communication and networking
- Strong interpersonal skills, including acceptance of responsibility to ensure that organizational objectives, policies and requirements are met; ability to handle politically sensitive issues and contacts with local government authorities and private sector representatives; sound judgment and maturity to foster a positive work environment.

Technical competencies/Job knowledge:

- Ability to manage assigned project actions for results, including the ability to translate strategic aims into achievable targets; monitor progress of the project delivery; and prepare project reports in a timely manner;
- Content specific skills, including relevant experience in provision advisory support to the government in areas as reforming economic and trade related policies, trade barriers reduction and regulatory frameworks improvement, private sector development, export promotion, etc.;
- Ability to lead strategic planning, results-based management and reporting
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources.
- Ability to interact across a wide spectrum of people, as well as at the meeting table within managerial and government offices.

VI. Recruitment Qualifications

Education:	University degree in Economics, Development Studies, Law or in other related subjects. MA in Economics in the field of international trade is an asset;
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; • Experience in monitoring of projects and programmes; • Experience in implementation of projects related to development of the private sector, policy improvement, in promotion of trade/export;
Knowledge and Skills	<ul style="list-style-type: none"> • Good general 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; • Knowledge on issues relating to development of the private sector in Tajikistan; • Advanced analytical skills on local economic development and its dynamics; • Advanced skills to initiate assessments on economic policy aspects on national and regional (CA) levels; • Experience in gender issues in trade, as well as the application of gender lense in policy making; • Excellent communication and interpersonal skills; • Advanced skills to initiate and conduct assessments, surveys and feasibility studies on economic regulation aspects; • Knowledge and skills in project/programme monitoring; • 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;
Language Requirements:	Fluency in Russian, English and Tajik languages.



UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION

POSITION INFORMATION

Job Title:	Project Specialist
Position Level:	Service Contract/ SB4MIN/ Tajikistan
Programme Title:	Aid for Trade project (Phase IV)
Supervisor:	National Coordinator
Duration of employment:	One year (with possible extension)
Deadline for applications	2018

BACKGROUND

The UNDP-implemented regional project Wider Europe: was designed in line with Finland's Development Policy programme and UNDP's development vision. It promotes inclusive, green economic growth through promoting trade and enhancing national competitiveness and sustainable development, by helping poor and vulnerable communities to gain from trade.

Aid for Trade (Aft) is a global initiative that strengthens developing countries' abilities to capture gains from international trade. Much of this agenda is focused on strengthening domestic production and competitiveness, via the creation of enabling business environments and building economic infrastructure. Activities coming under Aft fall into five categories: (1) trade policy and regulation; (2) trade development; (3) economic infrastructure; (4) productive capacity; and (5) adjustment costs.

UNDP's approach uses a human centric approach to trade. By helping poor and vulnerable households and communities start, expand, and formalize small and medium-sized companies that can participate in cross-border and regional trade and global value chains, this project expands people's capacities, as well as promoting trade and reducing poverty. By helping trade policy makers to take advantage of the development opportunities presented by preferential trading arrangements and to better understand the socio-economic and environmental consequences of trade policies, this project strengthens the institutional capacities needed for inclusive growth and sustainable development. Trade and human development can therefore be mutually beneficial.

Phase I of the regional Aft project in Europe and Central Asia lasted from July 2009 to December 2010. It was designed within the framework of Finland's Wider Europe Initiative, and funded by Finland's Ministry of Foreign Affairs. Phase I focused on three sub-regions: Western CIS (Belarus, Moldova, Ukraine), South Caucasus (Armenia, Azerbaijan, Georgia) and Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan). Phase II of the regional Aft project, which was implemented in the same programme countries, lasted from February 2011 to January 2014, and was funded by the Finnish MFA. Phase III of the regional Aft project (2014-2018) I built on the experience and lessons learned in Phases I and II. The Aft needs assessments undertaken under Phase I in Central Asia, the South Caucasus, and Western CIS identified policy recommendations and technical assistance activities to help trade better contribute to human development and poverty reduction. In contrast to previous phases, Phase III was focused exclusively on the post-Soviet region's low-income countries, which are located in Central Asia.

The project worked on three components and on three conceptual levels. On the macro level, component I: on capacity development for trade policy makers; on the meso level, component II strengthens trade support institutions; while on the micro level component III focused on capacity development, helping agro-processing stakeholders to increase exports.

Phase IV of the regional Aft project (2018-2021) in Tajikistan will focus on the following output levels:

- Improved private sector related policy;
- Improved access of the private sector to efficient services;
- Support to establishing or developing green niche products that are employment rich

The project will support the Ministry of Economic Development and Trade (MEDT) and other relevant state agencies to focus on sustainable development centric policies that support the private sector in terms of generating decent jobs. In addition, the project will continue to support the consultative councils which brings together the private sector, civil society and the public sector to discuss and address issue through an open dialogue platform. On this level, the project will also work on cross border trade issues with Kyrgyzstan to support communities on both sides to benefit from their geographical proximity.

