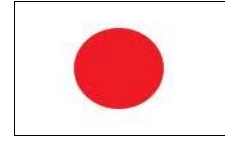




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Government of Japan

TAJIKISTAN-AFGHANISTAN POVERTY REDUCTION INITIATIVE

Version 3.3 – 09 February 2011

<u>Authorized</u>		<u>Accepted</u>	
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Basic Details

Project Title:	Tajik-Afghan Poverty Reduction Initiative
Strategic Outcome(s):	Good governance and economic growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions. National and local levels of government have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner. Cross-border and regional issues are better managed through improved cooperation among local, national and international partners.
Implementing Partners:	UNDP together with a consortium of potential partners including the Government, other UN agencies and NGOs.
Project Duration	From initial approval date, to 31 August 2011.

Brief Description

The ongoing situation within the region bordering Tajikistan and Afghanistan is one of low investment levels, high unemployment, lack of services and poor basic infrastructure. It is potentially a region less prosperous than most other areas of the two countries and remains at risk from current and developing conflict in Northern Afghanistan, as well as poverty caused by geographical isolation and rough terrain. Therefore, the ultimate goal of this project is to reduce poverty within specific border communities and districts, in Tajikistan and neighbouring communities and districts within Afghanistan. The project will support cross-border and regional cooperation to encourage economic growth and social cohesion, focusing on the following priority outputs:

- In **Economic Development**: Better opportunities and conditions for economic development, poverty reduction and improved livelihoods in targeted borderlands communities created.
- In **Good Governance**: Improved social and community infrastructure and capacities of local communities, authorities and civil society in districts on each side of the border for participatory decision making and planning for effective rural development, poverty reduction, improved livelihoods and cross-border cooperation.
- In **Cross-border Cooperation**: Enabling and supportive environment is created for 'Good neighbourliness', to address common issues including conflict prevention, improved livelihoods and disaster risk reduction.

The project will work to reduce poverty and build local capacity by developing cross-border cooperation between southern Tajikistan and northern Afghanistan, contributing to regional development, conflict mitigation, conflict prevention and enhanced human security as well as to examine, enhance and expand economic development in targeted communities, on both sides of the border to encourage socio-economic integration between Afghanistan and Tajikistan.

Particular attention will be paid to building networks among and raising capacity of business and commercial organizations, as well as promoting contacts among business communities on both sides of the international frontier and coordinated training programmes focusing on appropriate skill building.

Budget. This \$5,000,000 project will be implemented within an initial timeframe which will terminate on 31 August 2011. Budget is shown at Annex A.

Interests aroused from the supplementary budget under the Japan-UNDP Partnership Fund, including the funds to the "Tajik-Afghan Poverty Reduction Initiative", will follow the arrangement to be made between the GOJ and UNDP, which is currently under discussion.

I - BACKGROUND

TAJIK AFGHAN BORDER. Depressed trade, investment and incomes over more than ten years have adversely affected local economies within borderlands communities in both countries. Soviet-era achievements in universal education, health and infrastructure have been eroded and poverty remains a serious problem. Mismanagement and shortages of both electricity and water have adversely affected agricultural production and country living standards. The situation is a driver of social issues and is likely to be exacerbated by an increasingly unstable situation moving through northern Afghanistan and already approaching Central Asia. Tajikistan is at risk of becoming the new frontline against international terrorist and religious-extremist organizations, as well as from narcotics trafficking and weapons smuggling. To offset such challenges and assist in the creation of an environment where development can take place, there is a clear requirement to expand legal trans-frontier trade and address poverty reduction as a cross-border and regional issue.

UN Strengths and Added Value. This Project is designed in line with the expected outputs for UN Development Assistance Framework UNDAF (2010-2015) and UNDP Tajikistan's Country Programme Action Plan (CPAP 2010 – 2015), approved by the Government. The project will mainly address the following outcomes of CPAP:

- Poverty reduction and economic development conditions are improved, with particular focus on the rural poor, women and marginalized people.
- National and local levels of government and local self-governing bodies have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner.

Those project activities and outputs focussed on border management and related issues will be planned and implemented within the National Border Strategy of Tajikistan and through liaison and planning with Afghan Border Police, (ABP) and Tajik Border Force, (TBF).

In order that partnerships may be created through this Project Document, extensive consultation is envisaged during the planning and preparation phases, as well as throughout implementation. This Joint United Nations initiative will be implemented in cooperation with the Governments of Tajikistan and Afghanistan and other stakeholders, within the auspices of a platform for implementation provided by UNDP. UNDP's Rural Growth Programmes in Tajikistan's Zerafshan Valley and Sughd Region clearly illustrate a history of involvement in area-based development programmes which focus on poverty reduction. As well as experience of the area, knowledge of local issues and personal liaison with public figures and personalities from local and regional authorities in the Tajik-Afghan border region, a number of distinct advantages further exemplify UNDP Tajikistan's planning, implementation and management of this project:

- Proximity to the project implementation area.
- Infrastructure and capacity already in place within Tajikistan, including across the Tajik-Afghan border.
- Security situation in Tajikistan is unlikely to prevent or delay project implementation.
- Security situation within Northern Afghanistan is presently such that staff movement and implementation of other projects are already severely and negatively affected, particularly in Kunduz province and region.

Poverty reduction and the strengthening of national capacities is the core mandate of UNDP; this project will support the development of national structures (government, civil society) to achieve the project's outputs. The Poverty Reduction Initiative is a logical continuation of our activities in cross-border cooperation and economic development and demonstrates a comprehensive approach

towards strengthening cross-border dialogue and development of bordering communities. The intention of the project is to continue localizing national strategies and facilitating a participatory planning process, with a focus on cross-border cooperation and economic development to replicate our experience in capacity building for civil society and activating its role in community development, cross-border cooperation, economic development and the strengthening of cross-border economic relationships. Throughout all activities, UNDP Tajikistan will cooperate closely with our partners on both sides of the border, in the implementation of the project.

