



MINISTRY OF FOREIGN AFFAIRS OF REPUBLIC OF TAJIKISTAN
AND
THE UNITED NATIONS DEVELOPMENT PROGRAMME

**STRENGTHENING THE CAPACITY OF THE MINISTRY OF
FOREIGN AFFAIRS TO BETTER RESPOND TO THE EMERGING
ISSUES OF NATIONAL FOREIGN POLICY
(MFA CAPACITY BUILDING)
(2008 – 2011)**

PROJECT DOCUMENT



Country: **TAJKISTAN**

UNDAF Outcome(s)/Indicator(s):

Outcome 7: Increased responsiveness and accountability of **decision-making** structures strengthen the rule of law and human rights

Expected Outcome(s)/Indicator (s):

Outcome 3: Efficiency and equity in the delivery of public services improved in 7 targeted divisions of MFA (needs assessment recommendations implemented, policy analysis units strengthened and 75 ministerial staff trained)

Expected Output(s)/Annual Targets:

Output 6: Enhanced Accountability

Implementing partner:

Ministry of Foreign Affairs of Tajikistan

In order for Tajikistan to prosper and develop as a country the framework of a modern and effective state needs to be enhanced. The objective of the project will be to strengthen the capacity of the Ministry of Foreign Affairs to develop and implement a foreign policy of the Government of Republic of Tajikistan. To fulfill this objective, the project will facilitate the delivery of main inputs required for the effective formulation and implementation of foreign policy. These inputs include the establishment of the adequate (1) technological, (2) human resource, (3) institutional and (4) knowledge platforms for the comprehensive, thoughtful and timely provision of foreign policy response in line with Tajikistan's national priorities. This project has an indicative budget of 300,000USD.

Project Period: CPAP 2008 - 2011
Project Title: **Strengthening the Capacity of the Ministry of Foreign Affairs to Better Respond to the Emerging Issues of National Foreign Policy (MFA Capacity Building)**
Project Duration: 3 years
Management Arrangement: NEX Execution

| | |
|-------------------------|---|
| Total Budget | 300,000 |
| Allocated resources: | 300,000 |
| • Government | 0 |
| • Regular | 300,000 |
| • In kind contributions | |
| Government: | Project premises, Vehicle, telephone lines |

Agreed by Ministry of Foreign Affairs of Republic of Tajikistan:



Mr. Hamrokhon Zarifi, Minister of Foreign Affairs of the Republic of Tajikistan

Agreed by UNDP:



Mr. Michael Jones, UNDP Resident Representative

I. PURPOSE AND BACKGROUND

Tajikistan is a landlocked Central Asian country with an area of 143,100 km. Almost 93% of its territory is mountainous; only about 10% is suitable for cultivation. The mountains complicate internal transport and communication. At the same time they endow the country with rich hydropower potential as well as coal, gold, silver, tungsten, uranium and other resources. Significant water resources allow intensive agriculture and the cultivation of cotton, the country's cash crop. The population of Tajikistan is approximately 7 million (2005), about 75 of whom live in rural areas. This reflects the traditionally higher fertility rate in the countryside and reduced employment opportunities in urban centers.

The transition in Tajikistan has put extraordinary demands on the government to change the policy, fiscal, and regulatory environment in order to manage an open-market economy and a democratic state. Over the past decade the government has made good progress in developing an economic management framework and more effective government institutions, despite the significant disruptions of post-Soviet transition, the civil war, and regional instability.

Despite all of these efforts, Tajikistan's GDP is still hovering around 3.7 billion USD or over than 500 USD per capita, the lowest in the CIS and one of the lowest in the northern hemisphere. Poverty is still extremely high, with 64% of the population living on less than 2.15\$ per day. However, the economy is growing fast, at a rate of over 7% per year, for the past years bringing some hope to an otherwise difficult situation.

Moreover, the country is still undergoing state building after the fall of the Soviet Union and the devastating civil war waged between 1992 – 1997 and the ability of the Tajik state to provide the environment for the country to reduce its crushing poverty level and enhance human development has been hampered by the continued weakness of its security, justice and administrative institutions.

According the World Bank, the country currently ranks as one of the most difficult operating environments in the world for private sector development and one of the underpinning causes is that an effective system for registry and investor protection is not yet in-place in the country.

The Ministry of Foreign Affairs (MFA) of the Republic of Tajikistan has an important and growing role. It is responsible for managing Tajikistan's international treaty obligations, and is responsible for an increasing number of services that impact on women and men.

