

consultations
REPUBLIC OF TAJIKISTAN

STATE COMMITTEE FOR INVESTMENT AND STATE PROPERTY MANAGEMENT OF THE
REPUBLIC OF TAJIKISTAN

STAKEHOLDER ENGAGEMENT PLAN

**TAJIKISTAN'S WOMEN'S ECONOMIC
EMPOWERMENT PROJECT**

DECEMBER – 2025

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LIST OF ABBREVIATIONS & ACRONYMS

ADB	Asian Development Bank
CDD	Community-Driven Development
DWEC	District Women Entrepreneurs Council
E-GATE	Programs Expanding global access through e-commerce
ESA	Environmental and Social Assessment
ESF	Environmental and Social Framework
ESIA	Environmental & Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESS	Environmental and Social Standard
FP	Focal Point
FPs	Facilitating Partners
FY	Fiscal Year
GBAO	Gorno-Badakhshan Autonomous Oblast
GFP	Grievance Focal Point
GOT	Government of Tajikistan
GRM	Grievance Redress Mechanism
IP	Implementation Partner
JICA	Japan International Cooperation Agency
LMP	Labor Management Procedures
M&E	Monitoring and Evaluation
MIS	Management information system
NEET	Not employed, not in education or training
NGO	Non-Governmental Organization
OP	Operational Policies (World Bank)
OVOP	“One Village, One Product”
PAP	Project Affected Person
PDO	Project Development Objective
PIG	Project Implementation Group
SCISPMRT	State Committee for Investment and State Property Management of the Republic of Tajikistan
SEBIT	State Enterprise “Business Incubator of Tajikistan
SEP	Stakeholder Engagement Plan
TA	Technical Assistance
UNICEF	United Nations Children Fund
WB	World Bank

GLOSSARY

Beneficiary: An individual or legal entity that receives direct or indirect benefits from a project (e.g., a grant, training, support).

Stakeholder engagement: It is a continuous process used by the project to engage relevant stakeholders for a clear purpose to achieve accepted outcomes. It includes a range of activities and interactions over the life of the project such as stakeholder identification and analysis, information disclosure, stakeholder consultation, negotiations and partnerships, grievance management, stakeholder involvement in project monitoring, reporting to stakeholders and management functions.

Engagement: A process in which a company builds and maintains constructive and sustainable relationships with stakeholders impacted over the life of a project. This is part of a broader “stakeholder engagement” strategy, which also encompasses governments, civil society, employees, suppliers, and others with an interest in the project.

World Bank: A group of international organizations that provide support to countries in the field of development, including through project financing and advisory services.

Gorno-Badakhshan Autonomous Region: One of the regions of Tajikistan that is among the target areas for project implementation.

State Committee for Investment and State Property Management of the Republic of Tajikistan: A national agency responsible for implementing the project at the state level.

Grant: Financial assistance (usually non-repayable) provided to individuals or organizations for the implementation of business ideas or projects.

Project implementation group: A body established under the SCISPM for the operational management of project implementation.

Jamoat: Refers to the local self-governing body at the sub-district level, administering several villages and functioning based on the Law of the Republic of Tajikistan “On Self-Government Bodies in Towns and Villages” (1994, amended 2009 and 2017).

Dialogue: An exchange of views and opinions to explore different perspectives, needs and alternatives, with a view to fostering mutual understanding, trust and cooperation on a strategy or initiative.

European Bank for Reconstruction and Development: An international financial institution that finances projects in countries with economies in transition.

Women's livelihood groups: Associations of women who work together to run businesses and generate income, with the aim of achieving sustainable economic development.

Stakeholder: Refers to individuals or groups who: (a) are affected or likely to be affected by the project (project-affected parties); and (b) may have an interest in the project (other interested parties). Stakeholders are defined as people or entities that are affected or may have an interest in the Project.

MSMEs: Micro, small, and medium-sized enterprises that are formally registered and managed by women.

Community social investments: Contributions (monetary, staff time or gifts in kind) that are made to stakeholders, and bring benefits to these stakeholders over and above an operation's core activities. The beneficiaries of these contributions can range from local to national and international stakeholders. These investments are generally aimed at addressing needs within a target community. The scope of these activities could range from donations to charities that link with business needs and strategies, for example capacity building and skills development amongst local residents for employment purposes, and local procurement.

Institutionalization of savings mechanisms: Establishing sustainable forms and structures of savings within women's groups so that they can effectively manage their funds.

Information outreach: Activities aimed at publicizing the project, disseminating information, and establishing communication with the public and beneficiaries.

Sources of livelihood: Financial activities and/or subsistence farming carried out by households to meet their daily needs. As a rule, rural households use a variety of strategies to find sources of livelihood, including subsistence farming and informal trade.

Rural Women Entrepreneurs Committee: This is a community or working structure that brings together women engaged in entrepreneurial activities at the village level (i.e., within a single rural settlement).

District Women Entrepreneurs Council (DWEC): This is a broader structure operating at the district level (comprising several villages and possibly towns). The council may include representatives from each settlement.

Consultation: The process of gathering information or recommendations from stakeholders and taking these opinions into account when making decisions about a project and/or setting targets and defining strategies.

Corporate responsibility (CR): A concept whereby companies take social and environmental issues into account in their operational activities and in their interactions with the stakeholders they deal with.

Local communities: Refers to groups of people who live in close proximity to the project site and who may be affected by the project's activities. ("Stakeholders," on the other hand, refer to a broader group of people and organizations interested in the project.)

M&E (Monitoring and Evaluation): The process of tracking the progress of a project and assessing its effectiveness.

MSMEs - Micro, small, and medium-sized enterprises: Forms of business with a limited number of employees and revenue.

IFC - International Finance Corporation: A private division of the World Bank that provides support to the private sector.

Non-governmental organizations (NGOs)/Facilitating partners: Private organizations, often non-profit, that promote community development, build local capacity, advocate for their rights, and protect the environment.

Community organizations (COs): Organizations that were created by communities and consist of community members. Examples of community organizations include farmers' cooperatives.

OVOP - “One Village, One Product” - A Japanese initiative to support local communities in developing unique products or services.

Environmental and Social Impact Assessment (ESIA): An assessment that includes various social and environmental studies aimed at identifying the impacts of project activities and developing appropriate mitigation measures to manage negative impacts and enhance the positive impacts of project activities.

Partnerships: In the context of collaboration, partnerships are defined as cooperation between people and organizations to achieve a common goal and often share resources and competencies, as well as risks and benefits.

Project implementation partners: These are local organizations (such as continuing education centers or spaces for youth and women) that will be hired to provide such services to inclusive youth services during the project implementation period.

Pilot project: Initial implementation of the project or part of it for testing and possible scaling up.

Stakeholder Engagement Plan: A plan that helps managers effectively engage with stakeholders throughout the project implementation period and identify actions that will be implemented to manage or improve engagement.

Production and distribution chain: The entire path from the production of a product to its sale to the end consumer.

United Nations Development Programme: An international organization that supports sustainable development and the fight against poverty.

World Bank Framework for Partnership with Tajikistan: A strategic document defining the priorities for cooperation between the World Bank and Tajikistan.

Women's economic empowerment: Measures aimed at increasing women's economic independence, employment, and access to resources.

Co-financing: Joint financing of a project or initiative from two or more sources, including the beneficiary's own contribution.

Project area: The geographical area within which direct and indirect impacts related to the project's results can be expected. Typically, the Project Area is (i) specific to the project (ii) larger than the actual geographical boundaries of the project's presence; and covers socio-economic issues and impacts, as well as issues and impacts related to other disciplines (e.g., environment, health, and safety). Establishing the project area is used to define the project's area of influence and responsibilities. It also provides guidance on the area within which impacts should be monitored and

managed, and helps to identify project stakeholders who should be involved in the project during the EIA process.

Vulnerable employment: Work with unstable income, lack of social security and legal protection.

Financial integration: Integration into the financial system (banking services, loans, accounts, etc.) that allows participants to use modern financial instruments.

Preliminary feasibility study stage: The project stage, which includes research to identify social and environmental irreversible errors, as well as a preliminary technical and economic assessment of the project to identify and evaluate social and environmental issues in the proposed project and evaluate alternatives for project development before proceeding with the technical and economic feasibility study of the project.

Feasibility study/preparatory work phase preceding the construction phase: The project implementation phase, which includes environmental and social impact assessments, as well as financial and engineering feasibility studies.

1. INTRODUCTION

The Tajikistan's Women's Economic Empowerment Project (P511398) (hereinafter referred to as Project or TWEEP) is an initiative aimed at improving the economic situation of women in the country. Its goal is to create conditions for increasing women's participation in entrepreneurship, employment, and business development, as well as to provide them with access to resources, knowledge, and opportunities for sustainable income. The project is being implemented by the State Committee for Investment and State Property Management of the Republic of Tajikistan (SCIPM) with technical support from the World Bank.

The TWEEP complements and builds on projects to expand women's economic rights and opportunities in Tajikistan supported by the World Bank Group and other development partners. The project will build on projects implemented by the European Bank for Reconstruction and Development (EBRD), the Asian Development Bank (ADB), and the United Nations Development Programme (UNDP), as well as the World Bank itself, to ensure relevance and innovation and reduce duplication. Lessons from these projects will inform the project methodology, including the development of business models and women's role and opportunity in value chains.

As part of the project, activities include training and skills development for women entrepreneurs, support for women-led small and medium-sized enterprises, design and promotion of gender-responsive business models, expanding women's access to finance, technology, and markets, as well as engaging women in value chains and broader economic ecosystems.

The project contributes directly to the implementation of two key components of the Partnership Framework Program (PFP) and the achievement of the second objective of the World Bank's Global Gender Strategy.

The project will be the first WEE focused project in the Tajikistan portfolio enabling piloting of innovative livelihoods for women in collaboration with IFC.

The project is being implemented by the State Committee for Investment and State Property Management of the Republic of Tajikistan (SCISPM) with technical support from the World Bank. A Project Implementation Group (PIG) will be created under the State Committee for Investment and State Property Management of the Republic of Tajikistan (SCISPM). The SCIPM, which has offices in the target areas, is authorized to create favorable legal, financial, and practical conditions for the development of entrepreneurship, as well as to ensure that women have access to all opportunities for investment and innovation.

The PIG will organize the procurement of services from a suitable technical partner to implement all project activities in the target areas. The technical partner will contribute to the capacity development of government partners during project implementation to ensure the sustainability of its results after completion.

2. PROJECT DESCRIPTION

The project complements and builds on women's economic empowerment projects in Tajikistan supported by the World Bank Group and other development partners. It will draw on projects being implemented by EBRD, ADB, and UNDP, as well as the World Bank itself, to ensure relevance and innovation and reduce duplication. Lessons from these projects will inform the project methodology, including the development of business models and women's role and opportunity in value chains.

The project will also draw on experience from the World Bank's E-GATE program,² promoting digital inclusion by enabling women-led businesses to adopt e-commerce and creating employment pathways for women in platform management aligned with CPF goals on private sector growth, market creation, and human capital. The project will also collaborate with JICA's One Village One Product (OVOP) initiative.

The project is innovative in several ways, including piloting of group livelihood activities, building capacity of women entrepreneurs to break through to non-traditional businesses and linking them with the banking sector. Women livelihood group development will focus on formal registration with the tax authorities and has the potential to provide women with access to sustained income opportunities, improved credit discipline, and enhanced collective bargaining power and enterprise viability. The project will also pilot deepening partnership with IFC, in particular by helping project beneficiaries opening bank accounts and by supporting promising women-led and women-owned businesses with access to regional markets and more advanced form of financial inclusion. The project will also provide policy recommendations to the GoT on how to support women entrepreneurs more effectively.

The project also contributes to strategic objective 2 of the World Bank Group Gender Strategy (FY 2024-30) which focuses on expanding and enabling economic opportunities for women. Tajikistan is one of the 16 fast-track implementation countries for the WBG Gender Strategy.

The project directly contributes to two pillars of the CPF and the second objective of the World Bank Global Gender Strategy. This includes pillar 2 of Tajikistan's Country Partnership Framework (FY 2019-25), which focuses on human capital and social resilience, and pillar 3 which focuses on private-sector development and market creation. Tajikistan is currently in the process of updating the Country Partnership Framework (FY 2025-30). Women's economic empowerment (WEE) is expected to be a distinct objective, in addition to being a cross-cutting theme.

Project components: The Women's Economic Empowerment Project in Tajikistan consists of three components:

Component 1. Support to individuals and groups on livelihoods. This component will support new or existing informal women enterprises with pre-enterprise trainings, in-kind grants and post-enterprise support. The capacity building and mentorship interventions will build skillsets, confidence and networks for the beneficiaries. It will support 3,200 aspiring women entrepreneurs by training them in business skills, financial literacy and entrepreneurship skills. These trainings will be designed with IFC inputs and tailored to local contexts. Following these trainings, the beneficiaries will be provided hands-on support to develop business plans and given guidance on accessing grants or credit from various sources including government run entrepreneurship programs and local micro-finance institutions. The business plans can be developed either as an individual or a group. The component will also pilot group livelihood models and provide groups hands-on support to put in place governance arrangements and institutionalize saving mechanisms to effectively run shared businesses. From the beneficiaries who receive trainings, this component will also select and finance 1,600 business plans with in-kind (covering tools and equipment) or cash-based grants (up to

² <https://www.worldbank.org/en/events/2025/05/27/egate-conference>

US\$1,500 for individuals and US\$ 7,000 for groups). Women can submit business plans from any sector in line with their skillsets. In case of agri-businesses, the project will only support business plans focused on processing, aggregation and packaging related activities. Preference will be given to business plans which are either innovative (green, digital) or from vulnerable groups (GBV survivors, women-headed households, abandoned women of labor migrants). The beneficiaries of grants will also receive 12 months mentoring and coaching support on legal registration, opening bank accounts, marketing and procurement. IFC will help identify banking partners to build financial history. Mentors will also review monthly enterprise performance for business sustainability.

Component 2: Support to registered women-led or -managed micro, small and medium enterprises (MSMEs). This component will support 100 women-led or managed MSMEs to grow, adopt digital solutions, and create jobs. 100 MSMEs will receive tailored and need based diagnostic support to identify areas for business growth, business development services³, and training on sustainability and e-commerce (leveraging EGATE lessons). 50 MSMEs will be competitively selected to receive grants through the project (up to US\$15,000 for each MSME) with a 20 percent co-financing requirement. Preference will be given to business plans that are innovative (digital, green solutions), create more jobs and establish linkages with smaller vendors (preferably women) such as those supported under component 1. The grant beneficiaries will also receive post-grant mentoring for implementation and sustainability. Promising MSMEs will be invited to an IFC-led acceleration program to explore regional markets and access more financing.

Component 3: Project Management, Monitoring and Evaluation (M&E), and Communication. This component will support effective project implementation through three sub-components: (i) project management and administration: PIG staffing, procurement, audits, and stakeholder coordination, (ii) Monitoring & Evaluation (M&E): includes baseline and endline surveys, a feedback mechanism, and regular progress tracking and (iii) Communications and Knowledge dissemination: Project launch, reporting, peer learning (e.g., study tours), and policy recommendations.

PROJECT LOCATION

The projects component 1 will implement activities in eight districts from three regions of Tajikistan including DRS, GBAO, and Dushanbe. In DRS, the project will implement activities in Rogun, Tursunzoda and Nurobod; in GBAO, Roshtqala, Vanj, and Shughnon; and in Dushanbe, peri-urban areas in Shohmansur and Firdavsi districts. These locations are selected in consultation with GoT and using data provided by the Tax Committee on the number of existing and registered women led businesses in districts across the country. Nurobod, Roghun, Roshtqala, Shughnon, and Shohmansur are selected based on lowest figures of registered women-led enterprises relative to other districts in the respective regions. Tursunzoda, Vanj, and Firdavsi have relatively higher number of women-led businesses, but are selected to provide opportunities for information exchange and collaboration for less experienced women entrepreneurs from the lagging target districts. All selected districts are characterized by high levels of social conservatism and higher levels of poverty. The projects component 2 will take place nationally, with a focus on vulnerable MSMEs with growth potential, and outreach will be conducted in partnership with business associations, the Committee on Women and Family Affairs, the State Enterprise Business Incubator of Tajikistan, and domestic digital platforms to ensure inclusive participation and nationwide coverage.

³ Business development services will include technical assistance/trainings on accessing financial markets, conducting good procurements necessary to compete for and execute contracts successfully, accessing global markets for e-commerce etc.

PROJECT DEVELOPMENT OBJECTIVE

1. Proposed PDO: To increase entrepreneurship and jobs for women in traditional and non-traditional sectors of selected districts in Tajikistan.

2. Key Performance Indicators: 4

- 3,200 women recipients of job-focused interventions (component 1)
- 50 women-led businesses using financial services (component 2)
- 2,600 new jobs for women, 10 percent of which are related to digital or green innovations
- 15,600 total beneficiaries, including all members of direct beneficiary households receiving livelihood support⁵

3. PURPOSE AND OBJECTIVES OF SEP

As per the Environmental and Social Standard ESS 10 - Stakeholders Engagement and Information Disclosure – the implementing agencies should provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation, throughout the entire project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project and any activities related to the project. The involvement of the local population is essential to the success of the project in order to ensure smooth collaboration between project staff and local communities and to minimize and mitigate environmental and social risks related to the proposed project activities. In the context of infectious diseases, broad, culturally appropriate, and adapted awareness raising activities are particularly important to properly sensitize the communities to the risks related to infectious diseases and vaccination.

The scope and level of detail of the SEP commensurate with nature and scale, potential risks, and impacts of the project and the level of concern in the project area. Stakeholder engagement refers to a process of:

- Sharing information and knowledge in a meaningful manner.
- Seeking to understand and respond to the concerns of individuals potentially impacted or affected by an activity in a transparent, inclusive and timely process; and
- Building relationships based on trust.

The specific objectives of the SEP are to:

- Identify and assess the stakeholder groups and their profiles, interests, issues/impacts and concerns relevant to the Project (stakeholder mapping).
- Inform project design and/or mitigation measures, including alternatives.
- Identify specific initiatives (e.g., community meetings, focus-group discussions, face-to-face meetings, posters in public facilities) to allow meaningful engagement with the different stakeholder groups in a manner that is transparent and accessible and using culturally appropriate communication methods with a specific focus on vulnerable groups.

⁴ Baseline survey will be completed in the first year of implementation

⁵ Calculating by multiplying 2,600 jobs created with the average household size in Tajikistan (6)

- Allow a relationship to be built with the various stakeholders of the Project based on mutual respect and trust.
- Facilitate adequate and timely dissemination of information on technical, economic, environmental and social risks and impacts to the stakeholder groups in a timely, understandable, accessible and culturally appropriate manner and format.
- Establish systems for prior disclosure/dissemination of information and consultation, including seeking inputs from affected persons, incorporation of inputs, as applicable, and providing feedback to affected persons/groups on whether and how the input has been incorporated.
- Establish a mechanism for feedback and dispute resolution (through a Grievance Redress Mechanism) and
- Establish a procedure for registering and tracking grievances of the activities undertaken through reporting and monitoring of the GRM.

The purpose of Grievance Redress Mechanism GRM is to provide a forum for internal and external stakeholders to voice their concerns, queries and issues with and provide suggestions on the Project (be that openly or anonymously). Such a mechanism should provide the stakeholders with a responsible Project personnel or channel through which their queries can be communicated with the assurance of timely responses to each query.

The specific objectives of the GRM are to:

- Allow stakeholders the opportunity to raise comments/concerns.
- Manage and monitor the handling of comments responses and grievances (via fair and timely investigation), and
- Ensure that comments, responses, and grievances are handled in a fair, accessible and transparent manner, in line with the applicable reference framework (with acceptance in genuine cases from both parties).

4. SCOPE AND STRUCTURE OF THE SEP

Scope of the SEP shall be as outlined in the World Bank's ESS10. The engagement will be planned as an integral part of the project's environmental and social assessment and project design and implementation.

This document has 11 chapters.

The first chapter serves as an Introduction. It provides a brief about the project and the context in which the SEP is being prepared. Chapter 2 and 3 describe of Project description and objectives. Chapter 4 describes scope and structures. Chapter 5 and 6 list the regulatory framework in Tajikistan which provides a legitimacy for SEP. Stakeholder Identification, Mapping and Analysis is elaborated in the chapter 7. A summary of the consultations held so far is presented in Chapter 8. Resources and Responsibilities are presented in Chapter 9. Grievance Redress Mechanism (GRM) follows in Chapter 10. Monitoring, documentation and reporting are presented in Chapter 11 and Annexes to this document is presented in last.

5. REGULATORY POLICY AND FRAMEWORK

5.1 Tajikistan National Disclosure Regulations

Law of the Republic of Tajikistan "On Freedom of Information" relies on Article 25 of the Constitution, which states that state bodies, public associations and officials are obliged to provide everyone with the opportunity to receive and familiarize themselves with documents relating to his/her rights and interests, except in cases stipulated by law. The law applies to relations related to access to information contained in official documents and is not classified as restricted information in

the interests of ensuring national security in accordance with the legislation on state secrets and other regulatory legal acts regulating relations in the field of protecting state secrets.

Law of the Republic of Tajikistan on appeals of individuals and legal entities (2016) contains legal provisions on established information channels through which citizens can submit grievances and inquiries. Article 14 of the Law establishes the terms for the consideration of grievances: 15 days from the date of receipt, which do not require additional study and research, and 30 days for applications that require additional study. These legal provisions will be considered in the project grievance redress mechanism.

Law on Local Government Bodies (2004) provides the chairman of the district or city administration with powers in the field of natural resources management, construction and reconstruction of environmental facilities, supervision of local structures in the field of waste management, sanitary and epidemiological supervision, health care and social protection of the population within the boundaries of the administrative-territorial unit. Public gatherings are allowed only upon prior notification and concurrence of the local authority (District Hukumat).

Article 13 of the Law "On Environmental Protection" proclaims the citizen's right to environmental information, as well as to participate in the development, adoption and implementation of decisions related to environmental impact. The latter is ensured by public discussion of projects of environmentally important decisions and by conducting public environmental assessments. Representative bodies of state power are obliged to address the comments and suggestions of citizens.

Civil Code determines the procedure for exercising property rights and other property rights, rights to the results of intellectual activity, regulates contractual and other obligations, as well as other property and related obligations of personal non-property relations based on equality, independence of will and property independence of their participants. Family, labor relations, relations on the use of natural resources and environmental protection are regulated by civil law, unless otherwise provided by the laws on family, labor, land and other special legislation.

The State Program for the Development of Women's Entrepreneurship in the Republic of Tajikistan for 2023–2027 aims to provide comprehensive support to women in business. The program covers key areas that contribute to the growth and sustainability of women's entrepreneurship. The program provides for training and skills development, including training in entrepreneurship, business planning, digital and environmentally sustainable (“green”) technologies, as well as improving women's financial literacy. Particular attention is paid to ensuring access to financing. Favorable conditions are being created for women to obtain grants, microcredits, and preferential loans, and interaction with banks and microfinance organizations is being simplified. The program provides consulting and mentoring support. Women entrepreneurs receive assistance from experienced specialists, access to business mentors, as well as legal and economic advice.

The National Development Strategy of the Republic of Tajikistan for the period up to 2030 (2021–2030) is a comprehensive document aimed at the sustainable socio-economic development of the country. The strategy places particular emphasis on expanding economic opportunities for women and supporting female entrepreneurship as an important factor in economic growth and social stability. The strategy provides for measures to increase the number of women involved in entrepreneurial activities, create new jobs, and improve conditions for the development of small and medium-sized businesses. One of the key focuses is on increasing the social visibility of women entrepreneurs, their active participation in economic and social life, and shaping positive public opinion about their contribution to the country's development. The National Strategy for 2021–2030 contributes not only to the overall development of the country, but also to the creation of an enabling environment for expanding women's economic opportunities and the sustainable development of women's entrepreneurship in Tajikistan.

5.2 World Bank Environmental and Social Standard for Stakeholder Engagement

The World Bank's Environmental and Social Framework (ESF) came into effect on October 1, 2018. The ESF includes Environmental and Social Standard (ESS) 10, "Stakeholder Engagement and Information Disclosure", which recognizes "the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice". ESS10 emphasizes that effective stakeholder engagement can significantly improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation. ESS10 applies to all projects supported by the Bank through Investment Project Financing if preparation starts after the ESF became effective. The Borrower will engage with stakeholders as an integral part of the project's environmental and social assessment and project design and implementation. According to the World Bank's ESF (June 2018), the requirements set out by ESS10 are the following:

- Borrowers will engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts.
- Borrowers will engage in meaningful consultations with all stakeholders. Borrowers will provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.
- The process of stakeholder engagement will involve the following, as set out in further detail in the ESS: (i) stakeholder identification and analysis; (ii) planning how the engagement with stakeholders will take place; (iii) disclosure of information; (iv) consultation with stakeholders; (v) addressing and responding to grievances; and (vi) reporting to stakeholders.
- The Borrower will maintain and disclose as part of the environmental and social assessment, a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was considered, or the reasons why it was not.
- A Stakeholder Engagement Plan proportionate to the nature and scale of the project and its potential risks and impacts need to be developed by the Borrower. It has to be disclosed as early as possible, and before project appraisal. And the Borrower needs to seek the views of stakeholders on the SEP, including the identification of stakeholders and the proposals for future engagement. If significant changes are made to the SEP, the Borrower has to disclose the updated SEP (World Bank, 2017: 99). According to ESS10, the Borrower should also propose and implement a grievance mechanism to receive and facilitate the resolution of concerns and grievances of project-affected parties related to the environmental and social performance of the project in a timely manner (World Bank, 2017: 100).