An integrated area-based development approach will be adopted, targeting specific geographic areas, focussing mainly on poverty reduction through economic development, implemented through an integrated, inclusive, participatory and flexible approach. This is intended to provide an opportunity to combine the efforts of multi-sectoral approaches into economic development of the targeted areas.

Current activities and recent achievements. In line with existing activities, UNDP intends to ensure appropriate attention is focussed on improving economic development and cross-border cooperation and plans to achieve this through initiation of a new project.

The proposed project will build upon ongoing interventions, including the EU-UNDP Border Management Projects in Northern Afghanistan and Southern Tajikistan, and in close collaboration with UNDP's southern Tajikistan Area Offices in Kulyab and Shaartuz, which employ forty local people on a full-time basis and maintain logistic and project facilities as well as partnerships with local authorities and development agencies in the region. Currently, UNDP, through its activities in the area, supports local governance, economic development including agricultural productivity and microfinance projects, as well as disaster risk reduction and early recovery. Having operated for more than ten years in the Khatlon Region, UNDP continues to be a committed and resilient partner of local government and civil society institutions in southern Tajikistan. As well as facilitating improved field operations and local interactions, this long-term presence in the area has also enabled UNDP to collect data on economic development, natural hazards, and agricultural trends in the region, which is routinely used to expedite improved planning and working processes.

UNDP has already improved access to micro-loans for rural farmers and entrepreneurs through the establishment of two Micro Loan Funds in Khatlon. Farmers and entrepreneurs have been provided with extension and consultation services, through Business Advisory Centres to help extend operations, improve productivity, and increase profitability, thereby stimulating demand for employment. To ensure a qualified workforce, UNDP has simultaneously provided vocational training and apprenticeships to the rural unemployed through state VET institutions. Rehabilitating socio-economic infrastructure and reviving public services is a critical component of local development; to improve access to quality infrastructure in rural communities, UNDP has supported projects to rehabilitate roads, bridges, irrigation systems, drinking water systems and energy infrastructure, while at the same time ensuring sustainable operation and future maintenance. Extensive support has also been provided to local authorities in building capacities for disaster risk reduction, at regional and local levels.

Area-based Approach. The planned 'Area-based' approach involves addressing key poverty reduction, economic development and governance issues all in one area (usually a jamoat or district). Usually the process starts with an area development plan, including improved governance, provision of basic social and community infrastructure, schools, hospitals, water supply, and creation of income generating opportunities in the area.

The complexity of the development situation in this region is such that a sector-specific or target-specific approach is clearly insufficient to address the problems facing inhabitants of the border region. What is required is an approach that intervenes in multiple sectors, i.e, political, economic, and social, simultaneously. Project approach will be comprehensive, inclusive, participatory,

bottom-up and sufficiently flexible to respond to changes in the area during the course of the intervention. Therefore wide participation is required; as many stakeholders as possible will be mobilized and responsibility from governments of Tajikistan and Afghanistan will be encouraged through activities involving communities and local authorities on both sides of the frontier. The Project will also identify and cooperate closely with other local and international partners active in the area.

LOCATIONS

The project will implement activities in borderlands districts in Tajikistan and Afghanistan, selected from areas shown in the text box below. As well as sharing similar culture, customs and social habits, communities within these areas, from both countries, are related historically and linguistically; social and community outlooks are similar across the borderlands region. Due to similarities of terrain in the border area, communities on both sides also face similar risks from natural disasters. The nearest bridge across the River Pyanj to the east is more than 100Km distant from the project area. To the west, there are no other border crossings between Tajikistan and Afghanistan. The region presents specific geographic challenges to be addressed, although recent upgrades to existing infrastructure create obvious entry points and priorities for engaging communities in cross-border and poverty reduction initiatives. The region selected for this intervention enjoys the benefit of being contiguous to the USA-built bridge across the River Pyanj between Shir-Khan Bandar, in Northern Afghanistan and Nizny Pyanj, in southern Tajikistan, allowing the project to be implemented within a limited geographical area selected from the districts shown in the table below. Map of the project implementation area is shown at Annex B.

Potential target areas:	
<u>Tajikistan:</u> Khatlon Oblast. (Farkhor, Hamadoni, Jilikul, Kabodiyon, Kumsangir, Pyanj, Shahrtuz, Shurobod Districts).	<u>Afghanistan:</u> Kunduz and Takhar Provinces. (Archi, Chahar-Dara, Imam-Sahib, Kunduz, Qal-i-Zal Districts).

Risks to implementation. Potential risks to the planning and implementation of this project are shown in Risks Analysis table, shown at Annex C.

MILLENNIUM DEVELOPMENT GOALS

Through the implementation of development plans for social and economic infrastructure, this intervention will **primarily support MDG One**. As well as this, the project will also contribute towards the achievement of the following Millennium Development Goals by 2015:

Goal 1: Eradicate extreme poverty and hunger, through contributing towards reducing the proportion of people living on less than \$1 a day, increasing the proportion of population living on more than \$1 per day, and improvement towards the Poverty gap ratio.

The project plans to achieve decent employment for women, men, and young people

Goal 2: Achieve universal primary education, through repair, rehabilitation, equipping and furnishing schools.

Goal 3: Promote gender equality and empower women, through encouraging, facilitating and provide work for women in wage employment in the non-agricultural sector.

Goal 7: Ensure environmental sustainability, by helping to integrate the principles of sustainable development into country policies and programmes and through the provision of alternative energy projects. The project will also assist the provision of sustainable access to safe drinking water and basic sanitation, helping to increase the percentage of population with sustainable access to an improved water sources and improved sanitation.