Tajikistan has been actively involved in ratifying international instruments which match its development objectives. The pace of ratification is accelerating. As at the beginning of 2005, Tajikistan had ratified around 20 international treaties and conventions, the first two being the Convention Against the Elimination of all Forms of Discrimination Against Women (CEDAW) and the Convention on the Rights of the Child (CRC).

This project is aimed at boosting the institutional capacity of MFA to deal with the increasing demands of the treaty process, as well as to improve its internal efficiency and services to women and men through the use of information and communications technology (ICT). The

project also aims at improvement of the MFA's capacities in dealing with the people coming to Tajikistan to increase higher investments to the country and improve its image in the world.

II. SITUATION ANALYSIS

Tajikistan remains a country in transition, dealing with the triple challenge of the economic and social dislocation surrounding independence from the Soviet Union, a civil conflict and being a small, mountainous and landlocked territory. Following political stabilization and strong economic growth, development activities have recently shifted from a short-term humanitarian approach addressing post-conflict issues towards a longer term development strategy.

Since independence, the long civil war and the disruptions stemming from the collapse of the Soviet system have contributed to widespread social tension and poverty in Tajikistan. GDP per head was estimated at around US\$500 in 2007, making Tajikistan one of the poorest countries in the world. Despite considerable international assistance, a combination of corruption and poor administrative capacity has prevented significant improvements in welfare.

The development of a stable political framework and of functioning economic structures are dependent on respect for the rule of law, human rights, good governance and the development of transparent, democratic political structures. Tajikistan over the course of the last 16 years becomes increasingly important player in global geo-politics although often ignored by the western world. The need for increased security and more effective systems of governance have become apparent in this country.

The broadening of international development agendas and the increasing intensity with which they are being pursued has had major implications for the Government of Tajikistan, and in particular for its Ministry of Foreign Affairs.

After becoming independent in 1992, Tajikistan has faced the major challenge of quickly building up its national institutions capable of formulating and implementing the policies in the areas formerly heavily controlled by the central authorities in Moscow. Foreign policy has been perhaps one of the most illustrative examples of such areas: Tajik policy practically did not exist and local participation in foreign policy of USSR had been limited to the logistical support, symbolic cultural relationship as well as processing of international travel documents. Apart from the need to provide traditional consular, protocol, and country representation services, Tajikistan's Ministry of Foreign Affairs (MFA) faced a challenging task pursuing the foreign policy and providing the rapid and comprehensive response to ever changing complex international and regional geopolitical environment.

Strong efforts are required for MFA's institutional establishment, identification and bringing up new national talent for the organization capable to fill the human resource gap. These efforts by the leadership of the country have largely yielded positive results as over the last decade MFA has grown into an institution with proven ability to develop, present and safeguard policy positions of the Republic of Tajikistan on the most sensitive issues of international relations

including the fight against international terrorism, environment, drug trafficking, regional cooperation and many others.

However, in order to address emerging challenges which Tajikistan faces in the Millennium as a global partner for peace and development, there is a need to strengthen the institutional and human capacities of the MoA to effectively implement the country's foreign policy. Whilst the country's foreign policy priorities are clearly formulated, their implementation in a comprehensive and timely fashion requires further strengthening of institutional capacities. This includes thoughtful policy response to changes in the international political and economic situation, improved ability to safeguard interests of the country in organizations for regional and international cooperation, ability to clearly present the policy position of the country as well as further improvement of the image of the Republic as an open and secular state.

Internally, MFA is yet to tackle the number of tasks to improve its operational efficiency and build up the professional diplomatic service. This includes capturing the benefits of IT tools in the MFA's daily operations, introducing e-archive system, development of the legal framework for a sustainable mechanism of selection, recruitment, promotion and professional development of diplomats.

Overall, MFA is very well positioned to build its institutional capacity further. It is a sufficiently open organization with well-established operational procedures, strong leadership and staffed with a good mix of experienced diplomats and talented youth. MFA's human resource endowments and overall commitment to constant improvement augur well for its success in establishing itself as an efficient advocate of Tajikistan's national interests to the benefit of its people.

UNDP has the ability to broker knowledge and innovative ideas, and to build trust and confidence in order to better help governments identify and pursue appropriate policies through open and participatory dialogue among key stakeholders. This project also capitalizes on the momentum gained through governance and poverty reduction initiatives to provide the platform for an integrated and holistic approach. It also stresses our non-partisan stance, which helps us maneuver difficult country-specific political conditions, while promoting democratic development and commitment. In so doing, UNDP is able to capitalize on different entry points using accountability, transparency and integrity as crosscutting themes.