For more details on the WB Environmental and Social Standards, please follow the below links:www.worldbank.org/en/projects-operations/environmental-and-social-framework/brief/environmental-and-social-standards.

6. KEY GAPS BETWEEN NATIONAL LEGISLATION AND WORLD BANK ESS10

Summary of World Bank ESS10 Requirements and Key Gaps with Legal Requirements of the Republic of Tajikistan is provided in the table 1 below:

Table 1: Key Gaps between National and WB ESS10 requirements

ESS10 and Topic	WB requirement details	Key requirements/gaps in national legal framework	Principles to be followed by the Project
Stakeholder analysis and planning	<ul style="list-style-type: none"> ▪ Identify Project affected stakeholders, including vulnerable groups⁶ ▪ Develop and implement a Stakeholder Engagement Plan 	<ul style="list-style-type: none"> ▪ Tajikistan National legislation does not mandate a detailed and continuous engagement process across the entire project lifecycle. Public consultations are required mainly during project approval stages (as part of EIA), and follow-up engagement is limited. ▪ ESS10 requires more proactive and structured engagement, including the development of an SEP, which is generally absent in national legislation. 	The principles of ESS10 must be followed, and a SEP should be prepared, including stakeholder mapping, analysis, and an engagement plan. The SEP must be regularly updated throughout the project lifecycle to ensure continued relevance and inclusivity.
Disclosure of information	<p>Provide stakeholders with access to information on: Purpose, nature and scale of the Project</p> <ul style="list-style-type: none"> ▪ Duration of proposed Project activities ▪ Any risks, potential impacts and mitigation measures ▪ Proposed stakeholder engagement process ▪ Grievance Mechanism 	<ul style="list-style-type: none"> ▪ National laws, particularly under the EIA framework, require the disclosure of environmental information to the public. However, the timeliness and accessibility of such information, especially for vulnerable stakeholders, are not always guaranteed. ▪ Information disclosure is often limited to the early stages of a project. 	The principles of ESS10 must be adhered to, ensuring that stakeholders are provided with timely information regarding the project, including any associated risks, potential impacts, and mitigation measures.
Consultation	<p>Consultation will be in line with the degree of potential project impacts and will:</p> <ul style="list-style-type: none"> ▪ Begin early and continue throughout the Project lifecycle 	<ul style="list-style-type: none"> ▪ Tajikistan legislation does not mandate a detailed and continuous engagement process across the entire project lifecycle. ▪ Public consultations 	Consultations must align with the potential project impacts and follow ESS10 requirements, including early initiation, continuous engagement, prior information

⁶ Vulnerable stakeholders are defined as those who may be differently or disproportionately affected by the Project due to pre-existing disadvantaged status, or whose situation may mean that they are hard to reach, and/or require differentiated measures in consultation and disclosure activities to allow their effective participation.

ESS10 and Topic	WB requirement details	Key requirements/gaps in national legal framework	Principles to be followed by the Project
	<ul style="list-style-type: none"> ▪ Be based on prior disclosure and dissemination of information ▪ Focus on those directly affected ▪ Be free of outside interference and external manipulation ▪ Enable meaningful participation ▪ Be documented 	<p>are required mainly during project approval stages (as part of EIA), and follow-up engagement is limited.</p>	<p>disclosure, focus on directly affected parties, independence from external influence, meaningful participation, and proper documentation.</p>
External communications	<p>Implement and maintain a procedure for external communications that:</p> <ul style="list-style-type: none"> ▪ Registers communication ▪ Screens and assesses issues raised ▪ Track and documents responses ▪ Adjust the management program 	<p>No such requirement in local legislation.</p>	<p>The principles of ESS10 must be followed implementing and maintaining a procedure for external communications.</p>
Grievance Mechanism	<p>Establish a Grievance Mechanism to receive and facilitate resolution of Affected Communities' concerns and grievances about the Project. The Grievance Mechanism should:</p> <ul style="list-style-type: none"> ▪ Resolve concerns promptly ▪ Use a transparent and culturally appropriate consultative process 	<ul style="list-style-type: none"> ▪ Tajikistan legislation does not always ensure the existence of a formal and well-communicated grievance mechanism for all stakeholders involved in a project. ▪ ESS10's requirement for an established GRM from the beginning, with an emphasis on continuous accessibility and transparency, goes beyond what is required under TJK law. 	<p>The principles of ESS10 must be followed, including the establishment of a GRM accessible to all stakeholders.</p>
Ongoing reporting to affected communities	<ul style="list-style-type: none"> ▪ Provide periodic progress updates, specifically with regard to issues or grievances communities have raised. ▪ Communicate any updates of the 	<ul style="list-style-type: none"> ▪ Tajikistan legislation does not require the same level of structured monitoring and accountability for stakeholder engagement as ESS10. 	<p>Following ESS10 principles periodic progress updates, communication of management program changes, and community reporting must be</p>

ESS10 and Topic	WB requirement details	Key requirements/gaps in national legal framework	Principles to be followed by the Project
	<p>management program.</p> <ul style="list-style-type: none"> ▪ Report to the community with frequency that is proportionate to the concerns of affected communities but not less than annually. 	<ul style="list-style-type: none"> ▪ Continuous monitoring and adaptation of engagement strategies, as required by ESS10, are generally absent. 	<p>provided regularly, with a frequency that addresses community concerns, but no less than once per year.</p>

7. STAKEHOLDERS IDENTIFICATION AND ANALYSIS

7.1 Methodology

Project stakeholders are defined as individuals, groups or other entities who:

- are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as ‘affected parties’); and
- may have an interest in the Project (other interested parties’). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way.

The identification of stakeholders in relation to the Project was carried out based on the following criteria:

- Influence: the social group is able to significantly influence the process of Project implementation;
- Impact: the implementation of the Project may significantly affect a certain social group (stakeholders);
- Partnership: there are opportunities for building partnerships between the Company and the given social group; and
- Interest: a social group or individuals not necessarily directly affected by the Project may (or may not) show interest in it.

Stakeholder engagement requires the identification of stakeholders considering the above criteria and the definition of appropriate methods for engagement with them.

For the purposes of effective, tailored and inclusive engagement, stakeholders of the project can be divided into the following three core categories:

- Project-affected parties – persons, groups and other entities within the Project Area of Influence that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.
- Other interested parties – individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way; and
- Vulnerable groups – persons who may be disproportionately impacted or further disadvantaged by the project(s) as compared with any other groups due to their vulnerable status³, and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.

In order to develop an effective SEP, it is important to understand how stakeholders are related to the Project and their needs and expectations for engagement and consultation. This information can then be used to tailor engagement to each type of stakeholder. As part of this, it is important to identify stakeholders who may find it more difficult to participate and those who may be differentially or disproportionately affected by the Project because of their marginalized or vulnerable status.

Stakeholder mapping will consider:

- Who is affected by the Project and how;
- Whether the stakeholder supports, is neutral towards or is opposed to the Project;
- Each stakeholder’s key interests and concerns in relation to the Project;

- How different stakeholders can influence the project and what risks or opportunities this presents to the Project.

Stages and Methods of Engagement

Stakeholder mapping includes:

- Assessing each stakeholder's level of influence/impact
- Analyzing their level of support, neutrality, or resistance to the project
- Identifying interests, concerns, and motivations

Table 2: Engagement methods:

Category	Approaches
Affected stakeholders	Trainings, focus groups, community meetings, mobile outreach groups
Vulnerable groups	Individual visits, collaboration with NGOs, women’s councils, and local leaders
Other stakeholders	Roundtables, online platforms, working groups, involvement in result evaluation

Stakeholder Categories within the Project

Table 3: Project-affected stakeholders within the project’s direct influence zone

Group	Nature of Impact
3,200 women beneficiaries (Component 1)	Receive training, access to grants, business registration, and mentoring
100 women-led MSMEs (Component 2)	Gain access to financing, digitalization, business expansion, and acceleration
Household members of beneficiaries	Indirect impact through increased income, employment, and decision-making participation
Local government authorities (8 districts in component 1)	Involved in selection, monitoring, and promotion of local employment
Banks and microfinance institutions	Potential partners for credit access and development of women beneficiaries' credit history

7.2 Assessment of Affected Stakeholders

Affected parties and beneficiaries of the project, as well as other parties that may be directly affected by the Project. Each stakeholder / group is rated for the relative importance- starting from rating from 1 to 5 stars. Five being high and is to be accorded full scale attention. This helps in assigning importance for further analysis. The Universal mapping and the relative importance are presented below:

Table 4: Universal Stakeholder Mapping

№	Level – Administrative Unit	Stakeholders	Importance
1	National Level	Executive Office of the President of the Republic of Tajikistan	*****
		Committee on Women and Family Affairs under the Government of the Republic of Tajikistan	*****
		Tax Committee under the Government of the Republic of Tajikistan	***
		State Committee on Investment and State Property Management	*****
		Ministry of Education and Science	***
		Ministry of Economic Development and Trade	***
		Ministry of Energy and Water Resources	***
		Ministry of Finance	***
		Ministry of Labor, Migration and Employment	*****
		State Statistics Agency	*****
		National Social Investment Fund of Tajikistan (NSIFT)	*****
		Employers’ Association	***
		Federation of Independent Trade Unions	***
		Consumer Union	*****
		State Media (newspapers, television)	*****
		Social Media	*****
		World Bank (WB)	*****
		European Bank for Reconstruction and Development (EBRD)	*****
		Asian Development Bank (ADB)	*****
		UN Development Programme (UNDP)	*****
		Japan International Cooperation Agency (JICA)	*****
		German Development Bank (KfW)	***
		UNICEF	***
		Aga Khan Foundation	***
		Other Donors	***
	Regional Level	Office of the Regional Chairman	****

		Local branches of the State Committee on Investment and State	
		Property Management in target districts	*****
		Departments for Women and Family Affairs in regions and Dushanbe city	*****
		Department of Women and Family Affairs in GBAO	*****
		District and city-level women and family departments/sectors	*****
		NSIFT regional offices	***
		Sectoral departments	**
		Contractors	**
		NGO facilitator partners	*****
		Other NGOs / Civil Society Organizations	****
		Regional Media	****
	District Level	NGOs / CSOs not directly involved in the project	***
		District-level public authorities (Hukumats), including departments for youth, women, land management, economy, and ecology	*****
		Local NGOs subcontracted by regional NGO facilitators	*****
		Local media	*****
		Contractors	**
		Water and energy service providers	**
		Transport companies	***
		Suppliers of goods and construction materials	***
		Local service providers	***
	Sub-district Level	Council of Women Entrepreneurs at District Level	*****
		Jamoat Councils	***
		Youth Organizations operating in the sub-district	*****
		Village Level	
		Committee of Women Entrepreneurs at Village Level	*****
		Religious leaders	*
		Workers	***

		Traders	*	
		Retail Sellers	*	
	Mahalla Level (Neighborhood/ Community)	Youth (15–30)	*****	
		Men/Women		
		NEET Youth (Not in Education, Employment or Training)	*****	
		Returned Migrants	*****	
		Households dependent on remittances	***	
		Female-headed households	*****	
		Mahalla Councils and Leaders	****	
		Community activists	****	
		Workers	***	
		Elderly people	***	
		Youth with disabilities	***	

7.3 Disadvantaged / vulnerable individuals or groups

It is particularly important to understand whether project impacts may disproportionately fall on disadvantaged or vulnerable individuals or groups, who often do not have a voice to express their concerns or understand the impacts of a project and to ensure that awareness raising and stakeholder engagement with disadvantaged or vulnerable individuals or groups are adapted to take into account such groups or individuals particular sensitivities, concerns and cultural sensitivities and to ensure a full understanding of project activities and benefits. The vulnerability may stem from person's origin, gender, age, health condition, economic deficiency and financial insecurity, disadvantaged status in the community (e.g., minorities or fringe groups), dependence on other individuals or natural resources, etc. Engagement with the vulnerable groups and individuals often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and input to the overall process are commensurate to those of the other stakeholders.

**Table 5: Vulnerable Groups
(Require special approaches in consultations and engagement)**

Group	Features
Women affected by GBV	May need psychosocial and legal support
Migrant wives and women left by husbands	High level of economic dependence and social vulnerability
Women from remote and mountainous	Limited access to infrastructure, finance, and markets

areas (RRP, GBAO)	
Young NEET girls	Not in education or employment, need basic support
Women with disabilities	Require special conditions for participation (physical accessibility, communication)

Description of interaction methods to be used in the project will be provided in the following sections.

7.4 Stakeholder Analysis

Identified stakeholders, the nature of their interest in the project and their level of interest in and influence over the project summarized below. The list of project activities and locations involved has not yet been finalized, and some stakeholders will therefore be identified at a later stage. The Project Implementation Unit (PIU) will be responsible for updating this table as needed, incorporating new stakeholders, defining their roles, and assessing the project's influence and impact on these stakeholders.

Table 6: Description of role of stakeholders in the project Expanding Economic Rights and Opportunities for Women in Tajikistan

Group / Subgroup	Current Situation	Raised Issues and Problems	Expectations from the Project	Risk Significance	Necessary Enabling Conditions
State Committee for Investment and State Property Management of the Republic of Tajikistan	Process of introducing new projects. Pilot programs are being implemented. Partnership with NGOs and international organizations.	Insufficient involvement of women in the economy, limited access to financing and training. Social stereotypes, limited opportunities for women in rural areas. Low awareness of the project, difficulties in coordination with other state bodies.	Increase women's economic independence, improve access to financial resources and training. Expand women's access to entrepreneurship, improve financial literacy. Improve cooperation between the state, NGOs, and the private sector.	Medium, High, Medium	Support from local authorities, improving infrastructure for women. Attracting international partners, changing public opinion. Support for initiatives at all levels, creating a favorable legal framework.
Committee for Women and Family Affairs under the Government of the Republic of Tajikistan	Responsible for gender policy but limited in resources.	Lack of funding, weak regional structure.	Strengthen support for women, implement new programs to expand women's economic rights and opportunities.	High	Increase budget, staff training, political support. Attracting international partners, changing public opinion. Support for initiatives at all levels, creating a favorable legal framework.
Ministry of Finance of the Republic of Tajikistan	Budget deficit, financial management shortcomings.	Ministry faces accountability and management issues, insufficient analysts and public awareness specialists. Government budget funds should be allocated to cover expenses.	Fill the gap in the state budget through foreign grant investments to expand women's economic rights and opportunities.	Medium	Disclosure of budget project documents and analysis of financial performance documents.
Ministry of Labor, Migration, and	Develops employment programs but is	Low female employment,	Increase employment and entrepreneurship among	High	Training programs, quotas, subsidies, access

Employment of the Republic of Tajikistan	weakly oriented towards women.	especially in rural areas.	women.		to loans.
Ministry of Economic Development and Trade of the Republic of Tajikistan	Supports SMEs and private sector development. Source of information on regional and district development plans.	Women are underrepresented in entrepreneurship.	Increase the number of female entrepreneurs.	Medium	Simplifying access to SME programs, special support mechanisms.
Ministry of Education and Science of the Republic of Tajikistan	Implementation of educational programs for women, development of educational and scientific initiatives, cooperation with international partners.	Limited access to quality education for women, especially in remote areas. Lack of support for women's initiatives in science and research. Low level of integration of women into educational projects.	Train women in new professions, improve professional skills. Attract women to scientific research, increase their participation in the academic environment. Strengthen cooperation with international universities and educational institutions.	Medium, Medium, High	Development of specialized educational programs for women, improving access to education. Creating support programs for women in science and innovation. Opening scholarships and grants for women, increasing financial support for educational programs.
State Enterprise "Business Incubator of Tajikistan"	Experience in entrepreneurship formation and development; Partnership with development partners and NGOs	Women's economic participation remains constrained, largely due to inadequate access to financial resources, capacity-building programs and entrepreneurship training; Socio-cultural norms continue to limit women's economic opportunities			
National Social Insurance Fund of	Experience in implementing	Lack of tools to work with women from vulnerable	Effective implementation of gender-sensitive	Medium	Staff training, women's

Tajikistan (NSIFT)	development projects.	groups.	initiatives.		participation in planning.
Federation of Independent Trade Unions of Tajikistan	Represents the interests of workers.	Women are often unaware of labor rights.	Improve women's legal literacy.	Medium	Awareness campaigns.
Employers' Union of the Republic of Tajikistan	Links with the labor market and business.	Insufficient readiness of businesses to accept women in new roles.	Develop flexible employment forms, internships.	Medium	Work with businesses to eliminate gender barriers.
State Media and Social Networks	Shape public opinion.	Lack of positive images of economically active women.	Increase awareness, motivation among women.	Medium / High	Create content, promote success stories.
Local Authorities (Hukumat, Women's Affairs Departments)	Coordination at the local level.	Limited budget and authority.	Effective project implementation at the local level.	Medium	Allocation of powers, training, partnership.
Partner NGOs (especially women's)	Conduct training, consultations, trusted by the community.	Lack of outreach, resources, sometimes experience.	Effective engagement of women, especially vulnerable ones.	High	Support, regular funding, experience exchange.
Local Women (including unemployed, housewives, from vulnerable groups)	Primary target group, often limited in rights and opportunities.	Social barriers, financial dependence, stigma, low access to information.	Opportunity to start entrepreneurship, get a job, achieve independence.	High	Access to resources, training, mentoring, community support.
Young Women (including NEET - not in education, employment, or training)	Often economically inactive, especially in rural areas.	Lack of motivation, access to education, and the market.	Skill development and employment programs.	High	Educational and career programs, mobile training.
Migrant Women and Returnee	Experience difficulties with	Low skills, discrimination, lack of employment.	Support in adaptation and employment.	Medium / High	Reintegration programs, psychosocial support.

Migrants	reintegration.				
Female-headed Households	High vulnerability, dependence on external assistance.	Lack of resources, weak access to support.	Expand access to social and economic programs.	High	Gender-sensitive approach, priority in the project.
Religious and Local Leaders, Mahalla Councils	Play a significant role in community life.	In some cases, hinder women's participation.	Support for women's participation in the project.	Medium	Dialogue, working with leaders on women's rights issues.
Donors (World Bank, UNDP, EBRD, ADB, etc.)	Support gender and economic initiatives.	Need for coordination and sustainability of results.	Effective project goal implementation.	Medium	Transparency, regular reporting, sustainable models.
(Regional and Local Level)Group / Subgroup					
Office of the Chairman of the Region	Coordinates program implementation at the regional level.	Insufficient involvement in gender programs.	Support for the project at the regional government level.	Medium	Regular briefings, involvement in decision-making process.
Women's Affairs and Family Departments in Regions and Dushanbe	Implement gender initiatives but are resource-limited.	Lack of coordination with other structures.	Expansion of programs for women, especially rural ones.	High	Staff training, budget allocation, inter-agency cooperation.
Department of Women and Family Affairs of GBAO	Work under geographic remoteness and poverty conditions.	Lack of resources, logistical difficulties.	Access to project support and employment programs.	High	Adapting projects to local conditions, mobile services.
District Hukumat and Local Authorities	Oversee project implementation locally.	Bureaucratic barriers, lack of systematic support for women.	Support and implementation at the local level.	High	Simplifying procedures, political will, involvement.
Women's Affairs and Family Departments at the	Low personnel capacity, weak institutional role.	Insufficient coverage of women.	Expansion of influence, direct support for women.	Medium	Technical support, training, delegation of powers.

District Level					
Local Representatives of the SCISPM	Participate in project implementation.	Lack of coordination with women's initiatives.	Effective implementation of the gender components of the project.	Medium	Joint planning, reporting on gender results.
Facilitating NGOs (women's and local)	Work with women on the ground, conducting training.	Limited outreach and sustainability.	Involvement and support for women, especially in rural areas.	High	Funding, training, inclusion in planning.
NGOs and INGOs not involved in the project	Have potential but are not included in the implementation.	Lack of information about the project.	Opportunity to participate in the initiative.	Medium	Information sessions, grant competitions.
Community Councils / Mahalla Committees	Represent community interests.	Weak involvement of women in decision-making.	Support for women's initiatives, fair distribution of resources.	Medium	Gender education, consultation sessions.
Jamoat Committees on the Project	Work at the village level, interact with beneficiaries.	Lack of authority and motivation.	Participation in monitoring and supporting women.	Medium	Training, participation in the project cycle.
Local Religious and Traditional Leaders	Have influence on public opinion.	Possible cultural resistance to women's economic activity.	Support and legitimization of women's participation.	Medium / High	Dialogue, working through authoritative intermediaries.
Local Media (Radio, TV, Newspapers)	Limited resources and outreach.	Lack of positive content about women.	Promote the success of women and the project.	Medium	Support for the information campaign, content creation, training.
Youth and Women's Initiative Groups	Active but weakly institutionalized.	Lack of opportunities and support.	Development of leadership, participation in the project.	High	Mentorship, grants, involvement in planning.
Female-Headed Households	Often in vulnerable positions.	Economic instability, lack of resources.	Participation in training, access to finances.	High	Priority in programs, mobilization at the local level.

Youth (especially girls 15–30 years old)	Often lack access to opportunities.	Limited participation in the economy, traditional barriers.	Access to education, employment, and business programs.	High	Educational initiatives, mobile programs.
Women with Disabilities	Often excluded from economic life, services are physically and informationally inaccessible.	Barriers to access to training, transport, finances.	Participation in inclusive development programs.	High	Accessibility of facilities, inclusive training, adapted formats, personal support.

Table 7: Stakeholder Analysis. Vulnerable Groups of Women

Group / Subgroup	Current Situation	Raised Issues and Problems	Expectations from the Project	Risk Significance	Necessary Enabling Conditions
Women Subjected to Gender-Based Violence (GBV)	Often have no access to help, fear publicity, stigma.	Social isolation, fear, lack of protection mechanisms.	Access to legal, psychological, economic help, and rehabilitation.	High	Anonymous consultations, access to shelters, psychological support, legal aid, sensitive guidance.
Single Mothers	Bear the full responsibility for childcare and income.	Lack of support, limited opportunities for work.	Employment support, flexible work and learning options.	High	Flexible employment programs, access to childcare, financial and legal support.
Women with Disabilities	Often excluded from economic life, services are physically and informationally inaccessible.	Barriers to access to training, transport, finances.	Participation in inclusive development programs.	High	Accessibility of premises, inclusive training, adapted learning formats, personal support.
Older Women	Vulnerable to poverty, lack of income, social isolation.	No pensions, exclusion from economic activity.	Improved well-being, participation in community life.	Medium	Social support, involvement in "elder mentors" programs, micro-projects.

Women from Ethnic Minorities	Often face discrimination, language barriers.	Distrust of government structures, social isolation.	Access to training and services, considering cultural specifics.	High	Multilingual and culturally adapted materials, mediation through NGOs.
Women from Remote / Mountainous Areas	Isolated physically and informationally.	Lack of infrastructure, information, and services.	Inclusion in mobile or remote forms of support.	High	Mobile groups, online training, transport funding.
Women Living with HIV / Chronic Diseases	Often hide their diagnosis, avoid community involvement.	Discrimination, fear, lack of information.	Safe participation, rebuilding trust, support.	Medium	Anonymity, anti-discrimination policy, medical-social programs.
Women in Conflict with the Law / Former Prisoners	Strong stigma, refusal to employ.	Distrust from society, lack of rehabilitation.	Social and economic reintegration.	High	Resocialization programs, mentorship, working with employers.
Refugee or Internally Displaced Women	Have limited access to basic services and protection.	Documentary, legal barriers, isolation.	Obtaining legal status, inclusion in programs.	Medium / High	Legal assistance, inter-agency coordination, work with UNHCR and NGOs.
Women from the Poorest Households	Suffer from multidimensional poverty, depend on charity or husbands.	Lack of financial independence, skills, and access to capital.	Development of economic independence.	High	

8. BRIEF SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

January 2025, the World Bank, SCISPM and participating government organizations have been actively collaborating with subordinate organizations and departments related to the project. SCISPM has been working on identifying and preparing a list of priority activities to be included in the project, ensuring that these align with overall goals.

The list of priority activities has been carefully reviewed and adjusted through discussions to ensure relevance to project objectives and budget constraints. This ongoing process allows each activity to contribute effectively to the project's overarching goals, ensuring efficient use of resources.

8.1 Key stakeholder meetings and consultations during the project preparation

Details about the meetings and consultations are as presented below:

Table 8: Stakeholder Consultations

Place	Date	Partic/	Men	Women	Activities
Dushanbe (Shohmansur and Firdavsi)	05.12.2025	Representatives of Ministries, Agencies, regional authorities, the private sector, non-governmental organizations, educational institutions, entrepreneurs and households	26	49	Public consultation, introduction of the TWEENP and SEP, including GRM.
Shughnon	10.12.25	Representatives of local authorities, the private sector, non-governmental organizations, entrepreneurs and households	5	23	
Vanj	08.12.25		2	32	
Roshtqala	12.12.25		1	37	
Khujand	11.12.25	Representatives of regional authorities, the private sector, non-governmental organizations, educational institutions, entrepreneurs and households	13	49	
Khorog	12.12.25		7	49	
Bokhtar	11.12.25		7	95	
Roghun	08.12.25	Representatives of local authorities, the private sector, non-governmental organizations, and educational institutions	8	12	
Nurobod	09.12.25		20	5	
Tursunzoda	12.12.25		25	8	

8.2 Stakeholder Engagement Methods to be used

Methods of Stakeholder Engagement

For the successful implementation of the project and achieving the set goals, a comprehensive set of methods will be applied for engaging with various stakeholders (S), including women entrepreneurs, micro-, small, and medium enterprises, financial institutions, mentors, as well as government and civil society organizations. The main methods of engagement include:

Information and Communication Activities

- Announcements and information campaigns — To attract the attention of potential beneficiaries to opportunities for project participation, grant competitions, training, and mentoring.
- Publication of project reports and news via websites, social media, and local media to ensure transparency and keep all participants informed.
- Familiarization trips and seminars for experience exchange and dissemination of best practices among participants and interested organizations.