Goal 8: Develop a global partnership for development. By including an outcome directed at good governance and outputs aimed at economic development, the project will support the development of **MDG 8A - further an open, rule-based, predictable, non-discriminatory trading and financial system**, which includes a commitment to good governance, development, and poverty reduction. The Afghanistan-Tajikistan border region straddles adjoining areas of two of the world's Least Developed Countries (LDC), which are both also **landlocked developing countries**.

In addition to the MDG stated above, the project could also *indirectly support* the following Millennium Development Goals:

Goal 4: Reduce child mortality.

Goal 5: Improve maternal health.

Goal 6: Combat HIV/AIDS, tuberculosis, malaria and other diseases.

TAJIK AFGHAN BORDER

Poverty in communities on the border between Tajikistan and Afghanistan remains a defining issue. Yet despite the activities of the very many relief and development agencies that operate here, many people still live in the same conditions their forebears have endured for hundreds of years and many communities in Northern Afghanistan continue without even the most basic modern amenities or support from local or national government. The region has been important and strategically challenging ever since Tajikistan came under the government of the former Soviet Union. Both countries remain precarious on many different levels and the ramifications of their sometimes uneasy cross-border relationship provide the backdrop to this proposal.

POVERTY REDUCTION AND CROSS-BORDER ISSUES

As well as being geographically remote, populations within communities along the Tajik-Afghan border lag behind other regions in human development and are vulnerable to conflict and natural disasters. The legacies of transition and war on both sides of the border have left the area with poor access to infrastructure, including energy, water and social services. As well as such problems, issues with agriculture in these areas, including a lack of added value to productivity, a shortage of irrigation mechanisms, poor inputs, lack of access to markets, lack of business management information, and lack of access to credit to assist economic development all conspire against general and economic development in the region.

Lack of access to clean water and insufficient health services result in outbreaks of cholera and other diseases. Natural disasters constantly affect livelihoods and infrastructure, especially at the community level. These conditions reduce school attendance, particularly for girls, which in turn undermines human security and the foundation for future growth. Poverty is often linked to the narcotics trade and drug traffickers occasionally kidnap or inflict violence due to disputes on issues such as non-payment of debts. Further increases in drug trafficking combined with continued economic hardship could draw border communities further into the illegal narcotics trade. As well as greatly increasing the prospects of violence both within and between border communities, such a situation would further impoverish the poor people of the region.

Empowering border communities to build better economic conditions will provide economic alternatives to prevent involvement in drug trafficking. Border communities need to be empowered and enabled to strive towards gaining the ability to transform their geographical position into an opportunity. At the same time, this will strengthen local economies and improve prospects for commercial cross-border trade. Strengthening relationships between cross-border communities and improving their ability to jointly resolve common problems will assist in a reduction of levels of poverty and while potential for conflict remains low, opportunities for economic development will increase.

There is a very significant requirement in the Tajik and Afghan frontier region for improved cross-border, trans-national and regional cooperation on a general scale and for activities which will create conditions for economic development initiatives. Such development should be a participatory and bottom-up process to integrate the needs of the poor and civil society to:

- Accelerate poverty reduction, through employment, income generation and increased livelihood opportunities.
- Counter radicalisation by promoting inclusive development and equitable economic growth.
- Improve access to social infrastructure, including energy, water and public services.
- Strengthen systems to promote and manage labour migration.

- Expand cross-border legal trade, employment, connectivity and exchanges between bordering communities.
- Support local and regional authorities and organisations to improve the economic and social conditions of the areas concerned and to address common challenges,

TAJIKISTAN

The population of Tajikistan is approximately 7.3 million, of which over 73% live in rural areas and 40% is under the age of 18. The country is faced with challenging geography, as it is 93% mountainous and landlocked, with limited access to other regions. Following the civil war period (1992-97), Tajikistan slowly transitioned from the status of post-conflict recovery, requiring direct humanitarian assistance, into an economically viable nation-state, promoting sustainable development based upon nascent democratic and market economy principles. The national economy still relies on remittances sent home from workers based abroad, primarily in Russia, making the country vulnerable to external economic shocks. Despite the progress achieved in Tajikistan in recent years, the poverty rate is still high. In 2007, 53.5 percent of the population was poor, of which 17.1 percent were in absolute poverty; one third of the poor were in absolute poverty in terms of food.

The proposed project area of Khatlon Region (Khatlon Oblast) is an area with a majority of its population living below the national poverty line. According to the most recent MDG progress report on the subject, the relative poverty is 50.2%, with urban and rural areas 50.7% and 50.1% respectively. The extreme poverty is high in comparison with other regions of Tajikistan, where a 15.8% indicator is the norm.

Tajikistan and the wider region face serious challenges in terms of struggling national economies, fragmented administration, and considerable capacity constraints in human and financial resources. The project area often faces natural disasters, electricity supply shortages, and threats to food security, which negatively impact economic growth and human development. These ongoing challenges require continued external support, which is provided by UNDP, in partnership with the government and other national partners, as well as with other UN and international agencies.

There are good medium-term prospects for regional economic cross-border cooperation between Tajikistan and Afghanistan to achieve expansion of cross-border trade and possibly also regional transit trade, coordinated development of available local resources most notably energy and water, expanding the trade in electrical power, and more generally private sector investments and robust growth of economic activity throughout the Central Asia region. The lack of major progress so far in most areas demonstrates that the constraints and obstacles are indeed strong and provides further justification for this initiative.

The key to unlocking the potential for cross-border economic cooperation and development is achieving meaningful results and selected breakthroughs in areas where progress is possible and sets in motion a dynamic whereby economic development and regional cooperation can be progressively expanded and deepened over time. More specifically, creative and effective ways must be found to make inroads on several critical, closely interrelated clusters of issues which are holding back progress both in Tajikistan and Afghanistan.