On a second level, the project will work with Trade Support Institutions (TSIs) to improve services available to the private sector. Activities here will focus on priorities identified in the Export Promotion and Increase of Competitiveness (EPIC), as well as linking those up with Oblast related trade development programmes and their implementation.

On a third level, the project will work directly with producers supporting high value niche products that are sustainable. The focus on niche products was tested during the previous phase and the conclusion is that sales of high quality niche products is easier, especially if targeted for exporting as competition is not based on price and volume – two components extremely difficult to achieve with highly fragmented production patterns especially in rural and remote areas. In addition, niche products tend to allow for a greater degree of environmental sustainability and a greater degree of flexibility in terms of adapting to special agricultural setting. The project will develop market assessment to identify which products are existing and which one have the best market potential to be supported.

Finally, the project will have dedicated activities to support women in developing their business skills through trainings but also networking opportunities. The project will also create visibility for women entrepreneurs to reinforce positive role model images.

ORGANIZATIONAL CONTEXT

The project will be implemented by UNDP Europe and the CIS Istanbul Regional Hub in close cooperation with UNDP country offices in three countries of Central Asia: Tajikistan, Kyrgyzstan and Uzbekistan. In Tajikistan, the project will be implemented under the umbrella of UNDP's Communities Programme (CP). The project will closely coordinate with the relevant activities/projects implemented under CP.

Under the direct supervision of the National Coordinator (the primary supervisor) and overall supervision of UNDP Communities Programme Manager (as a secondary supervisor), the Project Specialist will be responsible mostly for implementation the project's **component 2**: "More efficient and competitive producers and processors which will contribute to sustainable human development" as well as creating synergies with component 1

FUNCTIONS / KEY RESULTS EXPECTED

- 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;
- 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 and microfinance sector.
- Closely cooperate with the Economic Advisors in the UNDP Area 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;
- 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 II 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, of round tables and meetings with project beneficiaries and stakeholders;
- Ensure linkages with component I, 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;
- To perform other duties, requested by the management.

VIII. V. COMPETENCIES	
Corporate Competencies:	
<ul style="list-style-type: none"> • Demonstrate integrity by modeling the UN's values and ethical standards • Promote the vision, mission, and strategic goals of UNDP • Display cultural, gender, religion, race, nationality and age sensitivity and adaptability • Treat all people fairly without favoritism 	
Functional Competencies:	
Knowledge Management and Learning:	
<ul style="list-style-type: none"> • Promote knowledge management in UNDP and a learning environment in the office through leadership and personal example • Actively work towards continuing personal learning and development in one or more Practice Areas, act on learning plan and apply newly acquired skills 	
Management:	
<ul style="list-style-type: none"> • Build strong relationships with clients, focus on impact and result for the client and respond positively to feedback • Consistently approach work with energy and a positive, constructive attitude • Demonstrate openness to change and ability to manage complexities • Demonstrate strong oral and written communication skills • Communication and networking • Strong interpersonal skills, including acceptance of responsibility to ensure that organizational objectives, policies and requirements are met; ability to handle politically sensitive issues and contacts with local government authorities and private sector representatives; sound judgment and maturity to foster a positive work environment. 	
Technical competencies/Job knowledge:	
<ul style="list-style-type: none"> • Ability to manage assigned project actions for results, including the ability to translate strategic aims into achievable targets; monitor progress of the project delivery; and prepare project reports in a timely manner; • Content specific skills, including relevant experience in private sector development, export promotion, trade finance and microfinance, establishment and development the trade support organizations, economic legislation etc.; • Ability to lead strategic planning, results-based management and reporting • Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources. • Ability to interact across a wide spectrum of people, as well as at the meeting table within managerial and government offices. 	

VI. Recruitment Qualifications	
Education:	University degree in Economics, Development Studies or in other related subjects.
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;
Knowledge and Skills	<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; • 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;
Language Requirements:	Fluency in Russian, English and Tajik languages.



**UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION**

I. Position Information

Job Code Title: Project Manager Position Number: Department: IRH Reports to: SD team leader	Grade: P3 Duty Station: Istanbul, Turkey Position Status: Non-Rotational
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II. Organizational Context

UNDP is implementing the project "AID FOR TRADE FOR 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 supporting an enabling business environment for enterprises or building economic infrastructure.

The overall objective of the project is to foster inclusive, green economic growth in the low-income countries of Central Asia 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.

The project is directly implemented by UNDP via Istanbul Regional Hub for Europe and the CIS, in close cooperation with UNDP country offices in the region 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.

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.

III. Duties and responsibilities

Summary of key functions:

- Overall project management
- Project monitoring, results-management and reporting
- Project knowledge management and visibility

Function 1: Ensure effective overall management of the project and the project budget, focusing on the achievement of the following results:

- 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 finalise 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 RSC 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.

IV. Competencies

Core Competencies:

- Organizational awareness - Demonstrate corporate knowledge and sound judgment
- Working in teams - Acting as a team player and facilitating team work
- Conflict management/Negotiating and resolving disagreements – Managing conflict
- Appropriate and transparent decision-making – informed and transparent decision-making

Functional Competencies (Level 2):

- Results-based programme development and management
- Building strategic partnerships
- Job knowledge and expertise