Training and Capacity Building

- Conducting training on business skills, financial literacy, and entrepreneurship, considering local conditions and the needs of target groups.
- Organizing group and individual consultations aimed at developing business plans and adapting projects to grant program requirements.
- Implementing mentoring and coaching programs for 12 months after grants are provided, to support the sustainable development of businesses.

Consultations and Involvement in Decision-Making Processes

- Regular meetings and working groups with representatives of target groups, mentors, and partners to discuss project progress, identify issues, and find solutions.
- Implementing a feedback mechanism that allows beneficiaries and other stakeholders to express suggestions and comments on the project's implementation.
- Conducting competitive selection for grants with the participation of independent experts and representatives of local communities to ensure transparency and fairness.

Coordination with Partners and Support Institutions

- Collaboration with microfinance organizations, banking partners, and government programs for entrepreneurial support to expand beneficiaries' access to financial resources.
- Cooperation with organizations working with vulnerable groups (e.g., those affected by gender-based violence, female-headed households) to prioritize and provide targeted support.
- Ensuring connections between MSMEs and smaller suppliers, which fosters the development of sustainable business networks.

Monitoring and Evaluation of Engagement

- Regular monitoring of the effectiveness of engagement with stakeholders through surveys, interviews, and collecting feedback.

- Using monitoring data to adjust communication and organizational methods, improving engagement and participant satisfaction.
- Informing stakeholders about the monitoring results and interim project outcomes through reports and presentations.

These methods will ensure effective communication, support stakeholder involvement, and facilitate the successful achievement of the project's goals.

Mass/social media communication

To effectively inform and engage stakeholders within the framework of the project, active communication through mass media and social networks will be utilized. Particular attention will be given to the use of popular digital platforms such as Facebook and the WhatsApp messenger, which are widely used among the populations of the communities covered by the project.

Main communication approaches and tools:

- **Social Media Expert** — A specialist from the Public Relations Department of SCISPM or an external consultant will be engaged in the project for a period of six months to one year. Their responsibilities will include creating and regularly updating content on the project's dedicated page as well as the official SCISPM Facebook page, and ensuring two-way communication with the audience.
- **Target audience and outreach** — Given the high level of social media usage across various age groups and social strata in the target communities, these channels will serve as the primary tool for disseminating up-to-date information about project activities, results, opportunities for participation, and news.
- **Interactive engagement** — In addition to posting informational materials, social media platforms and messengers (in particular WhatsApp) will be used to organize campaigns, collect feedback, provide consultations, and promptly respond to requests and suggestions from beneficiaries and other stakeholders.
- **Communication frequency and quality** — The expert will ensure regular updates of information tailored to the needs and interests of the audience, which will enhance engagement and transparency in project implementation.

Thus, the use of modern digital communication platforms will become an important tool for strengthening connections between project participants, supporting their awareness, and motivating them to actively participate in project activities.

Communication materials

To ensure transparency and broad public awareness of the project's implementation, a comprehensive package of informational materials will be developed and distributed. This will include brochures, leaflets, posters, and other printed media. These materials will be tailored to specific target audiences and disseminated both in traditional print format and in digital form to achieve maximum outreach.

The SCISPM will regularly update the official project website at least once per quarter, publishing key information on project progress, including reports on environmental and social activities. All materials and reports will be made available in English and Tajik, ensuring accessibility for a wide audience.

The website will also include detailed information on the project's grievance redress mechanism, enabling effective dialogue with the public and timely responses to emerging questions and concerns.

Grievance redress mechanism

In accordance with the requirements of the World Bank's Environmental and Social Standards (ESS10), a dedicated Grievance Redress Mechanism (GRM) will be established within the project to ensure timely and transparent responses to questions, complaints, and suggestions from stakeholders.

Main components of the mechanism:

- **Informational materials**

To raise awareness among local communities about the grievance submission procedures, brochures, posters, and other printed materials will be developed and distributed in the communities participating in the project.

- **Infrastructure for submitting grievances**

In each city and village covered by the project, special suggestion and complaint boxes will be installed to ensure anonymity and convenience in submitting grievances.

- **Electronic registration and tracking system**

An information system/database will be created to register, monitor, and effectively manage the grievance redress process within the project. This will ensure transparency and proper tracking of all submitted complaints.

- **Training and capacity building**

Municipal-level grievance redress committees will undergo specialized training in international standards and best practices for grievance handling—from initial receipt to case closure. Similar training sessions will also be conducted for GKIUGI RT staff and project contractors.

- **Website information**

The official GKIUGI RT website will provide detailed and user-friendly information about the grievance submission process, including options for online submission. The structure of the grievance committees, procedures, and processing timelines will be clearly outlined.

This mechanism will enable timely identification and resolution of issues, enhance stakeholder trust, and support successful project implementation in line with principles of accountability and transparency.

Information Desks

To ensure continuous and timely communication with the local population, information centers will be established in each project district. These centers will serve as key access points for up-to-date information on project implementation, including data on project beneficiaries, stakeholder engagement activities, and contact information for the Project Function (PF).

Key features of the information centers:

- **Location**

The information centers will be organized by the PF either in their offices or in other convenient and easily accessible locations that promote regular contact with local residents and other stakeholders.

- **Functions and services**

At the centers, residents will be able to obtain current information about the project's progress, ask questions, and exchange information with PF representatives and other participants in the process. This will create the conditions for more transparent and constructive dialogue.

- **Informational materials**
Each center will provide printed materials — brochures, leaflets, and posters — focused on the social and environmental aspects of the project. This will help raise public awareness of the importance and impact of project activities.

Thus, the information centers will become an important tool for enhancing stakeholder engagement, building trust, and ensuring two-way communication throughout the project implementation process.

Citizen/PAP perception survey

To assess the attitudes of the local population and other stakeholders (Project-Affected People - PAPs) toward the project, as well as to gather feedback and experiences related to project activities, two public opinion surveys are planned to be conducted during the project implementation period:

- The first survey will be conducted approximately halfway through the implementation phase. Its goal will be to identify current public sentiment, assess perceptions of the project, and detect any potential issues or concerns to enable timely adjustments to project activities.
- The second survey will take place at the end of the project implementation period. It will provide final feedback, assess the effectiveness of stakeholder engagement, and measure overall satisfaction among participants and the broader community.

These surveys will ensure regular inclusion of stakeholder opinions in the project implementation process, contributing to increased transparency, adaptability, and effectiveness of engagement efforts.

Trainings, workshops

To strengthen the qualifications of GKIUGI RT staff, beneficiaries, and, where necessary, representatives of governmental and non-governmental organizations involved in the project, a series of training activities will be organized.

The trainings and workshops will cover a wide range of social and environmental topics, with particular focus on:

- Raising public awareness of gender-based violence risks;
- Ensuring compliance with social and environmental responsibility standards;
- Enhancing the effectiveness of stakeholder engagement and management of potential social risks;
- Promoting climate change adaptation and mitigation measures.

These capacity-building activities are aimed at improving the professional skills of project participants, ensuring adherence to international standards, and fostering a supportive environment for the successful implementation of project activities.

8.3 Information disclosure

To ensure transparency and provide stakeholders with access to project information, SCISPM uses its official website (www.https://investcom.tj/), where project documentation is published, including materials related to environmental protection and social aspects, available in Tajik and English.

Within this project, a dedicated web page will be created to focus on project implementation, where all environmental and social monitoring reports referenced in previous sections will be posted. Additionally, up-to-date news on construction progress and updates on social and environmental issues will be regularly published on the main page of the SCISPM website.

To facilitate understanding of technical and specialized information, the website will feature a glossary explaining key terminology used in the environmental and social reports and project documents. The full range of informational materials, including brochures and leaflets, will also be available for download in electronic format.

The website will provide a detailed description of the Grievance Redress Mechanism (GRM), including the option to submit complaints electronically. Contact details for public relations staff and municipal-level representatives will also be published, ensuring accessible communication channels for all stakeholders.

SCISPM commits to maintaining the website in working order and updating the posted information at least once per quarter, thus guaranteeing timely and continuous access to up-to-date project data.

The project will also build upon the experience of the World Bank’s E-GATE program, which promotes digital inclusion by supporting women in business through the adoption of e-commerce and the creation of employment opportunities for women in platform management. This aligns with the CPF goals of private sector growth, market creation, and human capital development.

8.4 Community Meetings for SEP preparation

The table below summarizes the location, date and attendance of these community meetings (disaggregated by gender), as well as the key issues that were raised as part of the discussions (see also the attendance sheet included in Annex 2).

It should be noted that SCISPM plans to hold public consultations on from December 5, 2025. After the public consultation, information will be added to this table 6.

Stakeholder group/sub-group	Level	Number of meetings	Number of participants	Including women	Date of conducting	Key issues raised
Representatives of Ministries, Agencies, regional authorities, the private sector, non-governmental organizations, educational institutions, entrepreneurs and households	National and Regional (DRS, Khatlon, Sughd, GBAO)	4	295	242	05.12.25-12.12.25	Participants raised questions related to eligibility of women entrepreneurs, application and selection procedures, grant financing conditions, use of funds, engagement of stakeholders in selection and evaluations, and

Representatives of local authorities, the private sector, NGOs, educational institutions, entrepreneurs and households	Local (Vanj, Roshtqala, Shughnon, Nurobod, Rokghun, Tursunzoda)	6	178	117	08.12.12-12.12.25	Participants raised questions related to eligibility of women entrepreneurs, application and selection procedures, grant financing conditions, use of funds, monitoring and reporting requirements, and project implementation timelines
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8.5 Lessons learned in engaging communities / stakeholders from previous projects

Grant Distribution – Transparent Distribution of Project Benefits

The design is based on extensive World Bank experience in GRM (Grievance Redress Mechanism) projects. It includes, for example, evidence that establishing fair and transparent resource allocation methods with effective communication at an early stage of community mobilization is highly important.

Instability, Conflicts, and Violence (ICV) within the Project:

- Current situation: Instability in some regions of the country, along with localized conflicts and violence—including violence against women—may limit women’s access to educational and economic opportunities and create barriers to their full participation in socio-economic processes.
- Raised issues and challenges:
 - Violence against women: *Problems related to domestic violence, social isolation, and discrimination negatively impact women’s participation in the project.*
 - Lack of security: *Unstable regions may restrict women’s freedom of movement, especially regarding participation in training and professional development.*
 - Conflicts and trauma: *Women who have experienced violence or conflicts may suffer long-term psychological and physical effects, reducing their economic activity and capacity to work.*
- Project expectations:
 - Reduce levels of violence against women and increase their safety, enabling full participation in economic processes.
 - Create enabling conditions for women in conflict or unstable zones, including access to education, resources, and support.
 - Promote social integration of women affected by violence or conflicts through psychosocial support and rehabilitation programs.
- Significance of risks:
 - *High risk that ongoing instability and violence could reduce project effectiveness by limiting women’s access to economic opportunities and education.*

- *Social perception and resilience of local communities to changes brought by the project may be jeopardized under conflict conditions.*
- Necessary enabling conditions:
 - *Improve security and protect women's rights by creating safe spaces for women's participation in the project.*
 - *Collaborate with human rights organizations, local authorities, and international partners to establish a stable legal and social environment for women.*
 - *Ensure access for women, especially in unstable regions, to necessary resources, training, and support to overcome the effects of violence and conflict.*

Thus, it is crucial to consider instability, conflicts, and violence (ICV) as a significant factor that can considerably affect the project's success and requires developing strategies to minimize risks and create safe conditions for women.

Joint capacity building and division of roles between local government units and community organizations. Lessons learned also highlight the necessity of engaging communities simultaneously with capacity building in collaborative approaches within local governance. This experience particularly includes strengthening the capacity of local institutions to promote citizen participation and voice, improve local investment governance, and enhance accountability.

Recent analyses and assessments emphasize the risk of creating parallel community structures through GRM projects at the expense of developing sustainable local governance capacity, as well as the importance of integrating GRM as part of broader governance reforms and public service delivery.

In contexts of high risk or instability, conflict, and violence (ICV), experience indicates the need to combine community and local government bodies with adequate capacity building and empowerment to implement effective and sustainable GRM activities.

Ensuring capacity in the field – effective facilitation that empowers community actors. Lessons from decades of Community-Driven Development (CDD) project implementation point towards the importance of skilled facilitators supporting communities, building their capacity to perform prescribed roles, and ensuring inclusion of those groups that are normally marginalized from public affairs. Moreover, lessons indicate that the process of training and managing community facilitators, and the intensity of their support to communities, are critical ingredients in effective performance of facilitators. Throughout preparation, the project has explored potential avenues for engaging stakeholders with track records in working with communities. The project will ensure there are sufficient facilitators with the time to support processes that empower communities and are inclusive of all, including women and other vulnerable groups, and that these facilitators are well trained and provided with sufficient technical and management support. Specific activities that bring youth to the forefront of these processes will ensure they are centrally positioned and not marginalized.

Reducing the vulnerability of young men and women to marginal violence risks requires a combination of soft skills and livelihoods support. Analytical work undertaken by the World Bank on the drivers of radicalization among Tajik's youth identified the following contributing factors: (i) the presence of a large cohort of young men with limited socio-economic opportunities and a lack of critical thinking skills; and (ii) an increasing number of Tajik migrants who have been deported and/or are banned from (re-)entering Russia, leaving them without livelihood options and, frequently,

with difficulty in repaying debts^{7.6}. Efforts to address these risks would need to both provide soft skills training and livelihoods support.

8.6 Summary of project stakeholder needs and methods, tools and techniques for SEP.

In order to meet best practice approaches, the project will apply the following principles for stakeholder engagement:

- Openness and life-cycle approach: public consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation;
- Informed participation and feedback: information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analyzing and addressing comments and concerns;
- Inclusiveness and sensitivity: stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders at all times encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, including women, youth, elderly persons with disabilities, displaced persons, those with underlying health issues, and other disadvantaged groups.

Table 7: SEP Summary Table

Stakeholder Group	Planned Disclosure and Engagement	Key Messages	Proposed Methods	Timing and Frequency	Responsibilities
Project Preparation Phase					
Government organizations (ministries, committees, agencies and their territorial offices)	- Project design and framework documents (ESMF, SEP, LMP, ESAP); - Inclusion of gender aspects and vulnerable groups	Project impacts and benefits, gender priorities, coordination mechanisms	<ul style="list-style-type: none"> • In-person meetings • Online meetings • Email correspondence 	By end of October 2025 Multiple meetings as needed	GKUIUGI RT (State Committee for Investment and State Property Management of RT) Project coordination body
Project districts (regional/district hokimiyats, committees on women and family affairs, mahalla committees)	- Disclosure and consultations with local authorities; - Collecting proposals and local gender priorities	Project impact and benefits for women, local support measures, role of authorities	<ul style="list-style-type: none"> • Public meetings • Information sessions • Meetings with women representatives 	One round of meetings in each district before project implementation	Regional facilitators, local NGOs
Women and girls (including vulnerable groups)	- Discussion of needs, risks, and expectations; - Presentation of participation opportunities	Opportunities for professional development, grants, training, access to protection services	<ul style="list-style-type: none"> • Focus groups • Home visits (for vulnerable) • Printed materials • Radio and social media in Tajik and Uzbek 	One round before project launch; Then during implementation phases	Local NGOs, project facilitators
Vulnerable groups of women (GBV victims, elderly women, women with disabilities, etc.)	- Individual consultations; - Information on access to assistance, training, and financing	Protection measures, recovery, inclusive participation in economic life	<ul style="list-style-type: none"> • Personal sessions • Work through NGOs • Leaflets in clinics, schools, mosques • Mobile groups 	Ongoing, with intensity in first 3 months	Women's NGOs, project social workers
NGOs and civil society organizations	- Engagement in monitoring and	Cooperation, contribution to	<ul style="list-style-type: none"> • Online meetings • Inclusion in working 	Until document approval; then	Project coordinators and

working on gender and women's rights	consultations; - Development of support programs	program development, participation in implementation	groups • Correspondence	as needed	local authorities
Project Implementation Phase (including infrastructure and training components)					
All stakeholders	Project status updates, progress, events	Project successes and challenges, GRM mechanisms, engagement	• Online reports • Public events • Info stands, social media	Quarterly	GKUIUGI RT, local partners
Women beneficiaries (including NOTP – not in training or employment)	Notifications about calls, competitions, trainings, grants	Participation conditions, support, equal rights	• Social media • Radio announcements / mahalla announcements • Direct work by facilitators	Monthly	Local facilitators, committees on women's affairs
Vulnerable groups of women	Updates on support measures, access to individual accompaniment	Continued assistance, rights realization, safe space	• Work through NGOs • Mobile sessions • Individual meetings	Ongoing, with regular monitoring	Social workers, NGO partners, GRM
Employers, local business, traders	Engagement in internships and employment of women	Opportunity to hire trained women, participation in local economic growth	• Meetings with businesses • Business forums • Brochures	Quarterly	Regional project coordinators
Media and bloggers	Coverage of women's and project successes	Gender equality, positive stories, participation opportunities	• Press tours • Media partnerships • Social media content	As key events occur	Communications coordinator
Operation Phase					
Operational agencies and local services (e.g., Employment Centers, Social	Continued implementation of economic measures after project	Integration of project initiatives into government programs	• Training sessions • Working meetings	Every 6 months	GKUIUGI RT, employment authorities

Protection)					
Women – project graduates	Monitoring results, feedback	Opportunities for further development, mentorship, promotion of initiatives	<ul style="list-style-type: none"> • Individual interviews • Alumni groups • Online surveys 	—	

9. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING SEP

9.1 Implementation Arrangements and Resources

The PIG will serve with primary responsibility for coordinating and overseeing the project's implementation. PIG will be responsible for the overall implementation and coordination of the project SEP.

Tasks would include:

- Ensure that SEP is updated on a regular basis, as when appropriate;
- Planning, implementing and conducting day-to-day ongoing management of stakeholder engagement, including grievances;
- On-going maintenance of records of formal and informal stakeholder engagement activities;
- Organization, logistical arrangements and attendance at stakeholder meetings;
- Preparation of information for dissemination to stakeholders in accessible formats;
- Ensure that the Grievance Mechanism is implemented.

SCISPMRT will be responsible for stakeholder engagement throughout the life of the Project and mobilize

(i) a Project specific area on the SCISPM RT website; (ii) an electronic grievance database; (iii) a stakeholder engagement register; (iv) printed documents (manuals, brochures, posters, etc.) that will be used, based on the needs of the SEP.

9.2 Roles and Responsibilities

Public Engagement Core Group

The Public Engagement Core Group will play a key role in ensuring effective stakeholder engagement throughout the project. The composition of the group includes:

- National level:
 - 4 staff from the SCISPM RT, including representatives from the following departments:
 - Main Department on Investment
 - Department for the Entrepreneurship Support Department for the Promotion of the Permitting System and Monitoring of Inspections State Enterprise “Business Incubator of Tajikistan”
- Local level:
 - 4 SCISPM RT staff from the Gorno-Badakhshan Autonomous Region (GBAO), Regions of Republican Subordination (RRS), and Dushanbe.
 - 3 representatives from partner-supporting non-governmental organizations (NGOs).

In total, the group consists of 11 individuals with sufficient communication and public relations skills to coordinate and implement the various activities outlined in the Stakeholder Engagement Plan (SEP).

Responsibilities:

1. Coordination and Management of Stakeholder Engagement:

- Organizing and conducting meetings, consultations, and workshops to gather stakeholder feedback.
- Ensuring regular updates to stakeholders on project progress, emerging issues, and any relevant updates.
- Keeping a detailed log of all engagement activities, consultations, and responses to stakeholder concerns.

2. Collaboration with Key Stakeholders:

- Close coordination with other national and local government departments/agencies.
- Engagement with SCISPM RT departments and regional branches.
- Cooperation with contractors and subcontractors.
- Interaction with affected municipalities and project communities.

Social Development Specialist:

SCISPM RT will hire a Social Development Specialist, responsible for ensuring effective communication between the project team and stakeholders. The specialist's responsibilities include:

- Ensuring stakeholders are regularly informed about project progress, issues, and updates.
- Organizing meetings, consultations, and workshops to gather feedback.
- Maintaining a detailed record of all engagement activities, consultations, and responses to stakeholder concerns.

Coordination and Collaboration:

The Public Engagement Group will coordinate closely with the following key stakeholders:

- Other national and local government departments/agencies.
- SCISPM RT departments and regional offices.
- Contractors and subcontractors.
- Affected municipalities and project communities.

Engagement Methods:

To ensure effective stakeholder engagement, the following methods will be used:

- **Public meetings:** Organizing meetings with local communities to discuss project progress and gather feedback.
- **Consultations and workshops:** Holding events to share information and receive feedback.
- **Regular updates:** Providing stakeholders with current information on project progress and challenges.
- **Logging activities:** Keeping records of all engagement events and responses to stakeholder concerns.

These methods will help ensure transparency, inclusiveness, and effective project management in high-risk contexts, such as instability, conflict, and violence.

Table 8. Responsibilities of Key Stakeholders in the Implementation of the Stakeholder Engagement Plan (SEP)

Stakeholder / Project Participant	Responsibilities
State Committee on Investment and State Property Management of the Republic of Tajikistan (SCISPM RT)	<ul style="list-style-type: none"> • Planning, coordination, and implementation of the SEP; • Engagement with key stakeholders, including women’s and local organizations; • Handling and resolution of grievances, including gender-related issues; • Oversight of contractors and consultants in fulfilling social commitments, including women’s equal participation; • Preparing monitoring reports on SEP implementation and social-environmental activities for the World Bank and other partners.
Committee on Women and Family Affairs under the President of the Republic of Tajikistan	<ul style="list-style-type: none"> • Supporting gender integration at all project stages; • Participating in the development and monitoring of women’s empowerment measures; • Ensuring women's needs are taken into account during project implementation; • Conducting outreach and awareness-raising among women affected by the project.
SE “Business Incubator of Tajikistan	<ul style="list-style-type: none"> • Providing technical support in the development of the SEP, ESMF, LMP, and other documents; • Facilitating coordination among local stakeholders.
Project Implementation Support Organizations	<ul style="list-style-type: none"> • Monitoring contractor activities, including compliance with gender aspects; • Managing engagement with local communities, especially women, during construction; • Assisting in the organization of public consultations.
NGOs / Contractors / Subcontractors	<ul style="list-style-type: none"> • Informing SCISPM RT about stakeholder engagement activities; • Participating in grievance resolution, including those from women and vulnerable groups; • Preparing and implementing plans on environmental protection, occupational safety, gender equality, and social inclusion; • Informing communities, including women, on project progress, potential risks, and mitigation measures; • Ensuring inclusive access to project information.
Government Agencies	<ul style="list-style-type: none"> • Ensuring project compliance with national legislation, including women's rights; • Participating in SEP-related activities, including gender components; • Supporting land acquisition processes and engagement with affected women; • Ensuring transparency of impact assessments and monitoring results.
Local Authorities (District Level)	<ul style="list-style-type: none"> • Forwarding grievances from local populations, especially from women and vulnerable groups, to SCISPM RT contact persons; • Participating in the local Grievance Redress Committee; • Ensuring public access to project-related documents, including the SEP and

Stakeholder / Project Participant	Responsibilities
	ESIA.
Project-Affected People (including women and vulnerable groups)	<ul style="list-style-type: none"> • Participating in meetings organized by the project; • Submitting grievances through the Grievance Redress Mechanism (GRM), including those related to gender inequality or discrimination; • Contributing to the identification and implementation of mitigation measures; • Receiving timely information on project progress.
Other Project Developers	<ul style="list-style-type: none"> • Coordinating with SCISPM RT on cumulative impact assessments; • Sharing documentation and coordinating efforts to manage social and environmental risks, including gender aspects.

The proposed estimated budget for SEP implementation is presented in the Table 9 below.

Table 9. Stakeholder Engagement Budget Plan (2025-2029) (this information will be change0

Stakeholder Engagement Activities	Q-ty	Unit Cost, USD	Years	Total cost (USD)
Communication materials (leaflets, posters, PR kits including design)	10	500	2	10000
Information Desk (SCISPM RT-1., regional 7 project areas and 3 SEBIT branches)	11	500	3	16500
GRM and communication online platform	1	1000	3	3000
Total				29500

10. GRIEVANCE REDRESS MECHANISM

A Grievance Redress Mechanism (GRM) is a set of arrangements that enable local communities, employees, out-growers, and other affected stakeholders to raise grievances with the investor and seek redress when they perceive a negative impact arising from the investor's activities. It is a key way to mitigate, manage, and resolve potential or realized negative impacts, as well as fulfill obligations under international human rights law and contribute to positive relations with communities and employees.

The main objective of a GRM is to assist in resolving complaints and grievances in a timely, effective and efficient manner that satisfies all parties involved. Specifically, it provides a transparent and credible process for fair, effective and lasting outcomes. It also builds trust and cooperation as an integral component of broader community consultation that facilitates corrective actions. Specifically, the GRM:

- Provides affected people and other stakeholders with avenues for providing feedback or making a complaint or resolving any dispute that may arise during the course of the implementation of projects;
- Ensure that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants; and
- Avoids the need to resort to judicial proceedings.

GRM is a system that allows not only grievances, but also queries, suggestions, positive feedback, and concerns of project-affected parties related to the environmental and social performance of a project to be submitted and responded to in a timely manner.