AFGHANISTAN

Issues in Afghanistan are well known; there remains a very considerable need in the country for human and social capacity, health, education, social protection, and development of physical infrastructure.

Afghanistan has made significant progress since the Taliban were deposed in 2001, but still faces daunting challenges, including defeating terrorists and insurgents, recovering from over three decades of civil strife, and rebuilding a shattered physical, economic, and political infrastructure. Despite nine years of the presence of NATO and ISAF forces in the country, insurgent elements still terrorize the population, challenge the government and continue to pursue a strategy of terrorist attacks, relying largely on suicide bombings.

Efforts to establish policies and procedures to reduce poverty, improve governance and enhance stability continue to be faced with corruption, coercion and disruption from government as well as other interested parties involved in crime and terrorism. The government faces challenges in trying to develop a more effective police force, a more robust legal system, and sub-national institutions that work in partnership with traditional and local leaders to meet the needs of the population.

During a recent visit to Tajikistan, the Afghan Minister of Emergency Situations requested counterparts in Tajikistan, to provide support to Afghanistan, in addressing disaster risk reduction challenges in northern Afghanistan.

The security situation in northern Afghanistan is fragile; drug production continues at very high levels because there are so few alternative livelihoods to be had, and Afghanistan remains dependent on external support for its development programme. Peace and stability on the Tajik side of the border can help reduce the likelihood of potential conflict, introduce improved judiciary and governance and promote a legitimate framework of sustainable incomes for communities living on both sides of the frontier within border regions.

Poverty, caused by a host of interrelating factors, is endemic in the region and urgent measures are needed to mitigate issues such as the relative isolation of the area, lack of employment opportunities and the potential for imminent escalation of armed violence in Northern Afghanistan, which clearly has the potential to spill over the border into Tajikistan and beyond. It is equally clear that private sector and business development, trade and investment, within an enabling environment, including security, justice and rule of law are needed to underpin peace-building efforts in northern Afghanistan and enhance communities' capabilities to resolve problems peacefully, reduce violence and resist interference from militants and criminals. Regardless of any potential for increased distrust of foreigners within the region, the shared culture, language and social outlook across the border mean that solutions to these problems can be led from Tajikistan and this project proposes to address issues of Good Governance, Economic Development and Cross-border Cooperation, to the mutual advantage of communities living on both sides of the Afghanistan-Tajikistan border, as well as the long-term benefit of the wider geographic region.

The project will coordinate closely with the Government of Afghanistan and will contribute to the Afghanistan National Development Strategy (ANDS) Provincial Development Plans and Ministries and their related Sector Strategies, as well as the Agricultural and Natural Resources (ANR) objectives and Counter Narcotics (CN) objectives of the national government.

III - STRATEGY

Taking into consideration the current situation on the Tajikistan-Afghanistan border, there is clearly a fundamental need to facilitate maximum cooperation between border communities and donors to improve livelihoods and reduce poverty by supporting regional and economic development projects trans-nationally between Tajikistan and Afghanistan. In line with existing activities, improvements to Tajik-Afghan cross-border cooperation are required and UNDP plans to address these issues through initiation of this new pilot project.

The *main objective* of this project is *to alleviate poverty through improvement of cross-border cooperation and promotion of sustainable economic and social development and improved livelihoods in specifically targeted Tajik and Afghan borderlands communities.*

INCEPTION PHASE

Preparation. Before a confirmed and comprehensive action plan to achieve the project's outputs is completed, a short Inception Phase will be implemented. This period will be used to identify and build durable partnerships, confirm the content and specific locations of each project activity and to draw up a detailed timetable and Work Plan for implementation, as well as to establish a baseline for Monitoring and Evaluation. The Inception Phase will run simultaneously with project start-up and will prepare existing UNDP Projects for scaling-up as components of this project.

Transboundary cooperation. During the Inception Phase, relationships and meetings with local, regional and national government agencies on both sides of the border will be developed and a review of administrative and legal issues will be conducted. Permission and support for crossing the border and trans-frontier activities will also be arranged at this stage through central level dialogue in Kabul and Dushanbe.

PARTNERS

Funding will be provided from the Supplementary Budget of the Government of Japan, under an arrangement made within the Japan-UNDP Partnership Fund, administered from New York, between Government of Japan and the United Nations Development Programme.

Interest rate. Interest rising from the supplementary budget under the Japan-UNDP Partnership Fund, including funding directed to the "Tajik-Afghan Poverty Reduction Initiative", will follow the arrangement to be made between the GOJ and UNDP, which is currently under discussion.

The project will be implemented by UNDP in close cooperation with other UN Agencies, NGOs and in partnership with the Governments of Tajikistan and Afghanistan. Local authorities, civil society groups and other partners in provinces on both sides of the international border will be fully consulted. Any migration issues raised by the project will be referred to IOM and UNHCR.

Beneficiaries. A key to sustainability is to ensure that communities are active in identifying their own needs. With this in mind, the project will carry out activities to help people living in communities on and near the international frontier between Tajikistan and Afghanistan as well as evaluate and articulate their own requirements.

MAINSTREAMING OF CROSS CUTTING THEMES

The Project will set provisions in place to ensure that project deliverables equally benefit men and women. The logical framework of the project will include gender sensitive indicators, while the M&E system will allow tracking the progress of the project in achieving gender parity in its interventions. Quotas will be introduced to ensure adequate representation of women across all project interventions. Furthermore, capacity building opportunities will be provided to specifically target women beneficiaries and build their leadership capacities. The project will pay attention to gender both in the design and implementation of all project activities, in terms of gender mainstreaming as well as in terms of how the specific special and common needs of women and girls can be addressed. At least 15% of budget will go directly to addressing gender issues.