III. STRATEGY

The project contributes to meeting the objectives as set out in the UNDP Country Programme Action Plan (CPAP) for Tajikistan, and will be implemented within this document.

The overall goal that the project will contribute is to enhance modern and effective state governance. This will be reached through strengthening the capacity of the Ministry of Foreign Affairs to develop and implement a foreign policy of the Government of Tajikistan. To achieve this, the project will facilitate the delivery of main inputs required for the effective formulation and implementation of foreign policy. These inputs include the establishment of the adequate (1) technological, (2) human resource, (3) institutional and (4) knowledge platforms for the comprehensive, thoughtful and timely provision of foreign policy response in line with Tajikistan's national priorities. Following is the structure of the results of the project:

The project OUTPUT is: Strengthened institutional capacity of the MFA so that it can exercise its functions in a more efficient manner, and fulfil its commitments.

INDICATORS:

Efficiency and equity in the delivery of public services improved in 7 targeted divisions of MFA (needs assessment recommendations implemented, policy analysis units strengthened and 75 ministerial staff trained)

The following are the main project ACTIVITIES:

Activity 1: Institutional development of the MFA

1.1. Institutional capacity building

- functional review of the MFA and its divisions
- Costing of the organizational development plan
- Specific Technical Assistance (TA) on implementation of the organizational plan (amendment/developing of new regulations, procedures etc.)
- Possible capacity building for the strategic policy unit¹
- Study visits

1.2. Education and training

- Establishment of an educational training system for diplomats, within the MFA framework;
- Assessment of needs
- Study visits for establishing cooperation with other countries
- Work with local educational institutions on identification of a long-term functioning system
- Consultancy for learning tools development
- Conducting internal trainings on strategic planning, budgetary processes and project development.
- Identification of needs, trainers and staff to be trained
- TOT in cooperation with other Ministries of foreign affairs staff from a number of countries(Russia, Kazakhstan, etc)

¹ provided such a unit is created in the MFAEI

- Visits abroad of a number of MFA staff for on-the-job coaching
- Training on strategic planning, budgeting, project development for identified staff

1.3. Improvement of information exchange within MFA and between MFA and its missions abroad

Support to Consular Affairs Department (CAD):

- Equipment supply to establish one-stop-shop-type offices to avoid potential contact between the citizens and the consular officers.
- Information system and electronic service provision:
- Development of the concept of information system and technical specifications for an information system that will allow a better internal document management and external service provision for the Ministry
- Procurement of the service to design the software
- Procurement of IT equipment for a list of identified workplaces in the Ministry.

1.4. Establishment of the Consular Department at Dushanbe Airport

Support to Consular Department at Airport:

- Equipment supply to establish simplified procedures of issuing Tajk visa upon arrival
- Procurement of IT equipment for staff
- Information system and electronic service provision:
- Procurement of the service to install specialised software passport reading
- Conduct specialised training on how to use the equipment and serve visitors

Activity 2: Regional/International Cooperation

2.1. Supporting Tajikistan participation in regional/international Initiatives

Establishment of secretariat

- IT and other office running equipment
- Secretariat running costs: hi-speed internet, phone,
- Office supplies
- Support staff (translators etc.)

Events organized according to the approved calendar:

- IFAS workshop and working group meeting
- International Conference on Water related Disaster Reduction
- CIS Council of Ministers of Foreign Affairs
- Shanghai Cooperation Organisation(SCO) meeting
- Eurasian Economic Community (EurAsEC) meeting
- CIS National Coordinators and Ministerial Meetings
- Meeting of the sector Ministers (to be defined)

Activity 3: Communications and Public Relations

3.1. Strengthening the capacity of the PR and Media Relations Department

- Strengthening the strategic role of the PR and MR Department;
- Joint events with, media on various topics (WTO accession, Water Forum, UN etc.);
- Support participation of PR and MR Department representatives and mass-media in major events hold by the Ministry abroad.
- Development/publication and dissemination of Foreign Policy magazine

3.2. Training and on the job coaching

- Training for other Ministry staff:
- Internship of MFA Tajikistan Staff in Russian MFA (number of staff, exact duration will be determined further)

3.3. Equipment and materials

- Procurement of necessary equipment for the PR Department
- Upgrading the web-page structure and design based on the experts recommendations
- Procurement of electronic subscriptions and data bases

Activity 4: Project management, monitoring and visibility

- Effective implementation of activities
- Ensure proper visibility of project results

The project will contribute towards building partnership with the MFA and positioning UNDP as a core partner of this key government institution. The project will be the first of its kind in the MFA, as the MFA has not previously received any capacity development assistance, and it is envisaged that the project will also contribute to strengthening the policy dialogue between the MFA and the UN.