10.1 Description of Project Grievance Mechanism

The establishment of a grievance mechanism involves the setting-up of a grievance registry and informing all the stakeholders on the existence of the mechanism (for example, during induction training, through notifications on notice boards or similar communication channels).

An effective mechanism should be independent and objective. The mechanism should include informing the stakeholders of the steps that will be undertaken upon receiving the grievance and having clear deadlines. It is necessary to consider the deadline prescribed under law on labor, in order to achieve compliance with national legislation.

The grievance mechanism will include:

- A procedure to receive grievances such as comment/complaint form, suggestion boxes, email, a telephone hotline;
- Stipulated timeframes to respond to grievances;
- Register to record and track the timely resolution of grievances;
- Responsible department to receive, record and track resolution of grievances.

The grievance mechanism will be described during participatory meetings, announced through the project website, published in local newspapers and at the information boards installed at the project sites and distributed through project information leaflets and brochures. The mechanism will be based on the following principles:

- The process will be transparent and allow affected people to express their concerns and file grievances.
- There will be no discrimination against those who express grievances, and any grievances will be treated confidentially.
- Anonymous grievances will be treated equally as other grievances, whose origin is known.
- Management will treat grievances seriously and take timely and appropriate action in response. Information about the existence of the grievance mechanism will be readily available to all project affected persons through notice boards, the presence of “suggestion/complaint boxes”, and other means as needed.

The grievance mechanism should not interfere with access to other judicial or administrative legal remedies that could be accessible in compliance with the law or through existing arbitration proceedings or replace grievance mechanisms that are envisaged under collective agreements.

The overall process for the GM will be comprised of six steps, as described below.

Step 1: Uptake. Project stakeholders will be able to provide feedback and report complaints through several channels: contacting PIU by mail, telephone, email, social media, SMS and messengers. Available grievance channels are provided in the below table 10.

Table 10. Project GRM Channels

GRM Channels	Contact Details
Name of the Responsible Person	General Unit
Postal Address (for mail)	Rudaki Ave. 40, Dushanbe
Phone Number (fax)	+992 (37) 221-57-29; Fax: +992 (37) 221-57-29
Website	https://investcom.tj/
E-mail	info@investcom.tj

GRM Channels	Contact Details
Name of the Responsible Person	Firdavs Nabizoda
Postal Address (for mail)	21 Tehron st., Dushanbe, Tajikistan
Phone Number (fax)	+992 940000472
Website	https://bizincubator.tj/en/home/
E-mail	office@bizincubator.tj

Step 2: Sorting and processing. Complaints and feedback will be compiled by the Social Development Specialist at PIU and recorded in a register. They are expected to discuss/ deliberate with the complainant and arrive at a resolution, within 14 days of receipt. The log will be kept electronically (on an Excel table). The form of the log is given in the Table 11.

Table 11. Sample Log for recording grievances on Excel table

ID number of complaint	Date of receiving of complaint	Name and contact details of applicant	Gender (F/M)	Brief description of complaint	Responsible person	Progress on solving the complaint	Date of closing the complaint	Notes
1								
2								
3								

Step 3: Acknowledgement and follow-up. Within seven days of the date a complaint is submitted, the responsible person/ agency will communicate with the complainant and provide information on the likely course of action and the anticipated timeframe for resolution of the complaint. If complaints are not resolved within 14 days, the person responsible will provide an update about the status of the complaint/question to the complainant and again provide an estimate of how long it will take to resolve the issue.

Step 4: Verification, investigation and action. This step involves gathering information about the grievance to determine the facts surrounding the issue and verifying the complaint's validity, and then developing a proposed resolution, which could include changes of decisions concerning eligibility for mitigation, assistance, changes in the program itself, other actions, or no actions. Depending on the nature of the complaint, the process can include site visits, document reviews, a meeting with the complainant (if known and willing to engage), and meetings with others (both those associated with the project and outside) who may have knowledge or can otherwise help resolve the issue. It is expected that many or more grievances will be resolved at this stage. All activities taken during this and the other steps will be fully documented, and any resolution logged in the register.

Step 5: Monitoring and evaluation. Monitoring refers to the process of tracking grievances and assessing the progress that has been toward resolution. The PIU will be responsible for consolidating, monitoring, and reporting on complaints, enquiries and other feedback that have been received, resolved, or pending. This will be accomplished by maintaining the grievance register and records of all steps taken to resolve grievances or otherwise respond to feedback and questions.

Step 6: Providing Feedback. This step involves informing those to submit complaints, feedback, and questions about how issues were resolved, or providing answers to questions. Whenever possible, complainants should be informed of the proposed resolution in person (communicating by telephone or other means).

If the complainant is not satisfied with the resolution, he or she can approach the national system described above Section 7.4. He or she will also be informed of the World Bank's grievance mechanism, as described below Section 7.5. The PIU will report to National One Health Coordination Centre on grievances resolved since the previous report and on grievances that remain unresolved, with an explanation as to steps to be taken to resolve grievances that have not been resolved within 14 days. Data on grievances and/or original grievance logs will be made available to World Bank missions on request, and summaries of grievances and resolutions will be included in periodic reports to the World Bank.

10.2 Handling of sensitive grievances

Considering the standards regarding the prevention of sexual exploitation and abuse/sexual harassment (SEA/SH), which, in accordance with the requirements of the World Bank, must be observed in all projects financed by the World Bank, these standards will be observed, and responsibilities take action to raise awareness on the prevention and suppression of SEA/SH. At all stages of the project implementation, all project staff and contractors will be informed about the understanding of the principles of control and prevention of risks of SEA/SH.

All contractors will be required in the contract to commit against the use of child and forced labor, introduce mitigation measures against SEA/SH, and PIUs staff in charge of contractor supervision will monitor and report the absence of forced labor and cases of SEA/SH. All personal data and complaints received by the GM will be treated in a confidential manner, unless the complainant consents to the disclosure of their personal information.

10.3 GRM Responsibilities

The PIU has the main responsibility for the implementation of the GRM. The GRM Team within the PIU consists of the Environmental Safeguard Specialist, Social Development Specialist and the Project Coordinator, and related day-to-day tasks rest specifically with the Social Development Specialist.

At the Contractor’s side the Grievance Mechanism implementation team shall be comprised of the HSE Managers from Contractor, who will be also acting as community liaison officer (CLO) as per need. Clear lines of responsibility and accountability will be established within the implementation team. Main responsibilities on GRM are presented in table 12 below.

It is important that all members of the team are adequately trained in stakeholder engagement. It is important that the CLO be a local person, who is fluent in Tajik and familiar with the local customs.

Table 12. Responsibilities for Grievance Redress Mechanism (GRM) Management under the Women’s Economic Empowerment Project

Entity	GRM Responsibilities
State Committee on Investment and State Property Management of the Republic of Tajikistan (SCISPM RT)	<ul style="list-style-type: none"> • Acts as the main body responsible for implementation and coordination of the GRM; • Integrates the GRM into the project management system with gender sensitivity; • Manages the process of receiving, reviewing, and resolving complaints, including those from women related to discrimination, violence, or unequal access; • Ensures the operation and accessibility of the project’s information center, including GRM materials for women; • Prepares statistical reports on complaints, disaggregated by gender; • Develops and implements recommendations to improve GRM effectiveness, including enhancing protection for women and vulnerable groups; • Monitors the quality and transparency of the grievance submission process.
Committee on Women and Family Affairs under the President of the Republic of Tajikistan (CWFAPRT)	<ul style="list-style-type: none"> • Participates in the analysis of complaints, particularly those involving women’s rights violations and cases of Gender-Based Violence (GBV), Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH); • Provides recommendations to improve GRM from a women’s protection perspective; • Supports awareness-raising among women on their right to submit complaints.
Contractors	<ul style="list-style-type: none"> • Implement and comply with GRM procedures at construction sites, including addressing gender and vulnerability issues (GBV/SEA/SH); • Report regularly on complaints, including gender-related cases; • Appoint a Community Liaison Officer (CLO) trained to handle complaints from women and vulnerable groups; • Provide the CLO with necessary resources and training, particularly on GBV/SEA/SH issues;

Entity	GRM Responsibilities
	<ul style="list-style-type: none"> • Maintain a Complaint Log Book with categorization by gender and nature of the complaint; • Analyze and forward complaints to the appropriate committees or authorities; • Hold periodic GRM committee meetings; • Provide feedback to complainants, ensuring confidentiality and safety for women; • Establish and maintain safe grievance submission points, including anonymous channels.
Contractor’s Community Liaison Officer (CLO)	<ul style="list-style-type: none"> • Raise awareness among women about the GRM through brochures, meetings, and individual consultations; • Provide confidential assistance to women in submitting complaints, including help with form completion; • Record complaints in the Complaint Register and forward them to the Environmental and Social Safeguards Manager; • Support complaint investigations and interact with women complainants in a safe and respectful manner; • Ensure grievance findings are used to prevent future violations.
World Bank (WB)	<ul style="list-style-type: none"> • Monitor compliance with international GRM standards, including gender sensitivity and prevention of GBV/SEA/SH; • Conduct audits and reviews of grievance management processes; • Support the development of an effective and inclusive grievance redress system.

10.4 Tajikistan National Grievance System

According to the Law on Appeals of Individuals and Legal Entities (from July 23, 2016) contains legal provisions on established information channels for citizens to file their complaints, requests and grievances. Article 14 of the Law sets the timeframes for handling grievances, which is 15 days from the date of receipt that do not require additional study and research, and 30 days for the appeals that need additional study. Additionally, citizens can apply to regional and district municipal authorities and territorial branches of participating state ministries and committees.

Each of the participating state organizations has its own publicly available channels for submitting appeals and grievance:

- State Committee for Investment and State Property Management – <https://investcom.tj/contacts.html>
- State Enterprise “Business Incubator of Tajikistan” - <https://bizincubator.tj/en/contacts/>
- Committee on Women and Family Affairs under the President of the Republic of Tajikistan (CWFAPRT) - <https://comwom.tj/contacts>

10.5 World Bank Grievance Redress System

Communities and individuals who believe that they are adversely affected by a project supported by the World Bank may also make complaints directly to the Bank through the Bank’s Grievance Redress Service (GRS) (<http://projects-beta.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>). A complaint may be submitted in English, Tajik or Russian,

although additional processing time will be needed for complaints that are not in English. A complaint can be submitted to the Bank GRS through the following channels:

- By email: grievances@worldbank.org
- By fax: +1.202.614.7313
- By mail: The World Bank, Grievance Redress Service, MSN MC10-1018, 1818 H Street, Northwest, Washington, DC 20433, USA.
- To the World Bank office in Tajikistan, Address: 48 Ayni Street, Business Center "Sozidanie", 3rd floor, Dushanbe, Tajikistan, Phone: +992 48 701-5800, E-mail: tajikistan@worldbank.org.

The complaint must clearly state the adverse impact(s) allegedly caused or likely to be caused by the Bank-supported project. This should be supported by available documentation and correspondence to the extent possible. The complainant may also indicate the desired outcome of the complaint. Finally, the complaint should identify the complainant(s) or assigned representative/s and provide contact details. Complaints submitted via the GRS are promptly reviewed to allow quick attention to project-related concerns.

In addition, project-affected communities and individuals may submit complaints to the World Bank's independent Inspection Panel, which will then determine whether harm occurred, or could occur, as a result of the World Bank's non-compliance with its policies and procedures. Complaints may be submitted to the Inspection Panel at any time after concerns have been brought directly to the World Bank's attention, and after Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

11. MONITORING AND REPORTING OF THE SEP

Component 3 of the Project will support monitoring and evaluation (M&E) activities to track, document, and communicate the progress and results of the project, including monitoring of the Stakeholder Engagement Plan. An M&E team within PIG will be responsible for overall compilation of progress and results. This component will also finance an MIS, which PIG will establish and utilize for project monitoring, automatic generation of project reports, project transparency (subproject information will be publicized on maps), and citizen feedback.

While community monitoring will be supported under subcomponent 1b, the PIG M&E team will monitor the quality of the community mobilization and other inclusion, voice and agency activities with communities as measured through community scorecards, which will be discussed and verified along with financial records and project implementation records in social audit meetings. Feedback and grievances received through the beneficiary feedback mechanism will also be included in the semiannual reporting. PIG's M&E team will collate and analyze these outcome assessments and perception-based results, enter them into the MIS, and include them in semiannual reports.

Community scorecard activities will provide an opportunity for quick and simple feedback on project Public opinion card activities at the community level will provide an opportunity for quick and easy feedback on project implementation (project processes and results). The Rural Women Entrepreneurs Committee and the DWEC will independently facilitate the process of compiling public opinion assessment sheets with the support of a group of young people selected to perform monitoring and oversight functions. An annual public opinion survey will be conducted, the results of which will be summarized prior to a community-level meeting to provide feedback and discussion at the meeting, as well as to identify areas for improvement in the next cycle. Public opinion cards will reflect the results (included in the results matrix) that will be used to monitor project outcomes. All data

obtained will be disaggregated by gender to identify any gender biases, and measures to correct the situation will be included in the gender action plan. The SEP is a “living document” and requires regular annual reviews, taking into account attributes such as stakeholders, the engagement process for each stakeholder, and the reporting time for each.

The SEP will be periodically revised and updated when needed in order to ensure that the information presented herein is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the project context and specific phases of development. Any major changes to the project-related activities and to its schedule will be duly reflected in the SEP.

It will be important to monitor and report on the on-going stakeholder engagement efforts to ensure that the desired outcomes are being achieved, and to maintain a comprehensive record of engagement activities and issues raised. This will be done through this SEP, where the following will be recorded through this plan:

- Updates to the stakeholder database
- Recording of all consultations held
- Updates to the GRM log.

The list of stakeholder groups to be consulted on an on-gong basis will be continually revised and updated as additional stakeholders are identified and will include, but not be limited to the following:

- Regulatory authorities
- National, State and local government
- Local community leaders (chiefs and leaders of groups etc.)
- Community groups representatives.

Minutes of all engagement activities will be uploaded onto the stakeholder database so that they can be referred to by the project team for consideration if needed. The database will be interrogated on a regular basis by the social consulting team to identify any trends in grievances and corrective actions that are required. The PIU will be responsible for:

- Analyzing the qualitative data on the number, substance and status of complaints and uploading them into the project databases established by PIU;
- Monitoring outstanding issues and proposing measures to resolve them;
- Preparing semiannual reports on GRM to be shared with the WB.

Biannual reports to be submitted to the WB shall include section related to GRM which provides updated information on the following:

- Status of GM implementation (procedures, training, public awareness campaigns, budgeting etc.);
 - Qualitative data on number of grievances received (applications, suggestions, complaints, requests, positive feedback), highlighting number of resolved grievances;
 - Quantitative data on the type of grievances and responses, issues provided and grievances that remain unresolved;
 - Level of satisfaction by the measures (response) taken;
- Any correction measures taken.

11.1 Involvement of Stakeholders in Monitoring Activities

The Project provides several opportunities for stakeholders, especially Project Affected Parties, to monitor certain aspects of Project performance and provide feedback. PIU at the level of each affected community will allow affected persons to submit grievances and other types of feedback. Furthermore, frequent and regular community meetings and interactions with the PIU staff will allow affected parties and other local stakeholders to be heard and engaged.

11.2 Reporting Back to Stakeholder Groups

The PIU through the Social consultant will report back to affected communities and individuals and other stakeholder groups, primarily through public meetings in project affected settlements (if any). Minutes of meetings will be shared during subsequent public meetings. Feedback received through the GRM will be responded to in writing and verbally, to the extent possible. SMS and phone calls will be used to respond to stakeholders whose telephone numbers are available.

For regular reporting, PIG will produce reports at regular interval (Quarterly/Annual) through specific communication as mentioned in the SEP. Reports such as Environmental Monitoring Report, E&S report will be reviewed and reported to various stakeholders. A sample Stakeholder Engagement Activities Log format for recording the SEP engagement is provided in **Ошибка! Источник ссылки не найден.** The format for recording minutes of meetings on stakeholder engagement undertaken by various Project staff can be found in **Ошибка! Источник ссылки не найден.** The modes of reporting shall be as outlined in table 13 below:

Table 13: Outline Reports to Stakeholders

Report	Stakeholder	Frequency
Update and Disclose SEP	World Bank	Semiannual
Annual GRM Report	World Bank	Semiannual

12. ANNEXES

Protocols of the public consultation, list of participants and photos.

PROTOCOL #1

Public consultation

1. Information about the event

Date of the event: 05.12.2025

Time: 9:30-11:00

Location: Local executive authority in Firdavsi district, Dushanbe

Organizers: The State Committee for Investment and State Property Management of the Republic of Tajikistan and the State Enterprise "Business Incubator of Tajikistan"

Project: "Tajikistan Women's Economic Empowerment Project" (TWEENP)

2. Participants of the public consultation

Categories of participants:

The public consultation was attended by representatives of the State Committee for Investment and State Property Management, the State Enterprise "Business Incubator of Tajikistan", representatives of ministries and departments of the Republic of Tajikistan, representatives of local executive authorities of the city of Dushanbe, in particular Firdavsi and Shohmansur districts, representatives of the private sector (women entrepreneurs, self-employed women, MSMEs, representatives of schools and educational institutions, and), as well as households.

Total participants: 67 people

Of these:

- **Women:** 49
- **Men:** 26

3. Content of the public consultation

The event was opened by the Director of the State Enterprise "Business Incubator of Tajikistan" Sharofiddinov Husniddin. In his welcoming speech, he noted the strategic importance of developing the entrepreneurial ecosystem in the country, mentioning that small and medium-sized businesses are the foundation of sustainable economic growth. The Director said that the TWEENP project would be an important contribution to the implementation of national strategies to support the private sector and improve the well-being of the population. He also noted the crucial role of the Nation's Leader, His excellency, President Emomali Rahmon, in creating a favorable environment for the development of women's entrepreneurship and stimulating women's participation in the economy. He

noted that initiatives like the project under consideration open up new horizons for expanding entrepreneurs' access to resources, knowledge and modern management tools. According to the Director, such consultations create a space for constructive dialogue, increase the interest of local initiatives and create favorable conditions for the introduction of innovative approaches in regional development. Concluding his speech, Sharofiddinov expressed confidence that the joint efforts of government agencies, the private sector and international partners, such as the World Bank, will significantly strengthen the socio-economic potential of the country.

Next, a speech was given to Shamsimadzoda Samariddin, Head of the Entrepreneurship Support Department of the State Committee on Investment and State Property Management of the Republic of Tajikistan. Mr. Samariddin noted that expanding the opportunities of entrepreneurs, especially in the regions, is an important task that directly affects employment, economic sustainability and improving the well-being of families. He noted that the support of the World Bank plays a key role in stimulating local initiatives and increasing their effectiveness. He also drew attention to the fact that modern challenges require flexible and targeted support mechanisms that allow entrepreneurs to adapt to changing economic conditions. He expressed the Committee's readiness for further fruitful cooperation within the framework of the project, noting the importance of transparency, openness and active participation of all parties.

After the introductory speeches, Nasrullozoda Nargis, Chief Specialist of the International Department of the State Enterprise Business Incubator of Tajikistan, presented about the project. Her presentation covered a wide range of key parameters, including the objectives of the project, its expected results, geographical target areas, as well as areas of activity potentially supported by grant funds from the World Bank. Nasrullozoda explained in detail the conceptual foundations of the project to the participants, emphasizing its focus on increasing economic activity, creating new jobs, supporting women's initiatives, as well as developing entrepreneurial skills in the regions. Special attention was paid to the criteria for the selection of participants, the principles of transparency and efficiency of grant allocation, as well as the expected impact of the project on the development of local economies. She noted that the project is aimed not only at financial support, but also at creating conditions for sustainable growth, including improving competencies, introducing modern business practices and developing partner networks. The participants received clarifications on all key aspects, which allowed them to form a holistic understanding of the opportunities offered by the project. The presentation was met with great interest, which was facilitated by the relevance of the topic and the high quality of the material presented.

At the end of the event, the representative of Hukumat Firdavsi made a concluding speech. He expressed deep gratitude to the organizers, partners and all participants of the meeting for their active participation, informative questions and high level of engagement. According to him, such events strengthen cooperation between government agencies, international organizations and business representatives, creating the basis for long-term socio-economic development. He highlighted the importance of consistent implementation of all stages of the project, maintaining transparency of processes and ensuring the most effective use of grant funds. It was noted that further joint work will achieve significant results, expand opportunities for the public and strengthen trust between key stakeholders. The event ended in an atmosphere of constructive dialogue, mutual understanding and confidence in the successful implementation of the tasks set.

3.1. Presentation of the TWEEN project

The key elements of the project were presented:

- TWEEN aims to increase women's economic self-reliance and empower them through training, access to finance, startup support, skills development, and involvement in value chains.
- The project is being implemented by the State Committee on Investment and State Property Management of the Republic of Tajikistan with the technical support of the World Bank, drawing on the experience of the EBRD, ADB, UNDP and the E-GATE program for the digital inclusion of women
- Priority areas: non-traditional and higher-value sectors, such as digital services and green livelihoods

3.2. Project components

Component 1 — Support for individual and group initiatives:

- 3,200 women will receive training in entrepreneurship, financial literacy, and business planning.
- Up to 1,600 business plans will be funded by grants (up to \$1,500 individually and up to \$7,000 for groups).
- It provides 12 months of mentoring support, assistance in business registration, opening bank accounts and entering the market.
- Special attention: innovation, green technologies, digitalization, vulnerable categories of women.

Component 2 — Support for registered MSMEs:

- 100 women entrepreneurs will receive in-depth business diagnostics and training on digitalization, sustainable development, and e-commerce.
- 50 selected MSMEs will receive grants of up to \$15,000 with 20% co-financing.

4. Participants' questions and answers

Important questions from participants were raised about the project. Representative of the Ministry of Economic Development and Trade asked a question about the availability of specialists who could support women and suggest how to prepare project proposals, and experienced specialists who can conduct training in non-traditional businesses. Director of the SEBIT, Husniddin Sharofiddinov, replied that during the project implementation, trainers who have experience working in these areas will be hired by the PIG. She also asked a question related to establishing evaluation committee members from the stakeholders. Director replied that during the implementation period, for the successful implementation of the project and the achievement of its goals, a set of innovative methods will be used to attract various stakeholders, such as information and communication technologies, consultations and engagement in the decision-making process and engagement in monitoring and evaluation.

Designer - Shakhlo Pulatova asked a question about availability of the project information in social media. Husniddin Sharofiddinov replied that from the beginning of the project implementation, information will be available on the website of the SCISPMRT and SEBIT. Solihov Saidgufron noted that this project is intended for women who are registered in the state tax system, but how do we inform those women who just want to start their business and are not registered yet? Mr. Husniddin replied that component 1 is not intended for those who are already registered, but for women who are just starting to engage in entrepreneurship, and component 2 is for women entrepreneurs who are already registered. Ms. Nosirzoda from the Ministry of Economic Development and Trade raised a question about the participation of women who are working in the medical system. Mr. Husniddin replied that there is no restriction on entrepreneurship for the medical sector, however, we need to note that the main targets are non-traditional entrepreneurship, such as digitalization and green economy. Also, Ms. Nosirzoda asked about the project's budget. Mr. Husnyddin replied that it is a small project and the budget is around \$4.7 million. Another question was about the selection criteria of grant recipients. Mr. Husniddin replied that a PIG will be created at SCISPMRT, and the PIG, with the engagement of stakeholders determine the criteria for selecting grant recipients. Ms. Nosirzoda asked a question that whether representatives of other ministries and departments would participate in the grant commission for transparency in the selection of beneficiaries. To which Mr. Husniddin replied that PIG will involve representatives from other government agencies.