All staff members working on the project will be gender aware at every stage and plans for all aspects of every activity will specifically include women. The project will operate a deliberate policy of inclusiveness and no area or part of any sub-project will be gender-blind. It is clear that involving women in Afghanistan is more of a challenge than elsewhere and a clear strategy for gender inclusion will be incorporated into project activities. Concrete activities to ensure the project is fully gender-sensitive and criteria to ensure full involvement of women in participatory processes, such as conflict prevention and resolution mechanisms, business associations, etc., will be elaborated.

All infrastructure initiatives implemented within the framework of this project will be assessed for hazard vulnerability, and appropriate disaster risk reduction measures will be taken in order to reduce potential risks.

PROJECT OUTPUTS

Project outputs will be assimilated using an integrated area-based development approach, similar to the applied methods already piloted successfully by UNDP in several areas throughout Tajikistan.

The project's **primary OUTPUT** is: **Better opportunities and conditions for economic development, poverty reduction and improved livelihoods in targeted border communities created.**

Through this project output, UNDP intends to achieve the following **TARGETS**:

1. At least 500 beneficiaries including 25% women, gained financial assistance or involved in income generation.
2. At least 10% increase in volume of local cross-border trade.
3. At least one cross-border market built. (Linked to Free Economic Zone).
4. At least 6 SME supported on each side.
5. At least 5 communities have improved access to electricity.
6. At least 5 communities have access to clean drinking water.

The project's **second OUTPUT** is: **Improved social and community infrastructure and capacities of local communities, authorities and civil society in districts on each side of the border, for participatory decision making and planning for effective rural development, poverty reduction, improved livelihoods and cross-border cooperation.**

Through this project output, UNDP intends to achieve the following **TARGETS**:

1. At least 100 local officials, including 25% women from each side trained on Development Planning, Participatory decision making and effective Public Service delivery, and potential and benefits of cross-border cooperation.
2. At least 100 civil society, NGO and CBO representatives from each side, including those working on gender issues, trained and participating in economic and cross-border cooperation.
3. At least three development plans from each side formulated and prepared through participatory exercises.
4. 75% of beneficiaries, including 25% women provided with improved economic opportunities.
5. At least 5 Disaster Risk Management and Environmental Protection activities are supported.

The project's **third OUTPUT** is: **Created enabling environment for good neighbourhood to address common issues.**

Through this project output, UNDP intends to achieve the following **TARGETS**:

1. At least 7500 persons benefited from awareness-raising campaigns on cross-border issues.
2. At least 3 study-tours and experience-sharing events replicated on each side
3. At least 4 joint cross-border meetings, on economic development issues, held.

4. At least 2 MoU and/or Partnership Agreements made.
5. At least 2 cross-border Disaster Risk Management initiatives supported on each side.
6. At least 5 village communities benefitted from increased access to energy.

ACTIVITIES

The project's main **ACTIVITIES** are shown below.

Under Output 1: - Economic Development	
Better opportunities and conditions for economic development, poverty reduction and improved livelihoods in targeted border communities.	1. Provide access to affordable financial services through microfinance institutions.
	2. Promote cross-border trade and transit opportunities.
	3. Support agriculture value chain for local producers and processors.
	4. Capacity development for SMEs, including through micro finance activities.
	5. Improve access to water and energy (electricity) for development and poverty reduction.

Under Output 2: - Good Governance	
Improve social and community infrastructure and develop local capacities in participatory decision making and planning for rural development, poverty reduction, improved livelihoods and cross-border cooperation.	1. Develop capacity for local government.
	2. Support development for civil society.
	3. Facilitate participatory planning exercises.
	4. Support public service delivery, including socio-economic infrastructure, Disaster Risk Management, environmental protection and cross-border activities.

Under Output 3: - Cross-border Cooperation	
Created enabling environment for “Good Neighbourliness”, to address common issues, including conflict prevention and resolution, improved livelihoods and disaster risk reduction.	1. Implement awareness raising campaigns on cross-border issues
	2. Arrange study-tours and experience-sharing between border communities
	3. Facilitate cross-border dialogue between decision makers.
	4. Facilitate joint, cross-border Disaster Risk Management activities.

MANAGEMENT ARRANGEMENTS

This Project is designed in line with the expected outputs for UNDP Country Programme Action Plan (CPAP 2010 – 2015), approved by the Government. Therefore the project will follow management arrangements which are common for the whole CPAP and will be overseen, managed and implemented by UNDP.

In case any change is planned to the project's content, or schedule, (including extension of project period), prior approval will be requested from the Government of Japan.

In recognition of the special development situation of the region and the limited capacity of national partners to execute the project, the project will be directly executed in accordance with standard UNDP procedures and in close collaboration with the relevant Government and donor agencies.

To ensure efficient project management and implementation a project team will be appointed and the project will draw extensively on UNDP's in-house capacity and technical expertise, which is currently supporting existing UNDP programmes. The project will receive extended support from the UNDP Country Office on all procurement and human resources issues. A project financial management system will be established to provide for accountability, and appropriate audits will be performed.

Project team will ensure partnership with the UNDP CO and relevant programmes as well as with Governments of Tajikistan and Afghanistan, local authorities and other partners in provinces on both sides of the international border. UNDP already has liaison and collaborative links together with many organisations in this region, including:

<u>Tajikistan</u>	<u>Afghanistan</u>
<ul style="list-style-type: none">• Central Government. MOFA, MEDT, & other Ministries.• Local Government. Khatlon Oblast. (Shurobod, Hamadoni, Farkhor, Pyanj, Kumsangir, Jilikul, Kabodiyon and Shahrtuz Districts).• UN Agencies. FAO, IFAD, IOM, UNHCR, UNICEF, UNODC, WHO, WFP.• International Organizations. AKF, GTZ, JICA, OSCE, USAID.• Non Governmental Organizations. ACTED, Caritas, Mercy Corps, Mission East, Oxfam, Save The Children.	<ul style="list-style-type: none">• Central Government. MOFA & other Ministries.• Local Government. Kunduz and Takhar Provinces. (Qal-i-Zal, Imam Sahib, Archi, Kunduz and Chahar Dara Districts).• UN Agencies.• International Organizations.• Non Governmental Organizations.