The project will also establish partnership with national thinks tanks and education institutions for the provision of services to the MFA in the field of research in selected areas as well as training of career diplomats.

The sustainability of the project outputs is ensured by the nature of these outputs and enhanced by the way this development intervention is structured. For example, material assets procured under the project will remain at the disposal of MFA and in the mid term will require only routine maintenance that can be financed out of MFA's own budget. Once introduced, professional diplomatic service procedures should ensure the core MFA staff remains motivated and committed thus minimizing the usual outflow of the personnel as a result of improved skills, networking, etc. Last but not least, the knowledge and learning resources generated by the project will remain with MFA as well and the latter will capitalize on them in the future through in-house research and education institutions whose institutional development will ultimately supported by the project.

Project Implementation Approaches

Throughout implementation of this project UNDP will maintain following key approaches:

i. Donor coordination:

Lead donors in promoting a common strategy on facilitating better governance in Tajikistan.

ii. Building national capacities:

All project interventions will be built upon national counterparts (governmental and non-governmental). UNDP will ensure that any external expertise brought to the project (individual or sub-contractors) will assess national capacities and develop project specific capacity building plan to ensure development of national capacities and national ownership of all the results produced by this project.

iii. Gender mainstreaming:

Gender mainstreaming in all project interventions is a corporate commitment of UNDP. This project will ensure equal representation of women and men in project interventions.

(iv). Balanced representation of governmental and non-governmental players:

UNDP will facilitate balanced representation and participation of governmental and non-governmental actors through implementation. Inclusion of government is evident as majority of project interventions are focused on governmental institutions and aimed at building their capacities. To sum-up, both government and civil societies will be equally “implementers” and “beneficiaries” of this project.

IV. RESULTS AND RESOURCES FRAMEWORK

The detailed Results and Resources Framework is provided in Annex I.

V. MANAGEMENT ARRANGEMENTS

This Project is designed as one of the expected outputs for UNDP Country Project Action Plan (CPAP 2005 – 2009) approved by the Government. Therefore the project will follow management arrangements, which are common for the whole CPAP - it will be overseen by UNDP and implemented by Ministry of Foreign Affairs.

The project management will be facilitated on the Ministry of Foreign Affairs’ side through the National Project Coordinator (NPC), who will be appointed by the MFA. If necessary, operational activity and daily coordination of the practical implementation of the project will be carried out by the Project Assistant (PA) recruited in accordance with UNDP rules and regulations. The PA will be directly involved in the implementation of the project and will coordinate the project activities. (S)He will coordinate project activities with relevant institutions and other stakeholders at the national level. The PA will act under the guidance of NPC and refer major executive programme decisions to the Programme Board.

Terms of reference for the NPC and PA are included as an *Annex I* of this project document. The NPC and PA will work closely with the UNDP Programme Analyst of the UNDP Dushanbe Country Office.

The project will receive extended support from the CO on all procurement and human resources issues. A project financial management system will be established to provide for accountability, and annual audits will be performed. UNDP will conduct expenditure from requisition through to disbursement with no cash being transferred to the Implementing Partner (IP). However, the IP will have programmatic control in coordination with UNDP.

The UNDP country office will provide the following support services for the activities of the project:

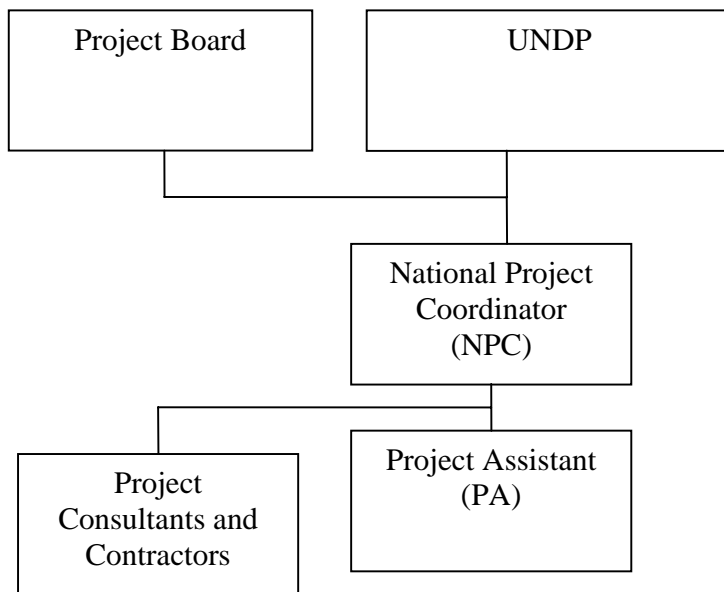
- a) Identification and recruitment of the project personnel;
- b) Identification and facilitation of training activities;
- c) Procurement of goods and services, subcontracts
- d) Project coordination
- e) Financial management and direct payments.
- f) Technical reporting
- g) Monitoring and evaluation

At the end of each calendar year, the UNDP will submit request for cost-recovery for provided services (ISS), based on the latest Universal Price List.