6. Registration sheets (scanned)

Бакайдгири иштирокчиён дар лоиҳаи:

«Баланд бардоштани имкониятҳои иқтисодии занон дар Тоҷикистон»

5.12.2025

№	Ному насаб	Ҷои кор	Телефон	Имзо
1	Касирова Хол	УФДМД ШИ Асодаи Бозор	909 99 04 87	
2	Илусова Мешки	Бозор Панзума	000 30 45 01	
3	Бурбокова Рӯзга	Мақсаби 52 51	918 44 29 20	
4	Саҳлекова Моҳирова	Маркази соболеҷаи в. Шохсан	900 3333 20	
5	Саҳлекова Мабзун	Мақсаби 41 в. Шохсан	209 46 47 43	
6	Бодилоева Шайхона	Мақсаби 72 в. Шохсан	93 455 9112	
7	Шаҳзо Тӯҷабов	Коргоҳи ОО Барқир	907 88 92 88	
8	Ширинхонаева Корна	↓	101 102 815	
9	Бодилоева Шайхона	Мақсаби маҳаллаи Дуҷаи	904 48 08 64	
10	Асова Зисба	Мақсаби маҳаллаи маҳаллаи	55555 74 91	

Моҳи фарғат

11	Абдураманов Нуриддин	Кадамлати муҳофизат	477 111-939	<i>[Signature]</i>
12	Алимов Сино	Жоржурми муҳаббат соҳибон	934-8583-38	<i>[Signature]</i>
13	Ражабова Катрина	муҳаббат бахши омор	552-42-88-00	<i>[Signature]</i>
14	Назарова Ҳизра	М.Т.М.У. № 14	988-35-55-22	<i>[Signature]</i>
15	Умарова Сарвикул	Раёсати агентлики маҳкамат ва ҳуқуқ	005-05-61-60	<i>[Signature]</i>
16	Зубайрдов С	афшари маҳкамат к. Шероғон	881 86-7002	<i>[Signature]</i>
17	Абдурашадов Бухро	Бахши қалқанди	907-20-80-99	<i>[Signature]</i>
18	Сайидова Н.	КБ ф.р. маҳкамат раёсати	985-50-88-51	<i>[Signature]</i>
19	Абдурашадов Р	қўғиштирилган ҳуқуқ	002 888 108	<i>[Signature]</i>
20	Ҳасанова С	Сармуҳасиблик ва ҳоқ	918-33-00-61	<i>[Signature]</i>
21	Қурбонмуродов М.	Дастгоҳи раёсати маҳкамат	888-40003	<i>[Signature]</i>
22	Мақсудов Бунёд	Специальность 3/7	558-007761	<i>[Signature]</i>
23	Хирмонов Абдурашад	Хукумати и. Рӯдабей	986-00234-05	<i>[Signature]</i>
24	Исмоилова Зейна	соҳибдор	426-05-34-34	<i>[Signature]</i>
25	Насриддинов Н	соҳибдор	93 456 67 40	<i>[Signature]</i>
26	Наврузов С	соҳибдор	91 03 11 12	<i>[Signature]</i>

27	Ҳайриддинов Марворид	Хукумати и. Рӯдабей	006-55-41-32	<i>[Signature]</i>
28	Марҳаматова Фарид	МТМУ № 14	502-17-31-06	<i>[Signature]</i>
29	Самов Саидмурод	Хукумати маҳкамат	076-44-76-76	<i>[Signature]</i>
30	Раҳмонова Латифа	МТМУ № 73	003-66-52-61	<i>[Signature]</i>
31	Исмаилова Мадин	Хукумати и. Рӯдабей	00-476-14-44	<i>[Signature]</i>
32	Шокирова Мадина	Компания "Арвис"	900-45-30-30	<i>[Signature]</i>
33	Сайдуллоев Зайно	Хукумати и. Рӯдабей	908-35-85-85	<i>[Signature]</i>
34	Ҳошиева Парвиз		981-06-46-11	<i>[Signature]</i>
35	Маринозова Муҳаммад	муҳаббат бахши	987-974-982	<i>[Signature]</i>
36	Бегова Фарид	Хукумати и. Шоҳмансур	908-18-93-71	<i>[Signature]</i>
37	Абдурашад	Хукумати и. Шоҳмансур	90248121	<i>[Signature]</i>
38	Ҳасанов Сайду	Раёсати қўғиштирилган	914-17-83-80	<i>[Signature]</i>
39	Абдурашад Н	ВРНС	855555-820	<i>[Signature]</i>
40	Насриддин Н	ВРНС	907-21-00-81	<i>[Signature]</i>

Бакайдгири иштирокиён дар лоихаи:

«Баланд бардоштани имкониятҳои иқтисодии занон дар Тоҷикистон»

5.12.2025

№	Ному насаб	Ҷои кор	Телефон	ИМЗО
1	Иустарова Маъруза	Раиси маҳаллаи Ҷумҳурия	88-555-78-18	
2	Вадилова Матруба	Ҷокиширо Раиси замон маҳалла	970-08-22-56	
3	Ҷобохорова Тӯлбаҳор	муҷамм замон Ҷ. Ҷирдавси	971-931-551	
4	Заринаева Маърина	муҷамм замон н. Ҷирдавси	536 000 859	
5	Давлатов Заҳрид	маркази таълимии Ҷ. Ҷирдавси	076-40-86-76	
6	Ҷаббарова Дилороз	Ҷумҳурии Ҷ. Ҷирдавси	93-549-75-49	
7	Сондишарова Мадина	Ҷ. Д. М. н. Ҷирдавси	589 12-36-32	
8	Шамс Давлат	муҷамм Ҷ. Ҷирдавси	93-588-88-00	
9	Ҷаббарова Мадина	Сардори сарҷаммаи Ҷ. Д	978-14-44-72	
10	Ҷаббарова Самария	Сарҷаммаи Ҷ. Д	909-99-45-66	

11	Ҷаббарова Заҳор	Раисати маҳалла	93-555-78-29	
12	Ҷаббарова Мадина	Кумитаи Ҷирдавси	555551444	
13	Ҷаббарова Мадина	Ҷумҳурии маҳалла	909090521	
14	Ҷаббарова У	Кор. иштироки дар ҳама	988-65-64-05	
15	Ҷаббарова Мадина	Кор. иштироки дар ҳама	901700566	
16	Ҷаббарова Мадина	Кор. иштироки дар ҳама	00303-11-41	
17	Ҷаббарова Т.	Кор. иштироки дар ҳама	900635136	
18	Ҷаббарова Р	Кор. иштироки дар ҳама	905222031 049125454	
19	Ҷаббарова Мадина	Ҷумҳурии маҳалла	904370	
20	Ҷаббарова Т.	Ҷумҳурии маҳалла	2021-73-14	
21	Ҷаббарова Мадина	Ҷумҳурии маҳалла	903-68-18018	
22	Ҷаббарова Мадина	Ҷумҳурии маҳалла	93-393-80-09	
23	Ҷаббарова Адаво	Раиси маҳаллаи Ҷирдавси	005-05-24-45	
24	Ҷаббарова Хусров	Соҳибкор	93-555-15-35	
25	Ҷаббарова Мадина	Тоҷир/соҳибкор	984-37-55-94	
26	Ҷаббарова Самария	соҳибкор	918-20-20-21	

	First and Last name	Organization
1	Kasirova Hol	LLC Asosii Tojik
2	Musoeva Manina	Sales market Ganjina
3	Kurbonova Firuza	School 51
4	Rahmonova Mohitobon	Career center Shohona
5	Rahmatova Mavzuna	School of Firdavsi district
6	Abdulloeva Maftuna	School 72
7	Shahlo Pulatova	Gardir NGO factory
8	Muhammadova Nargis	Gardir NGO factory
9	Kodirova Parvina	Chairman of the mahalla Dusti
10	Asoeva Zebo	Chairman of the mahalla Marifat
11	Abdushaitov Humoen	Migration flows
12	Olimov Sino	Head of the Construction Department
13	Rajabova Holdona	Head of the Statistics Department
14	Nazarova Aziza	General Secondary School No. 14
15	Umarova Sarvigul	Department of the Labor Agency
16	Zuvaydova S	Assistant to the Deputy
17	Abduroshidzoda Suhrob	Municipal Services Department
18	Samieva I	Entrepreneur
19	Davlatova F	Social Worker
20	Jalilova S	Chief Accountant
21	Nusratullozoda M	Executive Office of the Mayor of Dushanbe
22	Maqsudova Bunafsha	Special Unit 3/7
23	Hirmatov Abdusamod	Artist of Firdavsi District
24	Ismoilova Samira	Entrepreneur
25	Nasrullozoda Nigora	Entrepreneur
26	Mavzuna C	Entrepreneur
27	Hayriddinzoda Marvorid	Administration of Firdavsi District

28	Marhamova Farida	General Secondary School No. 119
29	Solihov Saidgufon	Folk Arts
30	Rahmonova Latifamoh	General Secondary School No. 78
31	Ismatzoda Madina	Administration of Firdavsi District
32	Shokirova Madina	Arvis Company
33	Sayfumozoda Zaynab	Administration of Firdavsi District
34	Hojieva Pari	Administration of Firdavsi District
35	Sharifzoda Muhammad	Administration of Firdavsi District
36	Begova Farishta	Administration of Shohmansur District
37	Holboeva Husniddin	Administration of Shohmansur District
38	Hakimzoda Sayohat	Department of Juvenile Affairs
39	Odinazoda M	Acting Officer (V.R.I.S.)
40	Nosirzoda N	Acting Officer (V.R.I.S.)
41	Mustafaeva Mahbuba	Head of the Qushtepa Neighborhood
42	Qadirova Mastura	Deputy Head of the Women's Committee
43	Bobojonova Gulbahor	Women's Department of Firdavsi District
44	Zaripova Mahina	Women's Department of Firdavsi District
45	Davlatov Zikriyo	Training Center of Shohmansur District
46	Umedzoda Dilafruz	Administration of Firdavsi District
47	Saidsharapova Madina	Arvis LLC
48	Aliev Davlat	Head of the Municipal Services of Firdavsi District
49	Ubaidzoda Munballo	Head of the Main Directorate of Dushanbe City
50	Rahmonov Samariddin	Senior Specialist
51	Qayumzoda Zafar	City Statistics Department
52	Firuzi Sharif	Tax Committee
53	Giesova A	City Administration
54	Kabutova U	Home-Based Social Worker
55	Turaeva Sh	Social Services Department Employee
56	Muminova I	Home-Based Social Worker

57	Nazarova T	Home-Based Social Worker
58	Holova F	Deputy Head
59	Zaydulloeva M	Folk Arts
60	Shifova Tamano	Ministry of Industry
61	Hikmatov Abdukodir	Entrepreneur
62	Muborakkadamova Sh	Entrepreneur
63	Kodirova Adolat	Head of Navruz neighborhood
64	Samadzoda Husrav	Entrepreneur
65	Odinaev Ilhom	Entrepreneur
66	Jabborova Samira	Entrepreneur

7. Photo materials



PROTOCOL #2

Public consultation

1. Event Information

Date: 11 December 2025

Time: 11:30–13:30

Venue: Executive Authority of the State of Khujand City

Organizers: State Committee on Investment and State Property Management of the Republic of Tajikistan and the State Enterprise “Business Incubator of Tajikistan”

Project: “*Tajikistan Women’s Economic Empowerment in Project*” (TWEEP)

2. Participants of the public consultation

Categories of participants:

The public consultation was attended by representatives of the State Committee on Investment and State Property Management, the State Enterprise “Business Incubator of Tajikistan” representatives of ministries and agencies of the Republic of Tajikistan, representatives of the Executive Authority of the State of Khujand City, representatives of the private sector (women entrepreneurs, self-employed women, MSMEs), as well as representatives of schools and educational institutions.

Total number of participants: 62

Including:

- **Women:** 49
 - **Men:** 13
-

3. Content of the Public consultation

The event was opened by **Shahriyor Vahobzoda**, Head of the Department of the State Enterprise “Business Incubator of Tajikistan” in Khujand, who welcomed the participants. In his opening remarks, he noted that under current conditions, the development of entrepreneurship and the creation of a favorable economic environment are among the key priorities of state policy. Mr. Vahobzoda emphasized that small and medium-sized enterprises form the backbone of the economy, and that sustainable development and the creation of quality jobs can be achieved precisely through their support.

In his speech, he highlighted that the TWEEP project, as an innovative initiative, provides opportunities for women in all regions of the country to gain access to new economic activities. As he noted, the project offers women entrepreneurs not only financial support, but also access to knowledge, modern skills, and practical experience, which are essential for the successful continuation of their activities.

During his speech, Shahriyor Vahobzoda underscored the important role of such meetings, stating that public consultations serve as platforms for open dialogue between government institutions, the private sector, and international organizations. In his view, this process strengthens inter-institutional cooperation and creates new opportunities for building a strong entrepreneurial ecosystem in the regions. He expressed hope that the support of the World Bank and the joint efforts of state institutions would have a significant impact on the socio-economic development of the country's regions.

Subsequently, the main presentation of the project was delivered to the participants. During the presentation, Shahriyor Vahobzoda clearly and in a structured manner explained the strategic objectives, key tasks, target regions, and types of activities that may receive grant support.

He also elaborated on the key features of support for women entrepreneurs, the selection criteria, the procedure for submitting business ideas, and the processes related to the transparent and effective implementation of the project. According to him, the project is aimed at creating new jobs, enhancing the economic capacity of women, developing management skills, and introducing modern business practices.

During the session, participants received detailed answers to their questions and topics of interest, gaining a deeper understanding of the opportunities offered by the project. The presented materials attracted strong interest among the participants, and a high level of motivation toward this national initiative was observed. The presentation was received positively and with great interest, demonstrating the importance of developing women's entrepreneurship and the high relevance of the TWEEN project.

3.1. Presentation of the TWEEN Project

The following key elements of the project were presented:

- TWEEN is aimed at enhancing women's economic independence and expanding their rights and opportunities through training, access to finance, startup support, skills development, and the integration of women into value chains.
- The project is implemented by the State Committee on Investment and State Property Management of the Republic of Tajikistan and is technically supported by the World Bank. The implementation also takes into account the experience of the EBRD, ADB, UNDP, and the E-GATE program on expanding women's digital inclusion.
- Priority areas include entrepreneurial skills, financial literacy, mentoring, formalization of business activities, and support for vulnerable groups.

3.2. Project Components

Component 1 — Support for women and women's groups to improve living standards

- 3,200 women will receive training in entrepreneurship, financial literacy, and business planning.
- Up to 1,600 business plans will be financed through grants (up to USD 1,500 for individual participants and up to USD 7,000 for groups).

- Twelve months of mentoring are planned, including assistance with business registration, opening bank accounts, and market entry.
- Emphasis is placed on innovation, “green” technologies, digitalization, and support for vulnerable categories of women.

Component 2 — Support for registered MSMEs

- 100 women entrepreneurs will receive in-depth diagnostics of their business activities and training in digitalization, sustainable development, and e-commerce.
- 50 MSMEs, selected through a competitive process, will receive grants of up to USD 15,000, with a 20% co-financing requirement.
- IFC will be engaged to support enterprises in accessing regional markets and expanding their operations.

4. Questions from Participants and Answers

1. Can the owner of a farm enterprise receive a grant?

Yes, but with certain limitations.

The project supports initiatives related to processing, packaging, aggregation, and value addition. However, financing of primary production is not permitted (e.g., purchase of seeds, fertilizers, livestock, etc.).

2. Is the amount of USD 4.73 million allocated only to Sughd Region?

No. The project is not region-specific; it is nationwide. This amount is intended for all regions of the country, including Sughd Region.

3. Can civil servants receive grants?

There is no direct prohibition, but there are important considerations. The project primarily targets women entrepreneurs, vulnerable women, and women without formal employment.

A civil servant may participate if:

- she is a woman;
- she has a business idea and is willing to undergo training;
- her participation does not create a conflict of interest (e.g., she is not involved in grant selection committees).

However, priority is given to economically vulnerable women.

4. Can only individuals participate, or are associations also eligible?

This depends on the project component.

- **Component 1:**

Eligible participants are:

- individual women;
- groups of women.

Associations as legal entities are not under this component.

- **Component 2:**

Eligible participants are:

- registered MSMEs;
- women entrepreneurs;

- enterprises led by women.
An association or cooperative may participate if:
- it is officially registered as a business entity;
- it is headed by a woman.

5. Is submission of a business plan required?

Yes, it is mandatory. A business plan is required under both Component 1 and Component 2. At the same time, participants will be trained during the program on how to prepare and use a business plan. A sample business plan in two languages will also be provided to participants.

6. Are business incubators available in all regions?

Currently, the Business Incubator of Tajikistan operates in 7 regions. The official opening of the 8th branch in the city of Panjakent is planned for the coming year.

7. How can we be confident that the project selection process will be transparent?

First of all, sector experts will be involved in the selection of projects. In addition, representatives of state bodies will be engaged as members of the selection committees.

8. How long will the training last — one month, two months?

At this stage, the exact duration of training for project beneficiaries has not yet been determined. A decision on the duration of the training sessions is expected to be made at a later stage.

Registration sheets

Date: 11.12.2025

No.	Full name	Activity/Position
1	Nozimova Muhabbat	Board Member, NAWET
2	Khojaeva Nigora	Businesswoman, NAWET
3	Abdurashidova Umeda	CJSC Imon
4	Shuhratzoda Mahnoz	CJSC Imon
5	Sobitov Saidahrar	PO “Mushovir”
6	Dehqonova Mehrafuz	Student
7	Dodojonova Zebokhon	Farovon group
8	Abdurasulova Nilufarkhon	Tax Department
9	Sidiqova Surayyo	PO “Дунё логистик”
10	Sayramkhon Naimova	Housewife
11	Rahmonova Zarrinakhon	Tax Department
12	Norbadalova Farzona	NAWET
13	Zokirova Farahnoz	PO ”Farahnoz”

14	Akhmedova Munira	Eskhata Bank
15	Komilova Gulchehra	ASPRT Sogd Region
16	Ochili Zarif Ayubzoda	Head of the MFD
17	Sidiqova Saodat	Housewife
18	Negmatulloeva Muqaddas	RDWA
19	Hasanova Zamira	LLC “Salomat”
20	Ermatova Zamira	Houswife
21	Tojiev Abubakr	Houswife
22	Mahmudova Maniza	Polytechnic Institute
23	Tuychieva Dilbar	Student
24	Mahkamov Murod	CJSC Imon
25	Normatov Olim	Department of Industry
26	Rahimov Mustafo	NAWET
27	Mahmudi Parinoz	Business - incubator
28	Umarova Muslimakhon	Business - incubator
29	Boboeva Zebuniso	Student
30	Negmatova Muqaddas	Student
31	Nematov Jasurbek	Student
32	Amonova Gulniso	Student
33	Hasanova Shafoatkhon	Sarishta Workshop
34	Mahmudova Shafoatkhon	Housewife
35	Shermatova Takhmina	Housewife
36	Abdukhamedova Muqaddam	English teacher
37	Yodgorov Mehralikhuja	Student
38	Shermatova Habiba	Student
39	Erkaeva Munira	Volunteer
40	Dadoboeva Ibodat	Student
41	Erkaeva Farkhunda	Teacher
42	Saidbekova Farzona	Student

43	Egamzoda Habiba	Student
44	Boboyorzoda Rukhshona	Housewife
45	Kulieva Mutabar	Student
46	Mahmudi Mehrafuz	Student
47	Mirsaidov Manuchehr	SMM specialist
48	Islomzoda Mahina	Student
49	Mastura Shavkatzoda	Student
50	Mirzoeva Rayhona	Housewife
51	Nurmatova Marhabo	Housewife
52	Shamsieva Sitora	Volunteer
53	Sattorova Farishta	Student
54	Davlatov Mirzosaid	Student
55	Alisherzoda Nargisa	Student
56	Turabekzoda Hadyatullo	Student
57	Hasanova Dilafruz	Student
58	Rahimov Firdavs	Student
59	Tolibzoda Paymona	Student
60	Kholov Zaynilobidin	Student
61	Madaminova Fotima	Volunteer
62	Akhmedova Shukrona	Volunteer

РЕГИСТРАЦИОННЫЙ ЛИСТ

Проекта

«По расширению экономических прав и возможностей женщин в Таджикистане» в г.Худжанд

День: 11.12.2025

№	ФИО	Деятельность	Контакты	Подпись
1	Ҳоҷилова Муқаббат	азизи раёсати АИЗБ	926157597	<i>[Signature]</i>
2	Қасомаева Ҷинона	асосзоишкор АИЗБ	929204000	<i>[Signature]</i>
3	Абдурашидова Ҷиёда	А.З.С. Илош	927782508	<i>[Signature]</i>
4	Шайхонаева Матоз	А.З.С. Ҷилош	92-010-11-57	<i>[Signature]</i>
5	Собитова Саидатхоро	ОО "Кетишол Широбер"	92-623-00-57	<i>[Signature]</i>
6	Рамзаева Мақдуну	Компанистӣ	92-739-43-38	<i>[Signature]</i>
7	Ҷабборовна Зобора	И.К. Ҷаббаров	92 916 36 63	<i>[Signature]</i>
8	Абдурашидова Ҷоҳидатхоро	Раёсати ағза	889991110	<i>[Signature]</i>
9	Султимова Сурайё Ҷамал	на Ҷумла доштарик	92 892-80-39	<i>[Signature]</i>
10	Маскумова Салимаҷон	Саркарданист	11-120-00-16	<i>[Signature]</i>
11	Ҷабборовна Ҷоҳидатхоро	Раёсати ағза	92 258-85-88	<i>[Signature]</i>
12	Қорбадалова Фарзона	Проектанти замири соҳибкор	927071909	<i>[Signature]</i>
13	Зокирова Фароқуну	Т.У. Фароқуну, В.У. London	935219700	<i>[Signature]</i>

14	Алимова Мушро	ШК "Фонд Доҳона"	929028880	<i>[Signature]</i>
15	Қасимова Ҷулғина	САНПТСТ дар вилояти Суғд	927564020	<i>[Signature]</i>
16	Ошиқ Зарина Абдуҷаббар	Сармушаррафоти маҷлис	92-999-00-99	<i>[Signature]</i>
17	Султимова Сафар	ҶУ	92 855658	<i>[Signature]</i>
18	Ҷамалмуллоева М. Ҷ.	Раёсати замири вилоят	92-911-88-18	<i>[Signature]</i>
19	Қасимова З. И.	Ҷ.Д.М.И.И. Раёсати	92 999 03 09	<i>[Signature]</i>
20	Ҷамалова Замира Э.	Локал мидди замири Эриксон	92-824-05-20	<i>[Signature]</i>
21	Ҷаббаров Абдуҷаббар	РАМ ба МА ғр вилоят	848817840	<i>[Signature]</i>
22	Мақсудова Ф.М.	Камитет ил. ва ҷамъият	828314070	<i>[Signature]</i>
23	Ҷабборовна Д.И.	Д.И.Д.И.К	92 6700 45	<i>[Signature]</i>
24	Мақсудов М.М.	ФКУ "ИМОИ"	92777-03-51	<i>[Signature]</i>
25	Қорматов О	мушаррафоти соҳибкор	92-892-21-24	<i>[Signature]</i>
26	Ҷаббаров М.	мушаррафоти дастгирии замири	55 882 2222	<i>[Signature]</i>
27	Мақсудов Ҷаббар	Бизнес-инкубатор	92-910-22-21	<i>[Signature]</i>
28	Ҷамалова Мушаррафатхоро	Бизнес-инкубатор	02-102-34-34	<i>[Signature]</i>
29	Бобоева Зобира	ВОДИЛ мидди хун маркази	929660246	<i>[Signature]</i>
30	Ҷамалова Мушаррафат	Компанистӣ	92-024-34-78	<i>[Signature]</i>
31	Ҷамалов Ҷаббар	Компанистӣ	990220056	<i>[Signature]</i>
32	Алимова Ҷулғина	дошиҷа	200-80-9242	<i>[Signature]</i>
33	Ҷамалова Мушаррафатхоро	сех Саримта	92-966-55-99	<i>[Signature]</i>
34	Мақсудова Мушаррафат	Бизнес-инкубатор	92-717-91-30	<i>[Signature]</i>

35	Шерматове Ҳошимов	консалтинг	927760572	[Signature]
36	Варрақови Мухоммад	English trainer	828444155	[Signature]
37	Едгаров Мухоммад	Донишгуз	11185580	[Signature]
38	Шерматове	Донишгуз	926705206	[Signature]
39	Ҷисаева Муҳито	волонтери раёсати забон	039912626	[Signature]
40	Ҷабборове Абодат	донишгуз	929681819	[Signature]
41	Ҷисаева Фарруҷа	аудиор, расм	928734217	[Signature]
42	Самбикова Ҷаббона	мутахассиси раёсати з.	928677117	[Signature]
43	Ҷабборове Ҷаббона	донишгуз	11192333	[Signature]
44	Варрақови Ҷумҳоро	консалтинг	927147639	[Signature]
45	Ҷумиёв Мухоммад	донишгуз	987001870	[Signature]
46	Мирзиёев Махмурод	донишгуз	988902504	[Signature]
47	Мирзаев Махмурод	SMC-специалист	922011234	[Signature]
48	Исламова Маниса	донишгуз	929251007	[Signature]
49	Маистра Шавкатове	донишгуз	004402418	[Signature]
50	Мирзиёеве Раҷабон	соҳибкории	031842129	[Signature]
51	Ҷурнатова Марғам	донишгуз	110080421	[Signature]
52	Шамшиеве Суҳба	волонтер	782787887	[Signature]
53	Сатторове Фарҳит	консалтинг	908556006	[Signature]
54	Давлатов Мирзосалом	донишгуз	919925141	[Signature]
55	Амиркулов Раҷабон	донишгуз	92-813-14-90	[Signature]

56	Шерабизода Ҳадиса	донишгуз	92-606-1734	[Signature]
57	Ҷасонова Дилафруз	донишгуз	92-715-82-38	[Signature]
58	Ҷомилов Ш	донишгуз	92620-3008	[Signature]
59	Шамсизода Лаймона	донишгуз	92769-9882	[Signature]
60	Ҷалоб Ҷоитилобидин	донишгуз	926316983	[Signature]
61	Мадаминова Ҷомина	волонтер	959009530	[Signature]
62	Амирова Шукрона	волонтер	1121432311	[Signature]
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Photo materials



PROTOCOL #3

Date: December 10, 2025

Venue: Shughnon District, GBAO

Time: 14:00–15:40

Agenda:

Public consultation on Tajikistan women’s economic empowerment Project

Participants:

Employees of government authorities, statistics and tax offices, the department for work with women, women entrepreneurs of the district, business owners, and homemakers.

Event information:

1. Presentation of the activities of the SE “Business incubator of Tajikistan” in Khorog
 2. Presentation of the project TWEEN
 3. Q&A
-

On the First Issue:

Matluba Bandalieva, Head of the regional branch of SE “Business incubator of Tajikistan” in Khorog, delivered a presentation on the activities of the regional branch. She outlined the main goals and objectives of the institution, which include supporting newly established entrepreneurs and developing small and medium-sized enterprises through methodological, informational, advisory, and training services. During the event, participants were also informed about the proper use of projects and the procedure for submitting documents.

Next:

Mohira Navruzova, an employee of the regional branch, presented the TWEEN project. She spoke about the importance of developing women’s economic potential, their participation in entrepreneurship and the labor market, and improving their financial literacy. During the event, questions were raised by participants regarding the information presented, and the received information was discussed collectively.

Next:

A question-and-answer session and additional proposals related to information dissemination and program literacy were presented. Responsible persons provided specific answers, and the process of understanding and assimilating the information from the event was reviewed.