IV. - MONITORING AND EVALUATION FRAMEWORK

Management and Coordination meetings. Management meetings will be organized regularly, to review work-plans and implementation of the project. All stakeholders to the project will be invited to participate. The timing and agenda of such meetings will be decided jointly by the donor's Task Manager and UNDP Project Coordinator.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the project's Quality Management table.
- An Issues Log shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex C), a risk log shall be activated in ATLAS and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, Project Progress Reports (PPR) shall be submitted by the Chief Technical Advisor to the Project Board through Project Assurance, using the standard report format available in the ATLAS 'Executive Snapshot'.
- A project Lessons-learned log shall be activated and regularly updated to ensure ongoing learning and adaptation within the organization, and to facilitate preparation of a Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

By the end of the project

- ***Final Review Report.*** A Final Review Report shall be prepared by the Chief Technical Advisor and shared with the UNDP CO. As a minimum requirement, the Final Review Report shall consist of the Atlas standard format for the QPR covering the whole project period with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined project targets at the output level.
- ***Final Project Review.*** Based on the above report, a final project review will be conducted, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

EXTERNAL REPORTING

Quarterly reporting. Financial and brief project implementation reports in a narrative format will be provided to the Government of Japan, through their embassy in Dushanbe.

Final Reporting. A Project final report will be provided to the Government of Japan within three (3) months after completion of the project.

Annex A - Budget

OUTLINE BUDGET			
Serial	Description	Total Budget	Remarks
	Local Governance	\$2,000,000	40%
	Economic Development	\$2,000,000	40%
	Regional Cooperation	\$1,000,000	20%
	TOTAL PROJECT COST	\$5,000,000	100%

- Detailed budget is attached as a separate document.

Annex B - MAP OF PROJECT AREA



Prepared by UNDP DRMP, 2010

Annex C - RISKS LOG

Project Title: Improving ABP Capacity in Northern Afghanistan					Award ID:		Date: July 2010		
#	Description	Date Identified	Type	Impact and Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	Unstable local security situation: Current level of instability in Afghanistan does not significantly worsen during the project's life cycle.	Nov 2010	Political	Deterioration of the situation could dramatically affect the project's start-up and implementation. If this risk occurs, project may not start as planned. Probability - Medium	Creation of contingency plans during proposal drafting period. Risks concerning the overall security situation cannot be mitigated.	WEL		Nov 2010	New
2.	Governments of Afghanistan, Tajikistan and Uzbekistan remain committed to Regional Cooperation with neighbouring countries.	Nov 2010	Political	Changes in either of the Governments' commitment to Regional Cooperation will dramatically impact the project. Probability - Low	The project will continuously liaise with the Governments of all countries and will monitor the risk. Risks relating to a potential lack of stakeholder commitment can be mitigated through coordination at local and central level.	WEL		Nov 2010	New

3.	Donor community does not remain committed to support the Government of Afghanistan in particular and Regional Cooperation in general.	Nov 2010	Political	Will create more difficulties to implement project. Probability - Low	Risks relating to a potential lack of stakeholder commitment can be mitigated through coordination at local and central level.	WEL		Nov 2010	
4.	Local power brokers do not obstruct the progress of the project.	Nov 2010	Political	Difficulty relating to community involvement Probability - Low	Political influence and risks concerning the overall situation can be mitigated to only a limited degree.	WEL		Nov 2010	
5.	Difficulties with obtaining visas for travel to either country.	Nov 2010	Political	Impediments to visas procurement for travellers to either country may cause delays in implementation. Probability - Low	Project will ensure cross-border activities are planned well in advance, to allow time and political willingness, for visa acquisition.	WEL		Nov 2010	
6.	Deficit of qualified human resources at district and community level will present a challenge to capacity development	Nov 2010	Political	Abilities of local governments to attract human resources will remain limited unless the system of motivation is improved. Basic skills are often	UNDP will support national level government in enhancing local government reforms. (Training is provided by UNDP's other projects to local	WEL		Nov 2010	

	efforts.			missing at the local level. Probability - Low	government officials).				
7.	Afghan-Tajik or interethnic conflict is exacerbated while Intra- and inter-community conflicts arise.	Nov 2010	Political	Without cross border cooperation the project will be in serious jeopardy. Probability - Low	To ensure that such a situation, if it does exist, is not exacerbated, a relationship mapping could be conducted to prepare to deal with interethnic tensions.	WEL		Nov 2010	
8.	Availability of inputs.	Nov 2010	Financial	This is dependent upon the donors and at present the possibility of such a situation is highly unlikely. Probability - Low	Continuation of resource mobilization efforts.	WEL		Nov 2010	
9.	Minimal timeframe to initiate, implement and close project cycle. (One year is minimal).	Nov 2010	Financial	Practical implementation of timeframe depends on efficiency of administrative systems, bureaucratic delays and political determination of beneficiary governments, as well					

				as other risks outlined in this Risk Log. Probability - Medium					
10.	Lack of interest from potential stakeholders to support the project.	Nov 2010	Financial	Occurrence of the risk would confirm failure to mobilize funding. Probability - Low	Interest & commitment of potential stakeholders will be thoroughly assessed during proposal drafting phase.	WEL		Nov 2010	New
11.	Natural Disasters, Infectious diseases.	Nov 2010	Environmental	Quarantine of project region – Probability. - Low In the event of a large scale natural disaster, impacted communities (regional/national government) will need to focus resources on rebuilding and rehabilitation. Probability – Medium - High	In the event of quarantine or natural disaster, there will be an evaluation of when the project can continue and what alternatives exist.	WEL		Nov 2010	
12.	Difficulties with obtaining visas	Nov 2010	Operational	Impediments to visa	Project will ensure	WEL		Nov	

	for travelling regionally.			procurement for travellers to either country may cause delays in implementation. Probability – Low	cross-border activities are planned well in advance, to allow time and political willingness, for visa acquisition.			2010	
13.	Sufficient control measures are put into place to discourage corruption.	Nov 2010	Operational	Project will not be implemented due to excessive corruption by local and national government within procurement mechanisms. Probability – Low	Procurement mechanisms will be transparent and there will be broad participation by local suppliers.	WEL		Nov 2010	
14.	Mobilizing, recruiting and retaining talented staff is a challenge, resource partners fail to perform and there insufficient local capacity to meet development objectives.		Operational	Without talented local staff the ability to create and implement an effective project will be at risk. Probability - Low	Prior to the projects implementation there is a culture of excellence and high standards to attract "best and brightest". Use of multiple media and communications channels to recruit candidates in addition to international and local recruitment systems to aid in identifying and	WEL		Nov 2010	

					fielding the best candidates rapidly. Phased development of the project with mentoring and training throughout.				
15.	Cultural norms prohibit women's full engagement.		Strategic	The need for full engagement of women should be a priority and the project should be planned to include women in many different roles Probability – Low	Coordination with local religious authorities to ensure their understanding of and support for project goals.	WEL		Nov 2010	Cultural norms prohibit women's full engagement.
16.	Mines and ERW	Nov 2010	Security	Presence of landmines poses risk to approximately 200,000 people living near Tajik-Afghan border, 70% of which are women & children. Probability – Low	Project will collaborate with national Mine Action Centres. Activities will be carried out in mine free zones.	WEL		Nov 2010	
17.	General security situation on the border in general and the Northern provinces in particular may	Nov 2010	Security	If the security situation deteriorates substantially, the ability to work	Risks concerning the overall security situation cannot be mitigated, though constant vigilance	WEL		Nov 2010	

	deteriorate substantially.			effectively will be severely impeded. Probability – Low	and assessment of the situation will be key.				
18.	Drug trafficking -related conflict exacerbates insecurity in areas where project is operating. Criminal activity increases	Nov 2010	Security	Insecurity and an increased in the level of criminality both in the region and along the borders will create an impediment to effective implementation of the project, Probability – Low	Daily attention to security situation by project manager and UNDP security coordinator. Security professionals may be engaged to provide physical security at project locations. Daily security updates, email and SMS alerts, and regular radio and phone contact with all staff, will allow for a more secure environment.	WEL		Nov 2010	



Vacancy Announcement

Post Title:	Project Coordinator
Organization:	United Nations Development Programme
Duty Station:	Kulyab, Tajikistan
Programme:	Tajikistan-Afghanistan Poverty Reduction Initiative
Category:	Individual Contract (open for Local and International)
Duration:	One year
Deadline for application:	30 January 2011

Instruction for submission of applications: *Please fill out an Application form for SC/SSA position posted on www.undp.tj by following the job vacancies link from this webpage. Please note that no other type of application form will be considered for such positions, other than the one found at the link specified above.*

Organizational Context

Depressed trade, investment and incomes over more than ten years have adversely affected local economies within borderlands communities in Tajikistan and Afghanistan. Soviet-era achievements in universal education, health and infrastructure have been eroded and poverty remains a serious problem. Mismanagement and shortages of both electricity and water have adversely affected agricultural production and country living standards. The situation is a driver of social issues and is likely to be exacerbated by an increasingly unstable situation moving through northern Afghanistan and already approaching Central Asia. Tajikistan is at risk of becoming the new frontline against international terrorist and religious-extremist organizations, as well as from narcotics trafficking and weapons smuggling. To offset such challenges and assist in the creation of an environment where development can take place, there is a clear requirement to expand legal trans-frontier trade and address poverty reduction as a cross-border and regional issue.

Tajikistan-Afghanistan Poverty Reduction Initiative

The Tajikistan-Afghanistan Poverty Reduction Initiative (TAPRI) is a \$5 million, one year project, commencing January 2011. This Project is designed in line with the expected outputs for UN Development Assistance Framework UNDAF (2010-2015) and UNDP Tajikistan's Country Project Action Plan (CPAP 2010 – 2015), approved by the Government. The project will support cross-border and regional cooperation to encourage economic growth and social cohesion, focusing on the following priority objectives:

- In **Economic Development**: Better opportunities and conditions for economic development, poverty reduction and improved livelihoods in targeted borderlands communities created.
- In **Good Governance**: Improved social and community infrastructure and capacities of local communities, authorities and civil society in districts on each side of the border for participatory decision making and planning for effective rural development, poverty reduction, improved livelihoods and cross-border cooperation.
- In **Cross-border Cooperation**: Enabling and supportive environment is created for 'Good neighbourliness', to address common issues including conflict prevention, improved livelihoods and disaster risk reduction.

The project will work to reduce poverty and build local capacity by developing cross-border cooperation between southern Tajikistan and northern Afghanistan, contributing to regional development, conflict mitigation, conflict prevention and enhanced human security as well as to examine, enhance and expand economic development in targeted communities, on both sides of the border to encourage socio-economic integration between Afghanistan and Tajikistan.

Duties & Responsibilities:

Under the overall guidance of the Project Steering Committee, and the direct supervision of the CP Programme Manager, The TAPRI Project Coordinator has the overall responsibility for the implementation of the TAPRI in Khatlon region, southern Tajikistan and Kunduz and Takhor provinces of northern Afghanistan. The TAPRI Coordinator is responsible for providing leadership in the implementation, planning, monitoring, evaluation and reporting on targets and outcomes for the TAPRI.