Questions raised:

1. The first question was raised by entrepreneur Zohira Safarbekova from Shughnon District:

What is the procedure for obtaining grants?

The procedure for obtaining grants includes several stages. First, potential beneficiaries participate in project-supported trainings on entrepreneurship, financial literacy, management, marketing, and

digital skills. After completing the training, participants prepare and submit a business plan with technical support from the project. Business plans are then evaluated through a competitive selection process based on predefined criteria. From among the trained participants, selected applicants receive grants primarily in non-cash form (equipment and necessary assets), followed by post-grant mentoring and advisory support.

2. The second question was raised by Mushteri Abdurahmonova, an employee of the Tax Inspection:

Is it possible for government employees to receive grants or not?

Government employees are generally not eligible to receive grants under the project, as the support is intended for entrepreneurs and business entities operating in the private sector. Eligibility criteria are defined in accordance with project rules and World Bank requirements to avoid conflicts of interest and ensure transparency.

3. The third question was raised by Gusina Imomnazarova, an employee of the Child Rights Commission in Shughnon District:

For how many years is monitoring conducted, and by whom?

Monitoring is conducted throughout the entire project implementation period and includes post-grant monitoring for up to 12 months after grant disbursement. Monitoring and evaluation are carried out by the Project Implementation Group and responsible implementing partners, in coordination with relevant national authorities. In addition, the World Bank conducts supervision missions and oversight in line with its monitoring and evaluation standards.

4. The fourth question was raised by entrepreneur Sulhiya Dovutova from Shughnon District:

Is support provided only for equipment, or also for building construction?

Grant support under the project is provided mainly in non-cash form, such as equipment, tools, and other productive assets necessary for business development. Support for building construction or major infrastructure works is not covered by the grant mechanism.

Photo materials



Registration list

№	Full name	Position
1	Mashumshoeva Fariza	director of the crafts development center
2	Imomnazarova Gulsimo	children's human rights
3	Abdurakhmonova Mushtari	Tax inspection
4	Dovutova Sulhiya	entrepreneur
5	Safarbekova Zohira	entrepreneur
6	Kamoliddinov Zokir	Tax inspection
7	Salomatshoeva Ozoda	labor and employment
8	Abdulamadshoeva Sudoba	Shughnon Authorities
9	Vatanbekova Rohila	Shughnon Authorities
10	Tamumshoeva Parvina	MES
11	Simikova Sabohat	safety center
12	Dehqonova Malohat	Chief Agricultural Specialist
13	Sohibnazarov Abdukholiq	statistics
14	Gadamamadova Nazira	Consultant
15	Niyozmamadova Mizhgona	librarian
16	Jakalova Shahnoza	librarian
17	Qurbondonova Husma	librarian
18	Bandalieva Asparmo	land management unit
19	Tajaliev Noyoft	specialist
20	Shekhova Sabzina	entrepreneur
21	Dilovarova Gulmira	entrepreneur
22	Khudoberdieva Hangoma	entrepreneur
23	Khayrilobekova Manizha	entrepreneur
24	Aslamshoeva Nilufar	district administration
25	Nayshakarova	staff
26	Sanakbarova Mayno	land developer
27	Alifova Romila	land developer

Ҳошияи мушқон

№	ФИО	Чойи қор	Рақами телефон	Имзо
1	Маъмунова Фаруза	ФМД, ИДР Ҷо ИКИ	50-1090429	<i>[Signature]</i>
2	Исломово ва Чусема	қомилан зикри	50-108-82-89	<i>[Signature]</i>
3	Абдураҳмонова Шайба	Қўриқоту ақдо?	938154949	<i>[Signature]</i>
4	Абдулқадирова Зокир	Ҳозироту ақдо?	931101928	<i>[Signature]</i>
5	Ковитова Сувэйя	Ҳозироту	50-183-9514	<i>[Signature]</i>
6	Сайдақилекова Зохира	Ҳозироту	933902044	<i>[Signature]</i>
7	Саболатишова Нузда	ШАИША - муҳтамакс	938800292	<i>[Signature]</i>
8	Раҳматиллова Суғора	МШДР-и н. Илҳом	509148177	<i>[Signature]</i>
9	Ватанқилоқовна Нузия	МШДР-и н. Илҳом	93-778-78-25	<i>[Signature]</i>
10	Мамуширова Марвона	МШК ҚСР ва ҚТЧШ	50-108-0891	<i>[Signature]</i>
11	Сулҳонқонова Саболати	сардор ИКТАБ	93-452-19-26	<i>[Signature]</i>
12	Аҳмадова Азиза	ҚСР-муҳтамакс ва Б. қиммат	93-52915-51	<i>[Signature]</i>
13	Сулҳонқонова Азиза	Сардор н. Илҳом	93-753-5558	<i>[Signature]</i>
14	Абдураҳмонова Разиё	муҳтамакс қатъ. н. н.	93-715-6312	<i>[Signature]</i>
15	Қўриқотуева Муҳоммад	Қиммат	938580811	<i>[Signature]</i>
16	Ҷоҳилова Шаҳноза	Қиммат ва н. н. н.	935948182	<i>[Signature]</i>
17	Қўриқотуева Нузия	Қиммат ва н. н. н.	93-580-0169	<i>[Signature]</i>
18	Қўриқотуева Нузия	сардор ИКТАБ	93-525-1119	<i>[Signature]</i>
19	Қўриқотуева Нузия	муҳтамакс ва н. н.	50-1090429	<i>[Signature]</i>
20	Қўриқотуева Нузия	муҳтамакс ва н. н.	93-91912-13	<i>[Signature]</i>
21	Қўриқотуева Нузия	Ҳозироту	93-502-80-88	<i>[Signature]</i>
22	Қўриқотуева Нузия	Сохилқори забон	93500-9-72	<i>[Signature]</i>
23	Қўриқотуева Нузия	Сохилқори забон	50-1780404	<i>[Signature]</i>
24	Қўриқотуева Нузия	Ҳозироту	93-600-45-54	<i>[Signature]</i>
25	Қўриқотуева Нузия	Ҳозироту	935271600	<i>[Signature]</i>
26	Қўриқотуева Нузия	сардор н. Илҳом	93-510-67-76	<i>[Signature]</i>
27	Қўриқотуева Нузия	сардор н. Илҳом	50-128-54-04	<i>[Signature]</i>
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PROTOCOL #4

1. Event Information

Date: December 8, 2025

Time: 14:00–15:30

Venue: Vanj District, GBAO

Project: “Women’s Economic Empowerment in Tajikistan” (TWEENP)

2. Participants of the Public consultation

Categories of participants:

The Public consultation was attended by representatives of the State Committee on Investments and State Property Management, the State Enterprise “Business Incubator of Tajikistan” representatives of the executive bodies of state authority of Vanj District, representatives of the private sector (women entrepreneurs, self-financed entrepreneurs, MSMEs), as well as representatives of schools and educational institutions.

Total number of participants: 34 persons, including 32 females.

3. Content of the Public consultation

Agenda items:

1. Presentation of the activities of the State Enterprise “Business Incubator of Tajikistan” in Khorog
2. Presentation of the project “Women’s Economic Empowerment in Tajikistan” and ways to improve women’s economic activities
3. Questions and answers from participants

The Head of the regional branch of the State Enterprise “Business Incubator of Tajikistan” in Khorog, Matluba Bandalieva, delivered a presentation on the activities of the regional branch, outlining the main goals and objectives of the institution. She emphasized support for newly established entrepreneurs and the development of small and medium-sized enterprises through methodological and informational services. During the event, participants were also provided with explanations on the proper use of projects and the correct procedure for submitting documentation.

Anisa Giyoeva, a staff member of the regional branch, presented the TWEENP project. She highlighted the importance of developing women’s economic potential, their participation in entrepreneurship and the labor market, and improving their financial literacy. During the session, participants asked questions regarding the information presented, and the issues raised were discussed collectively.

3.1. Presentation of the TWEENP Project

The following key elements of the project were presented:

TWEEP aims to enhance women's economic independence and expand their rights and opportunities through training, access to finance, startup support, skills development, and the integration of women into value chains.

The project is implemented by the State Committee on Investments and State Property Management of the Republic of Tajikistan, with technical support from the World Bank.

3.2. Project Components

Component 1 — Support to women and women's groups to improve living standards

3,200 women will receive training in entrepreneurship, financial literacy, and business planning.

Up to 1,600 business plans will be financed through grants

(up to USD 1,500 for individual participants and up to USD 7,000 for groups).

A 12-month mentoring period is envisaged, including assistance with business registration, opening bank accounts, and market access.

Emphasis is placed on innovation, green technologies, digitalization, and support for vulnerable categories of women.

Component 2 — Support to registered MSMEs

100 women entrepreneurs will receive in-depth diagnostics of their business activities and training in digitalization, sustainable development, and e-commerce.

50 MSMEs selected through a competitive process will receive grants of up to USD 15,000, with a required 20% co-financing contribution.

4. Participants' Questions and Answers

A staff member of the Vanj District authority, Ganjina Lavunjozoda, raised the following questions:

1. What is the procedure for obtaining grants?
2. Are the grants repayable or not?

The Head of the regional branch in Khorog, Matluba Bandalieva provided the following responses:

The procedure for obtaining grants within the framework of the project consists of several stages. At the first stage, women and women's groups participate in specialized training on entrepreneurship, financial literacy, management, marketing, digital trade, and leadership skills. After completing the training, participants develop their business plans with the support of experts and submit them for review. Business plans are evaluated through a competitive process by a special commission based on established criteria, including economic feasibility, sustainability, job creation potential, and alignment with the project's objectives. From the 3,200 training participants, up to 1,600 business plans will be selected for financing.

Grants are mainly provided in non-cash form, namely as equipment and necessary tools. The grant amount is up to USD 1,500 per individual woman and up to USD 7,000 for women's groups. After receiving the grant, beneficiaries receive 12 months of mentoring and coaching support, including legal registration, opening bank accounts, marketing, financial management, development of digital and green businesses, as well as establishing linkages with markets and the private sector.

The grants provided under this project are non-repayable. They are granted as non-refundable financial support for the development of women’s entrepreneurial activities and do not involve loan agreements or repayment obligations. However, grant recipients are required to use the funds or equipment strictly for the purposes outlined in the business plan and to comply with transparency and reporting requirements.

Photo materials



Registration list

№	Full name	Position
1	Sulbonova Saylon	market
2	Shamsiddinova Dilorom	entrepreneur
3	Shodieva Gulsimo	entrepreneur
4	Lavunjozoda Ganjina	women's department manager
5	Khojazoda Paymona	women's department manager

6	Furuzova Parastu	women's department manager
7	Khojaeva Ramziya	head specialist of the monitoring
8	Surkhova Mehrona	senior protection specialist
9	Daykhudoeva Zubayda	teacher
10	Gulchehrai Muhbin	nurse
11	Ustoeva Umeda	teacher
12	Umarova Zebo	medical worker
13	Iskandarova Mari	medical worker
14	Rafibekova Sadbarg	vendor
15	Habdulloeva Latifa	nurse
16	Ustoeva Zamira	medical worker
17	Nabotova Abreza	housewife
18	Bekova Payvasta	housewife
19	Jorubova Qumri	housewife
20	Khaniliva Husnibonu	tailor
21	Berdieva Aziza	entrepreneur
22	Ozodieva Jahongul	housewife
23	Erkaeva Zubayda	vendor
24	Qobilova Mahbuba	vendor
25	Basharieva M	medical worker
26	Lozurieva Saharguna	decorator
27	Lozurieva Qamargul	medical worker
28	Jonbekova Salima	medical worker
29	Mamadyaliev Matluba	medical worker
30	Damdorova Mavlyuda	teacher
31	Fayozova Ozoda	teacher
32	Avazoda Qurbongul	medical worker
33	Nabieva Farishta	vendor
34	Fayzov Rumish	chief investment specialist

Нохиюм Ваны

№	ФИО	Чойи кор	Раками телефон	Имзо
1	Султонова Саймон	Ҷаҳон	937679911	Сул
2	Малмуродов Рилор	СОХИБОР	93596070	Сул
3	Модарева Гулсимо	СОХИБОР	919408044	Сул
4	Наврузова Ҷондана	М.М.Ҷ.и.И.Ванс	938242834	Сул
5	Хазратова Паёмона	мутахассис занон	013871212	Сул
6	Ғулузева Парасту	мутахассис пеш-загон	110040339	Сул
7	Азизова Ғолизи	сармуток. ишғ. кор	933041699	Сул
8	Сурхоба Меҳрона	сарму. бахши кари	937171946	Сул
9	Ҷабиҳудоева Зубайда	мураббия	90015509	Сул
10	Ҷаҳонгаров Муҳаммад	Мураббия	111070597	Сул
11	Ҷамалова Чинга	Мураббия	004046359	Сул
12	Ҷамалова Ҷоҳид	Мураббия	900214210	Сул
13	Мекондоридов Марти	селекция тарзи	939236979	Сул
14	Ҷаҳонгаров Саҳобар	орарром	937679877	Саҳобар
15	Ҷаҳонгаров Ҷамил	Ҷамил	938482981	Ҷамил
16	Ҷамалова Ҷамил	Ҷамил	919266319	Ҷамил
17	Ҷаҳонгаров Ҷамил	Ҷамил	939336947	Ҷамил
18	Ҷаҳонгаров Ҷамил	Ҷамил	033147526	Ҷамил
19	Ҷаҳонгаров Ҷамил	Ҷамил	919488612	Ҷамил
20	Ҷаҳонгаров Ҷамил	Ҷамил	933197373	Ҷамил
21	Ҷаҳонгаров Ҷамил	Ҷамил	777108560	Ҷамил
22	Ҷаҳонгаров Ҷамил	Ҷамил	931210822	Ҷамил
23	Ҷаҳонгаров Ҷамил	Ҷамил	933155552	Ҷамил
24	Ҷаҳонгаров Ҷамил	Ҷамил	931566516	Ҷамил
25	Ҷаҳонгаров Ҷамил	Ҷамил	93112371	Ҷамил
26	Ҷаҳонгаров Ҷамил	Ҷамил	819998336	Ҷамил
27	Ҷаҳонгаров Ҷамил	Ҷамил	931443385	Ҷамил
28	Ҷаҳонгаров Ҷамил	Ҷамил	113370191	Ҷамил
29	Ҷаҳонгаров Ҷамил	Ҷамил	917-32-12-92	Ҷамил
30	Ҷаҳонгаров Ҷамил	Ҷамил	1111-850-59	Ҷамил
31	Ҷаҳонгаров Ҷамил	Ҷамил	919-48-98-49	Ҷамил

32	Обзорода Турдончи	Рахматова	93-353-50-95	Милла
33	Лабиева Фаришда	Брафнома	919-25-59-80	
34	Рахмонов Фаришда	Сарниш сарниш	11017-08-04	
35	Мазитов Абдул	директори мактаб		
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PROTOCOL #5

Information about the event

“Tajikistan Women’s Economic Empowerment Project (2026–2028)”

Venue: City of Bokhtar

Date: 11.12.2025

Organizer: State Committee for Investment and State Property Management of the Republic of Tajikistan and SEBIT

Partners: World Bank Group

Participants: More than 100 representatives of government bodies, public organizations, and women entrepreneurs

1. Opening of the Event

The event was officially opened by **Mr. Yusufzoda Afzalshokha**, Deputy Chairman of the City of Bokhtar. In his welcoming speech, he emphasized the importance of women’s economic participation for sustainable regional development, poverty reduction, and social stability. He noted that empowering women entrepreneurs is a key priority of state policy and contributes to inclusive economic growth.

2. Presentation of the Project

Following the opening remarks, Ms. **Begzoda Zarnigor**, Head of the regional branch of SEBIT made a presentation about TWEEN, who also served as the moderator of the event.

During the presentation, it was noted that:

- The **State Committee for Investment and State Property Management of the Republic of Tajikistan** consistently implements programs and projects aimed at improving the national economy.
- These initiatives are carried out within the framework of government contracts and strategic, mutually beneficial cooperation with international development partners.
- Special attention is given to attracting foreign direct investment, supporting entrepreneurship, and strengthening the private sector.

Participants were informed that, in cooperation with the **World Bank Group**, the State Committee plans to implement the project “**Tajikistan Women’s Economic Empowerment Project**” for the period **2026–2028**.

The key elements of the project were presented:

- TWEEN aims to increase women's economic self-reliance and empower them through training, access to finance, startup support, skills development, and involvement in value chains.

- The project is being implemented by the State Committee on Investments and State Property Management of the Republic of Tajikistan with the technical support of the World Bank, drawing on

the experience of the EBRD, ADB, UNDP and the E-GATE program for the digital inclusion of women

Project components

Component 1 — Support for individual and group initiatives:

- 3,200 women will receive training in entrepreneurship, financial literacy, and business planning.
- Up to 1,600 business plans will be funded by grants (up to \$1,500 individually and up to \$7,000 for groups).
- It provides 12 months of mentoring support, assistance in business registration, opening bank accounts and entering the market.
- Special attention: innovation, green technologies, digitalization, vulnerable categories of women.

Component 2 — Support for registered MSMEs:

- 100 women entrepreneurs will receive in-depth business diagnostics and training on digitalization, sustainable development, and e-commerce.
- 50 selected MSMEs will receive grants of up to \$15,000 with 20% co-financing.
- IFC will be involved to support enterprises' entry into regional markets

3. Questions and Answers Session

Question 1:

Who can participate in the project “Tajikistan Women’s Economic Empowerment Project ”?

Answer:

The projects Component 2 targets women entrepreneurs, women planning to start a business, and women-led small and medium-sized enterprises, particularly in the 8 project districts, with expansion to other regions.

Question 2:

What types of support will be provided under the project?

Answer:

The project will provide business training, mentoring, advisory services, and access to financial instruments such as grants (equipment) or investment facilitation mechanisms.

Question 3:

What is the role of local authorities in the project?

Answer:

Local authorities will support project implementation by facilitating coordination, identifying beneficiaries, providing institutional support, and ensuring alignment with regional development strategies.

Question 4:

How does the project contribute to economic development?

Answer:

By supporting women entrepreneurs, the project promotes job creation, increases household incomes, reduces poverty, and strengthens the private sector, contributing to sustainable economic growth.

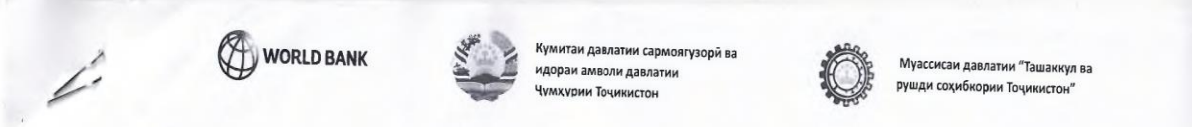
Question 5:

When will the project be implemented?

Answer:

The project is planned for implementation from **2026 to 2028**, following preparatory and coordination activities with relevant stakeholders.

Registration list



РЕГИСТРАЦИОННЫЙ ЛИСТ
Проекта
«По расширению экономических прав и возможностей женщин в Таджикистане» в г. Бохтар

День: 11.12.2025

№	ФИО	Деятельность	Контакты	Подпись
1	Давлатов Холмаи	Директ. Т.Ч. «Мавнабони Шир»	900-55-55-04	[Signature]
2	Сафаров Ашмил	Директ. секции дузандани	905-00-50-75	[Signature]
3	Сафарова Арафа	Дузанда	200-22-06-06	[Signature]
4	Алишарова Сафармаи	Дузанда	888-66-40-20	[Signature]
5	Умарова Сайдикисо	Дузанда	915-44-40-40	[Signature]
6	Салимова Хусеин	Мақтаби №3 Ошзот	987-45-99-22	[Signature]
7	Широдова Рабиба	Мақтаби №3 Ошзот	005-52-98-98	[Signature]
8	Бобоева Туршона	Мақтаби №3 Ошзот	93-969-79-49	[Signature]
9	Имомова Саибешина	Ам. дузандани Ҷ. ширини	909-88-30-72	[Signature]
10	Буройбердиева Туршона	Сотилков	502-14-04-73	[Signature]
11	Саидова Марзия	Сахибки	10244401	[Signature]
12	Хошрофова Зи	МОКМОД №3 ошзот	901771013	[Signature]
13	Назорова Марзума	хотими Дузандани	93-260-53-00	[Signature]



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14	Саидова Тӯраҷон	амурдор м.м.м.у. №9	101-00-07-70	[Signature]
15	Қодирова Латифаҷон	амурдор м.м.м.у. №9	011-21-27-27	[Signature]
16	Қаюмова Маъруза	амурдор м.м.м.у. №13	88-333-93-33	[Signature]
17	Ширинова Ҷамил	мурраббӣ боғиҷам №24	985-44-44-44	[Signature]
18	Қаррақоро Нозима	амурдор м.м.м.у. №10	900-55-21-09	[Signature]
19	Қараева Манзура	амурдор м.м.м.у. №10	93-1159-22-14	[Signature]
20	Мирраҳимовна Қосим	амурдор м.м.м.у. №10	883-18-89-80	[Signature]
21	Қодирова Зарина	амурдор м.м.м.у. №10	900-54-42-54	[Signature]
22	Сайидназарова Ҷамил	Соҳибдор	908-00-53-10	[Signature]
23	Маликовна Қосим	мурраббӣ боғиҷам №4	900555758	[Signature]
24	Қазимқорова Саидҷон	Ҷумҳурият	903-40-19-22	[Signature]
25	Ҷамилева Маъмур	Ҷумҳурият	901-19-17-98	[Signature]
26	Мирзова Шерифат	мурраббӣ боғиҷам №6	989002224	[Signature]
27	Қодирова Зарина	мурраббӣ боғиҷам №3	881111254	[Signature]
28	Мирзова Қошқим	мурраббӣ боғиҷам №17	007-44-09-44	[Signature]
29	Алиқурбанова Рӯзӣ	амурдор м.м.м.у. №13	978-2951-29	[Signature]
30	Қодирова Рӯзӣ	амурдор м.м.м.у. №13	900800377	[Signature]
31	Қодирова Рӯзӣ	амурдор м.м.м.у. №10	551004603	[Signature]
32	Қодирова Рӯзӣ	амурдор м.м.м.у. №10	100900333	[Signature]
33	Шоҳиева Маъмур	амурдор м.м.м.у. №10	901-08-50-98	[Signature]
34	Қодирова Рӯзӣ	амурдор м.м.м.у. №10	988-02-01-48	[Signature]



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35	Саидова Н	Дурағза	915-44-40-40	[Signature]
36	Қодирова Латифаҷон	Соҳибдор	907076961	[Signature]
37	Қосимовна Нурӯз	Рӯзӣ боғиҷам	555587944	[Signature]
38	Қодирова Рӯзӣ	мурраббӣ боғиҷам №8	974662370	[Signature]
39	Қодирова Саидҷон	Соҳибдор	000026781	[Signature]
40	Қодирова Маъмур	амурдор м.м.м.	025033953	[Signature]
41	Мирзова Маъмур	амурдор м.м.м.	976677709	[Signature]
42	Қодирова Рӯзӣ	мурраббӣ боғиҷам №10	985-40-47-07	[Signature]
43	Мирзова Маъмур	амурдор м.м.м.	039-53-81-81	[Signature]
44	Қодирова Саидҷон	Саҳибдор	006-89-87-47	[Signature]
45	Қодирова Маъмур	амурдор м.м.м.	985-26-35-18	[Signature]
46	Қодирова Рӯзӣ	мурраббӣ боғиҷам	777012599	[Signature]
47	Қодирова Рӯзӣ	мурраббӣ боғиҷам	001220464	[Signature]
48	Қодирова Рӯзӣ	мурраббӣ боғиҷам	110552830	[Signature]
49	Қодирова Рӯзӣ	мурраббӣ боғиҷам	903-33-39-38	[Signature]
50	Қодирова Рӯзӣ	мурраббӣ боғиҷам	935561040	[Signature]
51	Қодирова Рӯзӣ	мурраббӣ боғиҷам	900287625	[Signature]
52	Қодирова Рӯзӣ	мурраббӣ боғиҷам	900909460	[Signature]
53	Қодирова Рӯзӣ	мурраббӣ боғиҷам	938007809	[Signature]
54	Қодирова Рӯзӣ	мурраббӣ боғиҷам	008772521	[Signature]
55	Қодирова Рӯзӣ	мурраббӣ боғиҷам	934050157	[Signature]



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Ҷумҳурии Тоҷикистон



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рушди соҳибкории Тоҷикистон"

56	Қоқираи Рабобон	мактаби	075 52 4545	[Signature]
57	Қодирова Сафараба	Комплекси ҳуҷра	901 39 66 80	[Signature]
58	Ҷамолова Қурбона	Музгор	009 55 05 46	[Signature]
59	Ҷафарова Саида	Ҷоҳати деҳқонӣ	488 088 588	[Signature]
60	Ҷафарова Саида	Дузаанда	8555 98219	[Signature]
61	Ҷафарова Саида	Соҳибдор	552 27 3619	[Signature]
62	Ҷафарова Саида	Мақоми	488 67 0060	[Signature]
63	Ҷафарова Саида	Комплекси ҳуҷра	0857 40 44	[Signature]
64	Ҷафарова Саида	Музгор	002 118 826	[Signature]
65	Ҷафарова Саида	Соҳибдор	351 11 93 75	[Signature]
66	Ҷафарова Саида	Дузаанда	8888 808 11	[Signature]
67	Ҷафарова Саида	Мақоми	552 11 812	[Signature]
68	Ҷафарова Саида	Музгор	008 66 5126	[Signature]
69	Ҷафарова Саида	Соҳибдор	88 72 73 74	[Signature]
70	Ҷафарова Саида	Соҳибдор	44 97 09 95	[Signature]
71	Ҷафарова Саида	Соҳибдор	000 17 80 67	[Signature]
72	Ҷафарова Саида	Музгор	555 05 8 44	[Signature]
73	Ҷафарова Саида	Соҳибдор	952 7 28 09	[Signature]
74	Ҷафарова Саида	Соҳибдор	548 04 78 05	[Signature]
75	Ҷафарова Саида	Соҳибдор	907 21 60 72	[Signature]
76	Ҷафарова Саида	Соҳибдор	900 90 18 83	[Signature]