The position will be based at UNDP Regional Offices in southern Tajikistan with travel to the Project target areas in regions of southern Tajikistan and northern Afghanistan, and occasionally to Dushanbe.

A key role will be to coordinate relationship of Project stakeholders in a multi-partner environment: such as donors, government representatives at national and regional levels, project staff, project implementing partners and civil society. It will be critical for this position to ensure that project stakeholders undertake the successful delivery of project components through well coordinated planning, implementation and monitoring. Whilst working in close cooperation with all partners, the TAPRI Project Coordinator will be directly accountable to the Project Steering Committee under direct supervision of UNDP CP manager. As well as Communities Programme, the incumbent will also cooperate and coordinate with Environmental and Energy Projects and DRMP projects managed by UNDP. The TAPRI Project Coordinator will ensure appropriate and timely delivery of

Project targets and will be responsible for preparing regular progress reports for the Steering Committee according to the monitoring and reporting procedures stipulated within the Project Document.

Specifically, the TAPRI Project Coordinator will undertake the following tasks:

Programme Management and Leadership

- Provide strategic leadership and oversight of all components of the TAPRI, for programme planning, implementation, monitoring and evaluation of the TAPRI;
- Provide technical assistance and expert advisory support on overall programme management to TAPRI project staff and all key implementing partners;
- Provide effective technical support to the TAPRI Steering Committee;
- Ensure implementation of project's monitoring and evaluation, ensure that monitoring results inform managerial decision making by working closely with CP M&E and Reporting Unit in analyzing monitoring results and elaborating recommendations for further (corrective) action as required;
- Ensure timely periodic descriptive reports, such as the provision of regular financial and narrative reports to UNDP, Project Steering Committee and donors as required in accordance with the TAPRI Project Document.
- Assist with resource mobilization; identify potential future donors and instigate meetings regarding resource mobilization and other capacity development projects which could become associated with the TAPRI Project.

Operational Management

- Assume responsibility for project management within the framework of TAPRI according to UNDP rules and regulations for national implementation;
- Work closely with the senior project staff of UNDP Communities Programme and Area Offices and provide leadership, management support and guidance to their work to ensure the timely and successful delivery of TAPRI programme activities;

Relationship Management

- Ensure close collaboration, monitoring and coordination of plans, activities and reporting between the key implementing agencies – and sub-contractors, as well as related projects.
- Ensure active engagement of government and other key stakeholders with the aim to promote TAPRI at the local level;
- Enable full support of key government stakeholders at different levels on the principles and key objectives, planned outputs, results and outcomes under TAPRI; and,
- Ensure collaborative relationship management with national level and regional (oblast) government representatives, project implementing partners and civil society to ensure successful implementation of the TAPRI.

Competencies:

This is a management position that requires substantive project/program management experience and advisory abilities in key project related areas.

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly and without favouritism.

Functional Competencies:

Management and Leadership

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills;
- Demonstrates openness to change and ability to manage complexities;
- Leads teams effectively and shows mentoring as well as conflict resolution skills;
- Demonstrates strong oral and written communication skills;
- Remains calm, in control and good humoured even under pressure.

Knowledge Management and Learning

- Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example;
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills.

Development and Operational Effectiveness

- Ability to lead strategic planning, results-based management and reporting;
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources;
- Solid knowledge of financial resources and human resources management, contract, asset and procurement, information and communication technology and general administration;
- Ability to formulate and manage budgets, manage contributions and investments, manage transactions, conduct financial analysis, reporting and cost-recovery;
- Ability to lead business processes re-engineering, implementation of new systems (business side) and affect staff behavioural/attitudinal change.

Communication and networking:

- Excellent oral communication skills and conflict resolution competency to manage inter-group dynamics and mediate conflicting interest of varied actors;
- Ability to promote communication cooperation and understanding in both directions across the Tajik-Afghan border.
- Excellent writing skills, with analytical capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports.
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government.

Required Skills & Qualifications:

Education

- At least a Masters post-graduate degree in a field relevant to International Development, Rural Development, Public Administration, Economics, Political Science, or another related field.
- Excellent understanding of the social policy, development issues and the environment of Tajikistan and Afghanistan, or relevant related experience in a similar context.

Experience/Skills

- Demonstrated excellence in leadership, management and coordination of development projects, including programme management, financial management, contractual and personnel management.
- At least 5 years working experience in the field of development, including at least 3-5 years demonstrated experience in programme/project management is required. Working knowledge of development interventions relating to governance, economic development and private sector development is desirable;
- Strong experience in leading a project team, including the ability to gain cooperation to meet the desired objectives of the project;
- Demonstrated experience in collaborative relationship management across donor agencies, government, project implementing partners and civil society.
- High level interpersonal skills, including excellent English writing skills with the ability to draft proposals, briefing papers, concept notes and reports to donors. High level verbal communication skills are required including the ability to lead presentations to TAPRI stakeholders;
- High sense of responsibility and a willingness to take initiative;
- Strong working knowledge of UNDP, donor assistance in the CIS region, civil society sector community development approaches;
- Excellent computer skills, including command of MS Word and Excel, and familiarity with imaging software and databases;
- Strong and demonstrated ability to work cross-culturally in a programme management and expert advisory role, including respect for diversity, sound communication, mentoring and coaching skills.

Language Skills

- Excellent command of English and Tajik, and knowledge of Russian is desirable. Knowledge of Persian languages is an asset.

Selection criteria:

- Fast deployment
- Expertise in project management
- Extensive knowledge in poverty reduction and area based development

Selection of the candidates will be based on cumulative analysis (highest qualified candidate)

Since UNDP Tajikistan currently has a majority of male employees, we strongly encourage qualified female applicants for this position. UNDP seeks to ensure that male and female employees are given equal career opportunities and that staff members are able to keep an appropriate balance between work and private life.