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идораи амволи давлатии
Ҷумҳурии Тоҷикистон



Муассисаи давлатии "Ташаккул ва
рушди соҳибкории Тоҷикистон"

77	Ҷафарова Саида	Ҷоҳати деҳқонӣ	000 66 39 06	[Signature]
78	Ҷафарова Саида	Дузаанда	009 22 28 01	[Signature]
79	Ҷафарова Саида	Комплекси ҳуҷра	002 55 8 530	[Signature]
80	Ҷафарова Саида	Соҳибдор	907 90 7 440	[Signature]
81	Ҷафарова Саида	Дузаанда	07 36 22 220	[Signature]
82	Ҷафарова Саида	Соҳибдор	104 44 4 403	[Signature]
83	Ҷафарова Саида	Музгор	000 01 28 65	[Signature]
84	Ҷафарова Саида	Соҳибдор	976 35 98 89	[Signature]
85	Ҷафарова Саида	Дузаанда	904 80 89 89	[Signature]
86	Ҷафарова Саида	Музгор	550 31 31 88	[Signature]
87	Ҷафарова Саида	Ҷоҳати деҳқонӣ	44 32 28 040	[Signature]
88	Ҷафарова Саида	Комплекси ҳуҷра	004 56 4 28	[Signature]
89	Ҷафарова Саида	Соҳибдор	44 77 41 263	[Signature]
90	Ҷафарова Саида	Соҳибдор	501 09 42 55	[Signature]
91	Ҷафарова Саида	Осори ҷаҳонӣ	979 32 62 10	[Signature]
92	Ҷафарова Саида	Ҷоҳати деҳқонӣ	205 44 59 43	[Signature]
93	Ҷафарова Саида	Бозгон №16	985 33 03 48	[Signature]
94	Ҷафарова Саида	Т.Ҷ. Ҷоҳати деҳқонӣ	900-90-10-09	[Signature]
95	Ҷафарова Саида	Мақоми №12	8888 808 11	[Signature]
96	Ҷафарова Саида	Мақоми №12	002 11 37 34	[Signature]
97	Ҷафарова Саида	Мақоми №12	875 06 06 63	[Signature]



Кумитаи давлатии сармоягузорӣ ва
идораи амволи давлатии
Ҷумҳурии Тоҷикистон



Муассисаи давлатии "Ташаккул ва
рушди соҳибкории Тоҷикистон"

98	Ҷафарова Саида	Мақоми №12	911 25 50 00	[Signature]
99	Ҷафарова Саида	Ҷоҳати деҳқонӣ	93-636-40-47	[Signature]
100	Ҷафарова Саида	Мақоми	93-317-14-77	[Signature]

Participants List

No.	Full Name	Occupation
1	Davlatov Kholmat	Head of NGO for People with Disabilities “Shodkom”
2	Safarov Komil	Head of Sewing Enterprise
3	Safarova Arafa	Seamstress
4	Ashurova Safarmoh	Seamstress
5	Umarova Fayziniso	Seamstress
6	Khakimova Khosiyat	Teacher, Secondary School No. 3
7	Murodova Khabiba	Teacher, Secondary School No. 3
8	Bobokulova Rukhshona	Teacher, Secondary School No. 3
9	Islomova Saidbegim	Sewing Workshop Worker
10	Khudoyberdieva Gulchamol	Entrepreneur
11	Saidova Mariyam	Entrepreneur
12	Khaidarova N.	Teacher, Secondary School No. 3
13	Nazarova Marchona	Dehkan (Farmer) Household
14	Saidova Gulchakhon	Teacher
15	Kodirova Latofat	Teacher
16	Robieva Mavchuda	Teacher
17	Shukronova Zamira	Kindergarten Educator
18	Abdukodirova Nozima	Teacher
19	Rachabova Manzura	Teacher
20	Mirzomidinova Khosiyat	Teacher
21	Yuldosheva Z.	Teacher
22	Saidakhmadova Chamila	Entrepreneur
23	Toshberdieva Nasiba	Kindergarten Educator
24	Nachmiddinova Sayranbi	Artisan
25	Kushieva Mayrambi	Artisan
26	Mirzoeva Sharofat	Kindergarten Educator
27	Amirova Nargis	Kindergarten Educator

28	Mirzoeva Khayriniso	Kindergarten Educator
29	Amirkulova Firuza	Teacher
30	Dolieva Aziza	Teacher
31	Tagoymurodova M.	Teacher
32	Khoshimmurodova Iroda	Teacher
33	Shodieva Madina	Teacher
34	Farhundai Akhliddinzoda	Teacher
35	Sattorova K.	Seamstress
36	Zebo Barotova	Entrepreneur
37	Rustamova Nurbi	Head of Household
38	Khaidarova Rokhila	Kindergarten Educator
39	Kholmirezoev Sardor	Volunteer
40	Churaboeva Shukrona	Teacher
41	Mirzoeva Maftuna	Teacher
42	Chaborova Farzona	Kindergarten Educator
43	Tuychieva Maftuna	Specialist
44	Kurbonova Sabokhat	Specialist
45	Kurbonova Ibodat	Teacher
46	Olaeva Dilbar	Finance Department, Executive Authority
47	Chaborova Dilnoza	Greenhouse Worker
48	Otakhonova Gulnora	Investment Department
49	Mararshoeva Guzal	Investment Department
50	Khojiev Safar	Chief Tax Specialist
51	Muminova Mahbuba	Weaver
52	Rakhmonkulova Nigina	Confectioner
53	Jalolova Zeboniso	Seamstress
54	Egamzoda Tursunoy	Entrepreneur
55	Amirshoev Khudoydod	MTDS, Kulob Region
56	Nazira Bobokhon	Confectioner
57	Abdulloeva Safarbi	Beauty Salon Owner
58	Usmonova Munisa	Teacher
59	Tagoeva Saida	Dehkan (Farmer) Household
60	Saidova Saida	Seamstress
61	Barotova Ganchina	Entrepreneur
62	Khakimova Mavluda	Confectioner
63	Amirova L.	Beauty Salon Owner
64	Khakimova Gulafshon	Teacher
65	Emomova Marziya	Entrepreneur
66	Shasiddinova Shakhnaza	Seamstress
67	Babachanov Komron	Teacher
68	Aripova Maftuna	Teacher
69	Sayfiddinova Fotima	Entrepreneur
70	Taborova Hafiza	Entrepreneur
71	Khalimova Mehrubon	Entrepreneur
72	Solieva Dilbar	Teacher
73	Rakhimzoda Makhvashbibi	Entrepreneur
74	Khojaeva Farzona	Entrepreneur

75	Tochiboeva Nodira	Entrepreneur
76	Safarova Fayzi	Entrepreneur
77	Shermatova Makhtob	Dehkan (Farmer) Household
78	Yusupova Nasiba	Seamstress
79	Khakimzoda Tursunoy	Beauty Salon Owner
80	Kucharov Parvina	Seamstress
81	Gadoeva Davlatmoh	Entrepreneur
82	Kurbonova Zuhro	Entrepreneur
83	Nozimova Gulsuman	Teacher
84	Samarzoda Sayekhat	Entrepreneur
85	Sharifzoda Khabiba	Seamstress
86	Safarzoda Rachabmo	Teacher
87	Gulova Davlatniso	Dehkan (Farmer) Household
88	Zoidova Kholida	Beauty Salon Owner
89	Atoeva Davlatniso	Entrepreneur
90	Begmurodova Gulsara	Entrepreneur
91	Teshaeva Suraye	Teacher
92	Sangova Farishtamoh	Women's Department, Levakant
93	Dadamirzoeva Sitora	Kindergarten Educator
94	Maksudkhojaeva G.	Women of Khatlon Organization
95	Shamsiddinova Shakhnaza	Confectioner
96	Kosimzoda M.	Teacher
97	Pirova Takhmina	Teacher
98	Parvizoda Gulshan	Teacher
99	Ergashova Kholida	Dehkan (Farmer) Household
100	Khudoyberdieva Okchamol	Confectioner
101	Boboev Sayfullo	Head of Entrepreneurship Support Department
102	Davlatov Makhmadi	Deputy Head of the Regional Investment Authority

Photo materials



PROTOCOL #6
Public consultation

1. Event Information

Date: 12 December 2025

Time: 15:00–16:00

Venue: Secondary School No. 26, Roshtqala District

Organizers:

State Committee on Investments and State Property Management of the Republic of Tajikistan and State Enterprise “Business Incubator of Tajikistan”

Project:

“Tajikistan Women’s Economic Empowerment Project” (TWEEN)

2. Participants of the Public consultation

Participant categories:

Representatives of the State Committee on Investments and State Property Management, the State Enterprise “Business Incubator of Tajikistan”, deputy mayor of Khorog city, government officials, statistics and tax authorities, departments for women’s affairs, entrepreneurs, young and start-up entrepreneurs, as well as unemployed women.

Total participants: 38

Women: 37

Men: 1

3. Content of the Public consultation

The event was opened by Matluba Bandalieva, Head of the Department of the State Enterprise “Business Incubator of Tajikistan” in Khorog city. She welcomed the participants and presented information on the activities, goals, and key objectives of the institution, which focus on supporting start-up entrepreneurs and developing small and medium-sized enterprises. During the session, participants were also informed about the proper use of project opportunities and the procedure for submitting required documents.

In her opening remarks, she emphasized that in today’s context, the development of women’s entrepreneurship is one of the key factors in enhancing economic opportunities and improving the living standards of families and society. She noted that the TWEEN project, as an innovative initiative, creates opportunities for women to actively participate in the economy and aims to establish favorable conditions for their economic engagement.

The TWEEN project enables women to develop their skills, become successful entrepreneurs, and make a significant contribution to the economic development of Tajikistan.

She also highlighted the important role of such meetings in creating a platform for dialogue and experience exchange among active entrepreneurs, specialists, and participants. Addressing existing challenges, proposing solutions, and strengthening cooperation between public and private institutions were identified as key objectives of the session.

Subsequently, the main presentation of the project was delivered by Anisa Giyoeva, an employee of the State Enterprise “Business Incubator of Tajikistan” in Khorog city. She presented the TWEEN project, highlighting the importance of women’s participation in entrepreneurship, the labor market, and the enhancement of their financial literacy.

During the session, participants raised questions related to the presented information. Participants also expressed the following proposals:

- Organization of regular training seminars;
- Conducting master classes on business plan development;
- Improved access to additional informational materials;
- Enhanced support for women entrepreneurs.

The presentation was received positively and with strong interest, demonstrating the high relevance of women’s entrepreneurship development and the importance of the TWEEN project.

Presentation of the TWEEN Project

The following key elements of the project were presented:

Project components were presented in detail, and the importance of stakeholders' engagement, as well as GRM mechanism introduced.

TWEEN is aimed at strengthening women’s economic independence and expanding their rights and opportunities through training, access to finance, start-up support, skills development, and integration of women into value chains.

The project is implemented by the State Committee on Investments and State Property Management of the Republic of Tajikistan with technical support from the World Bank.

4. Questions from Participants and Answers

Participants raised the following questions during the session:

The first question was raised by entrepreneur Zohira Safarbekova from Roshtqala District:

What is the procedure for obtaining grants?

Answer: Applicants must submit a business plan, which will be reviewed and evaluated by the project selection committee.

The second question concerned whether grants are repayable.

Answer: Grants are non-repayable and are provided only in non-cash form or as equipment to enable women to develop their entrepreneurial and economic activities.

The third question addressed whether submission of a business plan is mandatory.

Answer: Yes, submission of a business plan is mandatory under both Component 1 and Component 2. Participants are also trained on how to develop and use business plans during the training process.

The fourth question was raised regarding the eligibility of government employees to receive grants.

Answer: There is no direct restriction; however, the project primarily targets women entrepreneurs, vulnerable women, and women without formal employment.

The fifth question related to the duration of the training programs.

Answer: The exact duration of the training has not yet been finalized and will be determined at a later stage.

List of Participants

No.	Full Name	Position / Occupation
1	Mamadshoeva Dunyogul	Craftsman
2	Sultonmamadova Gulraftor	Head of Communication and Post Center
3	Gulomasenova Azizmo	Head of Land and Irrigation
4	Shodigulomova Sitoramo	Houseworker
5	Qurbonkhonova Barfiya	Student
6	Qadamshoeva Farida	Kindergarten Teacher
7	Qurbonkhonova M.	Roshtqala Authorities
8	Davlarshoeva Farzona	Craftsman
9	Ismoilova Navruzbegim	Entrepreneur
10	Jumakhonova Qirgizmo	Entrepreneur
11	Yusupuva Latifa	Craftsman
12	Gulomaseynova Zubayda	Craftsman
13	Odilbekova Savlat	Community Head
14	Orzumamadova Zebogul	Medical Worker
15	Qurbonbekova Azizmo	Medical Worker
16	Azizbekzoda Shoista	Chief Specialist
17	Sholibekova Marhabo	Medical Worker
18	Fayzmamadova Kamila	Specialist
19	Ravijonova Iddigul	Entrepreneur
20	Shogunbekova Gulina	Specialist
21	Davlatnazarova Gulafshon	Specialist

22	Shakarbekova Shamafruz	Teacher
23	Nodilyobova Zarangez	Medical Worker
24	Zamirova Sabza	Craftsman
25	Eronshoeva Samina	Entrepreneur
26	Alifbekova Asyatmo	Craftsman
27	Bodurkhonova Malika	Director
28	Jorubova Mehrimo	Entrepreneur
29	Shomirzoeva Sh.	Entrepreneur
30	Yakhshibekova Sh.	Entrepreneur
31	Ulugbekova Husniya	Houseworker
32	Bakhtovarshoeva Mavjuda	Entrepreneur
33	Keldieva Gulguncha	Entrepreneur
34	Jonobanishova A.	Entrepreneur
35	Mirzoniholova Bakhtibegim	Entrepreneur
36	Niyozmamadova F.	Women's Affairs Manager
37	Shogunbekova Vasila	Craftsman
38	Rajabbekzoda Manzura	Vice Chairman

Кожиян Раштказалва

№	ФИО	Чойи кор	Раками телефон	Имзо
1	Маммадишова Гунисул	Зунариманов	917323880	Имзо
2	Султанбаевадогов Гунисул	Бардари	501031488	Имзо
3	Алимамедова Азиза	Салдар	502009688	Имзо
4	Шакирханова Ситора	Сокимин	93222-91-04	Имзо
5	Зубайханова Бардари	Докимизу	007-44-9404	Имзо
6	Кадимханова Гунисул	Салдар	501922357	Имзо
7	Зубайханова Ситора	Салдар	935861006	Имзо
8	Аблатханова Салдар	Зунариманов	501842265	Имзо
9	Алимамедова Гунисул	Салдар	937749966	Имзо
10	Зубайханова Бардари	Салдар	502084969	Имзо
11	Зубайханова Бардари	Салдар	938962509	Имзо
12	Зубайханова Бардари	Зунариманов	50171368	Имзо
13	Салдарханова Салдар	Салдар	501091264	Имзо
14	Салдарханова Салдар	Салдар	501281975	Имзо
15	Зубайханова Бардари	Салдар	93-549-46-7	Имзо
16	Зубайханова Бардари	Салдар	50-117-64-0	Имзо
17	Салдарханова Салдар	Салдар	50-444-13-9	Имзо
18	Зубайханова Бардари	Салдар	50-216-95-85	Имзо
19	Зубайханова Бардари	Салдар	50-114-01-13	Имзо
20	Зубайханова Бардари	Салдар	006238602	Имзо
21	Зубайханова Бардари	Салдар	501079287	Имзо
22	Зубайханова Бардари	Салдар	501285850	Имзо
23	Зубайханова Бардари	Салдар	50-444-3978	Имзо
24	Зубайханова Бардари	Салдар	50-131-99-76	Имзо
25	Зубайханова Бардари	Салдар	93-148-05-16	Имзо
26	Зубайханова Бардари	Салдар	50-810-84-84	Имзо
27	Зубайханова Бардари	Салдар	934617941	Имзо
28	Зубайханова Бардари	Салдар	501033390	Имзо
29	Зубайханова Бардари	Салдар	501319935	Имзо
30	Зубайханова Бардари	Салдар	5018470	Имзо
31	Зубайханова Бардари	Салдар	-34	Имзо

50137-98-77

32	Бахтоваришова Мавзун	созишкор	дузанда	93 440 18 96	Рав
33	Геладзека Тилзун	созишкор	50 195 80 51	С.А.А.А.А.	
34	Чалбалишова Т.А.	созишкор	50-184-1165	5022	
35	Мирзокишова Рахмида	созишкор	50.103.89.93	Рав	
36	Абдуллоева Ф.	Мудир бах корбо			
37		Заман ба ол	93-771-05-53		
38	Шошубекова Восил	Дунарсанг	50 1839315	Рав	
39	Розабекзода Мансур	амбони раис	93-542-73-78	С.А.А.А.	
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Photo materials



PROTOCOL #7

Public consultation

1. Event Information

Date: 11 December 2025

Time: 15:00–16:00

Venue: Executive Authority of the City of Khorog

Organizers:

State Committee on Investments and State Property Management of the Republic of Tajikistan and the State Enterprise “Business Incubator of Tajikistan”

Project: *“Tajikistan Women’s Economic Empowerment Project” (TWEEP)*

2. Participants of the Public consultation

Categories of participants:

The public consultation was attended by representatives of the State Committee on Investments and State Property Management, the State Enterprise “Business Incubator of Tajikistan”, Deputy Mayors of Khorog city, employees of government authorities, statistics and tax departments, the department for women’s affairs, entrepreneurs, young and start-up entrepreneurs, as well as unemployed women.

Total number of participants: 56

Including:

- **Women:** 49
- **Men:** 7

3. Content of the Public consultation

The event was opened by Matluba Bandalieva, Head of the branch of the State Enterprise “Business Incubator of Tajikistan” in Khorog city. She welcomed the participants and provided information on the activities of the branch, as well as the main goals and objectives of the institution, which focus on supporting entrepreneurs and developing small and medium-sized enterprises. During the event, participants were also informed about the correct use of project opportunities and the procedure for submitting documents.

In her opening remarks, she emphasized that under current conditions, the development of women’s entrepreneurship is one of the key factors in enhancing economic opportunities and improving the living standards of families and society. She noted that the TWEEP project, as an innovative initiative, creates opportunities for women to actively participate in the economy and is being implemented to establish a favorable environment for women’s economic inclusion.

The TWEEP project enables women to develop their capacities, become successful entrepreneurs, and make a significant contribution to the economic development of Tajikistan.

Matluba Bandalieva also highlighted the important role of such meetings in creating a platform for dialogue and exchange of experience among active entrepreneurs, specialists, and participants. Addressing existing challenges, proposing solutions, and strengthening cooperation between public and private institutions were also identified as key objectives of the meeting.

Subsequently, the main presentation of the project was delivered. During the session, Anisa Giyeva, an employee of the State Enterprise “Business Incubator of Tajikistan” in Khorog, presented the TWEEN project. She spoke about the importance of women’s economic development, their participation in entrepreneurship and the labor market, and the enhancement of their financial literacy.

During the event, participants asked questions regarding the information presented. The participants expressed the following proposals:

- Organization of similar events
- Master classes on business plan development
- Increased access to additional project materials
- Enhanced support for women entrepreneurs

The presentation was positively received with strong interest, indicating the need for the development of women’s entrepreneurship and the high significance of the TWEEN project.

4. Questions from Participants and Answers

1. What is the procedure for obtaining grants?

Submission of a business plan, followed by its review and evaluation by the project selection committee.

2. Are the grants repayable?

No. The grant is non-repayable and is provided only in non-cash form or as equipment, in order to enable women to develop their entrepreneurial and economic activities.

3. Is submission of a business plan mandatory?

Yes, it is mandatory. A business plan is required under both Component 1 and Component 2. Participants are also trained during the program on how to prepare and use business plans.

4. Can government employees receive grants?

There is no direct restriction; however, the project primarily targets women entrepreneurs and women without formal employment. Civil servants are subject to labor legislation regulating their professional activities.

5. Can you please tell us about trainings duration (1 month, 2 months)?

The exact duration of training for project beneficiaries has not yet been determined. A decision on the length of the training programs will be made at a later stage.

List of Participants

№	Full Name	Posotion
1	Gulbekova Gulshod	Womens manager
2	Mavlobakhshzoda Rayhonbegim	City investment Manager
3	Rahmonova Marziya	Hearts organization Employee
4	Saidmamadova Rukhshona	Hearts organization Employee
5	Bobova Marziya	Entrepreneur
6	Azizshoeva Klbriyo	Entrepreneur
7	Shakarmamadova	Entrepreneur
8	Khushkadamov Khushbakht	Pamir energy
9	Tabaldiev Amirbek	Department of statistics
10	Khudododkhonova Gulbuta	Social Development
11	Pahlavonova M	Nigin of khorog Newspaper
12	Muborakshoeva Anisa	Archive
13	Bakhtdavlatova Lutfiya	Department of Community Affairs
14	Bejanova Gulzira	Department of Community Affairs
15	Jumakhonova Nasima	Entrepreneur
16	Sedshoeva Shamsiya	Entrepreneur
17	Gulomaydarkhonova Ayrigul	Womens manager
18	Davlatbekova Olucha	Social Worker
19	Azatulloeva Guldina	Social Worker
20	Qurbonbekova Zarina	Entrepreneur
21	Bandalieva Mavjigul	Administrative assistent
22	Gaforova Madina	Unemployed
23	Pirmamadova Havasmo	Unemployed
24	Mirzobekova Sitora	Accounting Manager of free Zone
25	Orifshoev Khushbakht	Unemployed
26	Safedakova Zinnatmo	Entrepreneur
27	Chorshanbieva Ruzanna	Entrepreneu

28	Davlatova Sulhiya	Entrepreneur
29	Khudododova Farida	Entrepreneur
30	Imatshoeva Manija	Income tax
31	Guljonova Shukriya	Income tax
32	Samadova Shoira	Financial Department
33	Davlatova Saylon	Entrepreneur
34	Khudoberdieva Halima	Ragional Investment Department
35	Mirmurodova Gulnamo	Ragional Investment Department
36	Bobova Dilangez	University if Khorog
37	Nasiloeva Marifat	Health center
38	Mastonshoeva Farzona	Head of Human Rights
39	Niyozmamadova Hangoma	Antimonopoly
40	Saidbekova Mushtari	Ragional Investment Department
41	Gulomaydarzoda Pari	Deputy Mayor
42	Niyatbekzoda Golib	Deputy Mayor
43	Nobodiev Amin	Land developer
44	Mamadamonova Vasila	Entrepreneu
45	Dovutov Tohir	Land developer
46	Nazirova Gulzor	Ragional Investment Department
47	Odinashoeva Munira	Ragional Investment Department
48	Dilovarova Gulnigin	Ragional Investment Department
49	Shodmonbekova Sakina	Social
50	Nazarkhudoeva Sabzina	Ragional Investment Department
52	Vazirbekova Maysara	Social manager
53	KHudobakhshova Sitora	City economy
54	Mavjudaliev Mavjudali	Transportation
55	Bakhtiyorzoda Firuza	Transportation
56	Amirbekova Mehrangez	Entrepreneu

Шарх и борц

№	ФИО	Чойн кор	Раками телефон	Имзо
1	Тиеболово Тулемо			
2	Мавлабазимзода Р	МВРД-и ш. Вайн	937911404	
3	Ахмедова Марфа	басими салтоб	93 830 6419	
4	Самидиновна Тухишхо	Тухишхои кунда	936002979	
5	Додова Марсиб	Тухишхои кунда	93 512 6885	
6	Абушарова Хидрий	Сохибкор	50 996 168	
7	Алигажаровна	Сохибкор	114400403	
8	Хушнардулов Хушнарду	Сохибкор	93 778 0641	
9	Табеевиев Хидрий	Полмур Энерг	93 600 6612	
10	Худодовнава Тулган	Валии омар	935329279	
11	Алибабонава	и. пиримиди оштин	11 004 0648	
12	Мухомедова Азиза	Р. Халими Хатун	50 127 20 32	
13	Фажрмухамедова Азиза	Ф. Байрамов	50 155 1103	
14	Бегалова Тулган	Худодов кордо муро	50-106-38-37	
15	Чаллохилова Нуримона	Худодов кордо муро	93 156 82 82	
16	Рашидова Шайма	Сохибкор	93 566 68 82	
17	Тухишхои оштин	Сохибкор	93 426 76 86	
18	Рахмонова Дилора	корисанови узтими	93 101-54-04	
19	Азизмухамедова Тулган	корисанови узтими	50-474-36-78	
20	Худодовнава Тулган	Сохибкор	93 547 72 86	
21	Алибабонава Тулган	Сохибкор	93 477 9 966	
22	Алибабонава Тулган	Сохибкор	93 336 0 7 99	
23	Алибабонава Тулган	Сохибкор	50 214 1 5 5 4	
24	Алибабонава Тулган	Сохибкор	93 507 5 7 13	
25	Алибабонава Тулган	Сохибкор	93 9 11 9 8 0 4	
26	Алибабонава Тулган	Сохибкор	50 116 16 5 3	
27	Алибабонава Тулган	Сохибкор	50 116 16 5 3	
28	Алибабонава Тулган	Сохибкор	90 9 25 4 0 0 4	
29	Алибабонава Тулган	Сохибкор	777 7 0 4 0 4	
30	Алибабонава Тулган	Сохибкор	118 53 9 5 9 5	
31	Худодовнава Тулган	раками салтоб	93-600-4559	

32	Мухомедова Тулган	раками салтоб	93-582-00-05	
33	Додова Диланез	ФДР-и ш. Борц	93-433-35-85	
34	Касимова Махрубат	Марфаи салтоб	90-120-53-35	
35	Тухишхои кунда			
36	Алибабонава Тулган	Кукучи иксон	93 400 74 57	
37	Алибабонава Тулган	Алибабонава	93 771 90 90	
38	Алибабонава Тулган	Кайсати салтоб	50 178 04 04	
39	Алибабонава Тулган	Мухомедов р. шахр	93 600 42 56	
40	Алибабонава Тулган	Мухомедов р. шахр	93-513-8181	
41	Алибабонава Тулган	Мухомедов р. шахр	119 54 54 00	
42	Алибабонава Тулган	Сохибкор	93 404-7674	
43	Алибабонава Тулган	Заминкор	93-528-11-72	
44	Алибабонава Тулган	Бекор	50-116-16-53	
45	Алибабонава Тулган	Кайсати салтоб	93-505-3038	
46	Алибабонава Тулган	Саримовна	93-156-7500	
47	Алибабонава Тулган	Саримовна	93-500-19-72	
48	Алибабонава Тулган	Саримовна	93-800-45-59	
49	Алибабонава Тулган	Омузгор	93 877-33-37	
50	Алибабонава Тулган	Саримовна	93-419-99-76	
51	Алибабонава Тулган	Мухомедов р. шахр	777-10-99-97	
52	Алибабонава Тулган	Мухомедов р. шахр	93-156-58-58	
53	Алибабонава Тулган	Мухомедов р. шахр	93-900-83-22	
54	Алибабонава Тулган	Саримовна	83 890 85 85	
55	Алибабонава Тулган	Саримовна	93 831 89 89	
56	Алибабонава Тулган	Саримовна	93 313 92 92	
57				
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Photo materials



PROTOCOL #8

Public consultation in Roghun City

1. Information about the Event

- Date: 8.12.2025
- Time: 13:00–14:30
- Location: Executive Body of State Authority of Roghun City
- Organizers: State Committee on Investment and State Property Management of the Republic of Tajikistan and State Enterprise "Business Incubator of Tajikistan"
- Project: "Tajikistan Women's Economic Empowerment Project"

2. Participants of the Public consultation

Categories of Participants: The Public consultation was attended by representatives of the State Committee on Investment and State Property Management of the Republic of Tajikistan, the State Enterprise "Business Incubator of Tajikistan" representatives of Ministries and Agencies of the Republic of Tajikistan, representatives of the Executive Body of State Authority of Roghun City, representatives of the private sector (women entrepreneurs, self-financed individuals), as well as representatives of schools and educational institutions.

- Total Participants: 20 people
- Including:
 - Women: 12
 - Men: 8

3. Content of the Public consultation

The opening event began with the participation of Saidzoda Firuzmuhammad, Deputy Director of the SEBIT. The Deputy Director emphasized that the development of entrepreneurship and the improvement of the economic environment are today considered priority areas of state policy.

Boirzoda Farhod made a presentation about the project, stating that small and medium-sized enterprises play a key role in the economy, and their support can contribute to sustainable development and the creation of quality jobs. He noted that the TWEEN project is an innovative initiative project and it provides women with new opportunities, including financial support and training in modern skills.

In the presentation, he explained the main goals of the project, key tasks, areas of coverage, and the types of activities supported. It also clarified the criteria for selecting participants, the procedure for submitting business ideas, and the transparent process for grant implementation. Boirzoda noted that TWEEN is aimed at creating new jobs, increasing women's economic potential, and developing management skills.

During the session, participants had the opportunity to receive detailed answers to their questions and become closely familiar with the various aspects of the project. As observed, the materials presented generated high interest, and the enthusiasm of the participants for this national initiative increased.

The event concluded in a constructive atmosphere, and the necessity of strengthening women's entrepreneurship and the contribution of the TWEEN project to the country's socio-economic development was reaffirmed.

Presentation of the Project "Enhancing Women's Economic Empowerment in Tajikistan"

The following key elements of the project were presented:

- The goal of the program is to strengthen women's economic status, providing them with better conditions for training, utilization of financial resources, promotion of new initiatives, improvement of professional skills, and participation in value-creation processes.
- The implementation of this program in the Republic of Tajikistan is carried out under the leadership of the State Committee on Investment and State Property Management of the Republic of Tajikistan, and is simultaneously supported by the technical assistance of the World Bank.
- The main areas of support include: development of business capabilities, enhancement of financial knowledge and understanding, guidance and support from specialists, promotion of formalization of economic activities, and assistance to women in vulnerable conditions.
- Prioritization of sustainable development through the implementation of innovative solutions, expansion of environmentally efficient technologies, strengthening of digitalization processes, and enhancement of socio-economic support mechanisms for vulnerable women.

4. Participants' Questions and Answers

1. Zaidova Adiba – Head of the Women's Affairs Department in Roghun City

Q: Who can participate in this project?

A: Women who are economically vulnerable, unemployed, or engaged in subsistence agriculture, and women entrepreneurs who have a formal business activity and a desire to develop their business and enter new markets can participate in the project.

2. Odinizeda Nodira – Specialist of the Economic Department in Roghun City

Q: Is participation in the project paid or free?

A: Participation in the project is free for participants, and all training and consultations within the project are free of charge.

3. Malikzoda Mahbuba – Chief Specialist of the Women's Department in Roghun City

Q: Which regions is the project aimed at?

A: For the component 1, project includes 8 districts: Shohmansur, Firdavsi, Tusrunzoda, Roghun, Nurobod, Shughnon, Vanj and Ishkoshim, and Component 2 is nationwide.

4. Davlatova Zebo – Chief Specialist of the Newspaper in Roghun City

Q: How does the project contribute to the development of women's business?

A: The project creates opportunities for sustainable business development for women through training, assessment of entrepreneurial activities, digitalization, and support in entering regional markets.

11	Zumrad Jaborova	Entrepreneur
12	Shahnoz Saidova	Head of the Ideology Department

Photo materials



PROTOCOL #9

Public consultation in Nurobod District

1. Information about the Event

- Date: 9.12.2025
- Time: 13:00–14:30
- Location: Executive Body of State Authority of Nurobod District
- Organizers: State Committee on Investment and State Property Management of the Republic of Tajikistan and State Enterprise "Business Incubator of Tajikistan"
- Project: "Tajikistan Women's Economic Empowerment Project"

2. Participants of the Public Consultation

Categories of Participants: In the public consultation attended representatives of the State Committee on Investment and State Property Management of the Republic of Tajikistan, the State Enterprise "Business Incubator of Tajikistan" representatives of Ministries and Agencies of the Republic of Tajikistan, representatives of the Executive Body of State Authority of Nurobod District, representatives of the private sector (women entrepreneurs, self-financed individuals), as well as representatives of schools and educational institutions.

- Total Participants: 25 people
- Including:
 - Women: 5
 - Men: 20

3. Content of the public consultation

The opening ceremony of the event began with the participation of Saidzoda Firuzmuhammad, Deputy Director of the SEBIT. He noted that the development of entrepreneurship and the creation of a favorable economic environment are currently considered one of the priority areas of state policy, and supporting the private sector, especially small and medium-sized enterprises (SMEs), is key to ensuring sustainable development.

During the presentation, Boirzoda Farhod emphasized that SMEs play an important role in economic development and the creation of new jobs. He noted that TWEEP project as an innovative initiative, stressing that its implementation provides women with new opportunities. Specifically, participants can gain access to modern training, improve their professional skills, and utilize financial support opportunities for business development.

Boirzoda Farhod, who presented the project, specifically emphasized the importance of holding such consultations as a free dialogue platform between government agencies, the private sector, and international organizations. The meetings enable the strengthening of inter-agency cooperation and the formation of a healthy business environment at the regional level.

During the presentation, the main goals of the project, key tasks, areas of coverage, and the types of supported activities were introduced in detail. Participants were also familiarized with the criteria for

selecting participants, the procedure for submitting business ideas, and the transparent process for grant implementation.

Boirzoda Farhod noted that the project is aimed at creating new jobs, increasing women's economic potential, and developing management skills, which leads to the strengthening of women's entrepreneurship and sustainable community development.

The event concluded in an atmosphere of constructive cooperation, and the importance of strengthening women's entrepreneurship, supporting small and medium-sized enterprises, and the role of the TWEEN project in the country's social and economic development were once again emphasized.

Participants noted that projects provide a favorable basis not only for increasing knowledge and skills but also for creating a network of mutual cooperation and attracting necessary resources for the development of women's business and economic potential.

4. Participants' Questions and Answers

1. Sharifova Zuhro – Head of the Women's Department in Nurobod District

Q: Can participants still receive consultation and expert support after completing the training?

A: Yes, the program also offers post-completion support, which includes individual consultations, guidance on implementing business plans, and access to financial resources and markets.

2. Sharipov Mirzovali – Head of the Statistics Department in Nurobod District

Q: Can women form entrepreneurial groups and receive grants together within the project?

A: Yes, women can form working groups and receive a grant for implementing group business plans. The amount for groups is up to \$7,000, with a co-financing requirement.

3. Halimova Surayo – Secretary of the First Deputy Head of the District

Q: Are special opportunities provided for supporting vulnerable women?

A: Yes, the program pays special attention to women in vulnerable conditions and offers them consultation, access to grants, and guidance in business and financial areas.

4. Jumahmadova Sadaf – Deputy in the Finance Directorate in Nurobod District

Q: Can participants also implement their business ideas in other regions?

A: Yes, under Component 2, the program allows participants to implement their business ideas in other regions as well, subject to legal requirements and formal registration.

5. Rohilai Gulmahmad – Inspector in the Social Protection Department

Q: Does the project also provide opportunities for access to digital technologies?

A: Yes, the program offers training to women in the areas of digital technologies and e-commerce, which helps improve sales processes and access to new markets.

№	Ному насаб	Чои кор	Телефон	Имзо
1	Баккалов Мухомбетали	Воҳеми кидри иттилоот	985853007	[Signature]
2	Шарипова Зухро	Бахши заҳиди м. Раҳбарӣ	937020297	[Signature]
3	Самиев Саидмурод	Инспектори муассисаи №83	979433332	[Signature]
4	Ҳосениев Шайхмурод	Инспектори муассисаи №15	924257068	[Signature]
5	Абдиев Имомалӣ	Раҳбарии м.Т.М.85	9188529	[Signature]
6	Ширинов Мирзобек	муҳри воҳеми олов	989124452	[Signature]
7	Раҳимов Замаида	Супермаркетони БЗ.М.З.М.	918504961	[Signature]
8	Ҷаббаров Раффеа	муҳ. муҳаббат касси вақт	985089154	[Signature]
9	Сағдуллоев Ҷамал	муҳри бахши заҳиди м. Раҳбарӣ	985548877	[Signature]
10	Анваров Донишвар	муҳри бахши иттилоот	908-90-92-91	[Signature]
11	Абдураҳимов Курбан	Сотвори УДБЗО м. Ҳури	9055983-21	[Signature]

12	Дониеров Орафзон	муҳаббат соҳибони муҳаббат	918923630	[Signature]
13	Анварӣ Меҳробар	муҳаббатони муҳаббатони анҷоз	949100007	[Signature]
14	Раҳимов Раҷаб	муҳаббатони касси вақт м.Т.М.85	985812482	[Signature]
15	Захилова Раҳима	муҳаббатони муҳаббатони м.Т.М.85	989-90-90-25	[Signature]
16	Захилова Раҳима	муҳаббатони муҳаббатони м.Т.М.85	918-57-39-56	[Signature]
17	Ҷамалова Суҳра	Корхонаи муҳаббатони муҳаббатони м.Т.М.85	985-26-39-77	[Signature]
18	Ҷамалова Суҳра	муҳаббатони муҳаббатони м.Т.М.85	985-04-07-20	[Signature]
19	Раҳимов Раҷаб	муҳаббатони муҳаббатони м.Т.М.85	987-26-60-50	[Signature]
20	Абдураҳимов Раҷаб	муҳаббатони муҳаббатони м.Т.М.85	985-58-97-07	[Signature]
21	Раҳимов Раҷаб	муҳаббатони муҳаббатони м.Т.М.85	908-19-96-97	[Signature]
22	Раҳимов Раҷаб	муҳаббатони муҳаббатони м.Т.М.85	918-40-79-30	[Signature]
23	Ҷамалова Суҳра	муҳаббатони муҳаббатони м.Т.М.85	989853189	[Signature]
24	Ҷамалова Суҳра	муҳаббатони муҳаббатони м.Т.М.85	988892789	[Signature]
25	Ҷамалова Суҳра	муҳаббатони муҳаббатони м.Т.М.85	002999958	[Signature]
26				
27				

List of Participants

№	Full name	Place of work
1	Muhobotsho Baeshaev	Department of Social Protection
2	Zuhro Sharifova	Women's Department of Darband City
3	Saidov Saymahmad	Director, Secondary School No. 83
4	Kosimov Mirzorahmat	Director, Secondary School No. 15
5	Asoev Ismoil	Director, Secondary School No. 85
6	Sharipov Mirzovom	Head of the Statistics Department
7	Rahimov Jamoliddin	Chief Specialist of the Environmental Protection Department
8	Tabarov Farrukh	Head of the Agriculture Department
9	Saduloev Beknazar	Head of the Environmental Protection Department in the Nurabad District
10	Anvari Donishvar	Head of the Economics Department
11	Davlatov Qurbon	State Department for Land and Water Protection
12	Doniyorov Orifjon	Deputy Head of Tax Inspection
13	Anvari Mehrovar	Tax Specialist
14	Habibov Rasul	Senior Specialist
15	Jamolova Faroghat	Deputy in the Executive Committee of the People's Democratic Party of Tajikistan
16	Jamilzoda Naziri	Head of the Department in the Executive Committee of the People's Democratic Party of Tajikistan
17	Qosimova Surayo	Administrator (Officer) of the First Deputy Head of the District
18	Jumahmadova Sadaf	Deputy in the Finance Directorate
19	Rohilai Gulmahmad	Inspector in the Social Protection Department
20	Mahmadiev Izatullo	Specialist of the District Construction Department
21	Rahmatov Mirzojuma	Specialist of the Social Protection Department
22	Mirzozoda Shohinjon	Specialist of the Community Relations Department
23	Ismoilov H	Employee of the Directorate of the Ministry of Education of the Republic of Tajikistan
24	Badalov Murodbek	Secretary of the Child Rights Commission
25	Abduraufzoda Hasan	Head of the Organization and Personnel Department of the District Chairman's Office

Photo materials



PROTOCOL #10

Public consultation in Tursunzoda City

1. Information about the Event

- Date: 12.12.2025
- Time: 13:00–14:30
- Location: Executive Body of State Authority of Tursunzoda City
- Organizers: State Committee on Investment and State Property Management of the Republic of Tajikistan and State Enterprise "Business Incubator of Tajikistan"
- Project: "Tajikistan Women's Economic Empowerment Project"

2. Participants of the public consultation

Categories of Participants: The public consultation was attended by representatives of the State Committee on Investment and State Property Management of the Republic of Tajikistan, the SEBIT, representatives of Ministries and Agencies of the Republic of Tajikistan, representatives of the Executive Body of State Authority of Tursunzoda City, representatives of the private sector (women entrepreneurs, self-financed individuals), as well as representatives of schools and educational institutions.

- Total Participants: 33 people
- Including:
 - Women: 8
 - Men: 25

3. Content of the Public consultation

The opening ceremony of the event began with a speech by Saidzoda Firuzmuhammad, Deputy Director of the SEBIT. In his speech, he noted that supporting entrepreneurial activity and creating favorable economic conditions are among the main priorities of the state's socio-economic policy.

Boirzoda Farhod, who presented the project, emphasized the importance of holding such sessions, noting that informational and consultative meetings serve as a platform for free dialogue between state institutions, the private sector, and international organizations, and can strengthen inter-agency cooperation and a favorable entrepreneurial environment at the regional level.

The presentation thoroughly explained the main goals and tasks of the project, areas of coverage, and types of supported activities. Also presented were the criteria for selecting participants, the procedure for submitting business ideas, and the transparent process for grant implementation.

Presentation of the TWEEN Project

The following key elements of the project were presented:

- The goal of the project is to strengthen women's economic status, providing them with better conditions for training, utilization of financial resources, promotion of new initiatives, improvement of professional skills, and participation in value-creation processes.
- The implementation of this project in the Republic of Tajikistan is carried out under the leadership of the State Committee on Investment and State Property Management of the Republic of Tajikistan, and is supported by the technical assistance of the World Bank.
- The main areas of support include: development of business capabilities, enhancement of financial knowledge and understanding, guidance and accompaniment by specialists, promotion of formalization of economic activities, and assistance to women in vulnerable conditions.

4. Participants' Questions and Answers

1. Azimova Sanoat – Deputy Head of Tursunzoda City

Q: Is the project aimed only at women in cities, or can participants from rural areas also be included?

A: The project covers both urban and rural participants to strengthen the economic opportunities of women across the country.

2. Toshov Amriddin – Chief Accountant of Karatogh Village

Q: Will participants of the training courses be awarded a certificate?

A: Yes, after the full completion of the training courses, participants will be provided with a certificate confirming their participation and mastery of the program.

3. Ghulomova Mehrana – Employee of the Statistics Agency in Tursunzoda City

Q: Can individuals without higher education engage in entrepreneurial activity?

A: Yes, the lack of higher education is not an obstacle to engaging in entrepreneurial activity. The main conditions are having the capacity to act, formal registration of the activity, and compliance with legislative requirements.

4. Hasanzoda Bilal – Specialist of the Economic Department in Tursunzoda City

Q: Is it possible for a business plan to be developed in one region and implemented in another?

A: Yes, the legislation does not restrict such an opportunity. Participants can submit a business plan in one region and implement it in another, provided they comply with legal requirements and relevant registration.

5. Ismoilova Gulchehra – Specialist of the Human Resources Department of the City Head's Office

Q: Where will the training courses be held?

A: For the first component trainings will be organized in selected districts, and for the second component, depending on the project format, the training courses can be held in-person at training centers or in an online format. Precise information will be communicated to participants in advance.

6. Allaev Shohrukh – Specialist of the Network Department of the Humo Bank Agency in Tursunzoda City

Q: Does this project provide support for opening a kindergarten?

A: The project does not directly fund the opening of a kindergarten, but through training, consultations, and assistance in developing a business plan, it can facilitate participants who intend to operate in this area.

5. List of Participants in Tursunzoda City

Лоиҳа оид ба «Баланд бардоштани имкониятҳои иқтисодии занон дар Тоҷикистон»
Аз санаи 5 то 12 декабри соли 2025
шаҳри Турсунзода

№	Ному насаб	Ҷои кор	Телефон	ИМЗО
1	Рамазова Шеро	Агентии Омори ҷ. Турсунзода	978897211	<i>[Signature]</i>
2	Ғуломов Мадина	Агентии Омори ҷ. Турсунзода	200209222	<i>[Signature]</i>
3	Мачадулова Атофат	мутахассиси Р. кишоварзӣ	977877557	<i>[Signature]</i>
4	Ҷобоева Зобо	мутахассиси пешбар	007-07-70-07	<i>[Signature]</i>
5	Ашурова Сафрина	Мутахассиси пешбар	200-88-08-00	<i>[Signature]</i>
6	Алимова Нигина	Мутахассиси пешбари мувофиқат	991-33-39-39	<i>[Signature]</i>
7	Азизова Маршарзона	муовини раиси 3/д. Ҷ. Ҷӯбошев	986-95-97-97	<i>[Signature]</i>
8	Алиев Суҳроб	муовини раиси заводи ҷараёни Семанд	931-06-36-22	<i>[Signature]</i>
9	Ғуломов Шайхон	Сармутохасиси Ҷамоати Ҷ. Раҳмонов	555009399	<i>[Signature]</i>
10	Ашуров Олим	муовини раиси заводи ҷараёни ҷ. Раҳмонов	885338000	<i>[Signature]</i>
11	Ҷабборов Ҷасин	муовини раиси заводи ҷараёни ҷ. Раҳмонов	939025066	<i>[Signature]</i>

12	Турсунов Шокирзон	сармутахосиси сармухосибчи Ҳашимов депоти ба номи Ч.Тажмонов	880880879	
13	Каримов Дилором	сармутахосиси - сармухосибчи заказчи ба номи Т.Ғулиев	979 21 41 14	
14	Атаев, Шохрух Саидмуродов	Мутахассиси муҳаббатчи шабакаи Августини фили. ш.Турсунзода ш.Хушоб	88 888 14 82	
15	Ахмедов Мехрузон	Раёсати меҳми ш.Турсунзода	988 47 8787	
16	Саломов Комилзон	Раёсати меҳми ш.Турсунзода	93-112-40-08	
17	Раҳбабиев Довуд	Сармутахосиси ш. ш.Турсунзода	905 777762	
18	Ҳасанзода Билал	Мутахассиси ш. ш.Турсунзода	880-59-97-97	
19	Абдулов Раҳимов	Мутахассиси ш. ш.Турсунзода	933.24.20.20	
20	Шокиев Амиргон	Сармухосибчи 2. Ҳашимов	937 07 2108	
21	Шокиев Зино	Мутахассиси муҳаббатчи шабакаи депоти ба номи Ч.Тажмонов	900 66-45-65	
22	Алиев, Амиргон	Сармухосибчи 3. Ҳашимов	777-08.73-07	
23	Ҳасанзода Амиргон	муҳаббатчи шабакаи депоти ба номи Ч.Тажмонов	007882272	
24	Турсунзода (Силова)	Муҳаббатчи шабакаи сармухосибчи ба ш.Турсунзода	903000011	
25	Норкушев Алборон	Анҷумани Ҷ.ғ. Раёсат	119907575	
26	Ҳасанов Амиргон	сарм. ошор Ҷ.ғ. Раёсат	9355566.01	
27	Ҳасанов Амиргон	муҳаббатчи шабакаи депоти ба номи Ч.Тажмонов	937.21.42.32	

28	Ҳасанов Зино	муҳаббатчи шабакаи депоти ба номи Ч.Тажмонов	979 15 45 21	
29	Абдураҳимов Ш	Мутахассиси Раёсати қишлоқчи	989 1383 28	
30	Мухомедов Ш	Мутахассиси 3.ғ. Сешанбе	201 884 899	
31	Қошиқов Ш	муҳаббатчи шабакаи депоти ба номи Ч.Тажмонов	907 2076 46	
32	Алиев Зино	корхона ш.Турсунзода ш.Турсунзода	110-18-77-00	
33	Раҳимов Ш. А.	Мутахассиси бахши сармухосибчи	004-11-11-98	
34				
35				
36				

№	Full name	Place of work
1	Kholmatova Shahlo	Statistics Agency of the city of Tursunzoda
2	Gulomova Mehrona	Statistics Agency of the city of Tursunzoda
3	Mahmadkulova Dilorom	Specialist of the Agriculture Department
4	Boboeva Zebo	Senior Specialist
5	Ashurova Sabrina	Senior Specialist
6	Akhmedova Nigina	Senior Specialist of the Women's

		Department
7	Azizova Marmarkhonum	Deputy Chairman of the State Enterprise T. Tuychiev
8	Rioev Suhrob	Deputy Chairman of the Seshanbe Rural Community
9	Gulomov Shavqat	Chief Specialist of the J. Rakhmonov Community
10	Mirzoqulov Olim	Deputy Chairman of the J. Rakhmonov Rural Community
11	Kaimonova Zhamila	Deputy Chairman of the J. Rakhmonov Rural Community
12	Tursunov Shokirjon	Chief Specialist – Chief Accountant of the J. Rakhmonov Rural Community
13	Karimov Olimjon	Chief Specialist – Chief Accountant of the T. Tuychiev Rural Community
14	Allaev Shohrukh	Specialist of the Network Department of the Tursunzoda Branch Agency, “Humo Bank”
15	Azimov Mehrubon	Finance Department of Tursunzoda City
16	Salomov Komiljon	Finance Department of Tursunzoda City
17	Rajabaliyev Dovud	Chief Specialist of the Economics Department
18	Hasanzoda Bilol	Specialist of the Economics Department
19	Azizov Ramziddin	Senior Specialist of the Economics Department
20	Toshev Amridin	Chief Accountant of Karatag Village
21	Tursunzoda Dilovar	Head of the Investment and Economic Department
22	Norkuziev Anvarjon	Tax Officer of the Regar Rural Community
23	Qobilov Amirsho	Chief Statistician of the Regar Rural Community

24	Nurmurotov Amirqul	Deputy Chairman of the Regar Rural Community
25	Karamurzoda M	Deputy of the Regar Rural Community
26	Abdurahmonov M	Specialist of the Agriculture Directorate
27	Muminov I	Specialist of the Seshanbe Rural Community
28	Kholkuzieva R	Electricity Network Accountant of Tursunzoda City
29	Jurazoda M	Officer of the Electricity Network of Tursunzoda City
30	Khalimov Sh.A	Specialist of the Investment Department
31	Sharifzoda Eraj	Specialist of the Industry and Energy Department
32	Murodov Alijon	Chief Accountant the Seshanbe Rural
33	Azimjonzoda Aminjon	Deputy Chairman of the Pakhtaobod Rural Community

Photo materials