The Ministry of Foreign Affairs will provide in-kind contribution towards project costs in the form of: Office premises; Office furniture; Installed office telephone lines and support towards telecommunication costs.

A Project Board (PB) will be established for strategic project activity management to ensure achievement of results on the primary outcomes and that these outcomes fall within national priorities. The frequency of meetings will be determined as needed, but will be at minimum once every six months. The PB will represent a senior executive responsible for the ultimate outcome, a senior supplier representing the implementers and a senior user representing the interests of civil society and government. In this PB, the UNDP Resident Representative (or his delegate) and the UNDP Project Manager will be represented.

Following is the intended project structure:



VI. MONITORING AND EVALUATION

UNDP will be responsible for monitoring both the substantive implementation of project activities as outlined in this document as well as budgetary reports. The project objectives, indicators and targets mentioned in the project logical framework matrix will serve as the primary reference for the monitoring and evaluation of the project.

Monitoring is a daily process. Day-to-day management is the responsibility of the Project Manager. Activities have been planned and will be managed for results according to the approved UNDP strategic framework (2005-2009 CPAP). Progress will be measured through a series of annual reviews, both of the individual components and the project as a whole.

To ensure transparency and accuracy of achievements reported the country office will use independent evaluations. Activities will be planned and managed for results against the approved framework and UNDAF priority areas, including joint monitoring with other UN agencies and implementing partners. The framework contains the key elements, which ensure national endorsement of expected results. It will be modified as needed, taking into account implementation lessons, periodic assessments and the evolving situation in the country. Any partner contributing to the project will be encouraged to undertake regular monitoring visits and participate in any evaluation exercise.

To complement and enhance UNDP project monitoring, it may be determined to conduct joint annual or bi-annual evaluations with representatives of the main stakeholders. Such a team effort will strengthen partnerships and allow for a transparent and fair review of activities.

Findings will be used to revise the project's logical framework and preparation of annual work plans, led by the Project Team. A final, external evaluation may be held at the end of the project.

Any donor contributing to the project will be encouraged to undertake regular monitoring visits and participate in any evaluation exercise. The government, involved in the daily management of the project to ensure national ownership, will also be encouraged to participate in the project's evaluation.

At the end of the project, UNDP may undertake final project evaluation in accordance with its rules and procedures.

Quarterly Progress Reports (QPRs) reflecting all aspects of project implementation and Annual Project Reports (APRs) will be prepared by the National Project Coordinator and submitted to the UNDP, donors and national AID Coordination Unit. The APRs are concise documents that assess the performance of the project and the status of achievement of project outputs and their contribution to the relevant UNDP Strategic Results Framework Outcomes on a calendar year basis. At the end of the project a Final Project Report will be produced.

VII. LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Government of the Republic of Tajikistan and the United Nations Development Project (UNDP), signed by the parties on 1 October 1993. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The UNDP Resident Representative in Dushanbe, Tajikistan is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the Project Steering Committee and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this Project Document

This project document exists in English and Russian languages. In case of conflict, the English version takes precedence.

VIII. ANNEXES

ANNEX I - PROJECT RESULTS AND RESOURCES FRAMEWORK

| Intended Outcome: Outcome 7. Public sector transparency, accountability, conduct and participation at local and national levels strengthened. | | | | |
|--|---|---|---------------------|--|
| Outcome indicator: Efficiency and equity in the delivery of public services improved in 7 targeted divisions of MFA (needs assessment recommendations implemented, policy analysis units strengthened and 75 ministerial staff trained) | | | | |
| CPAP Output: A modernized public administration system in place, more efficient and better able to develop, implement and monitor long-term policies and programmes. | | | | |
| Applicable Key Result Area (from 2008-11 Strategic Plan): Democratic Governance, Strengthening responsive governing institutions | | | | |
| Partnership Strategy: The project will attempt to strengthen development partnerships between the development actors (local NGOs, media, donors) in Tajikistan and the Ministry of Foreign Affairs throughout the project implementation. The project's regional/international cooperation component will aim to enhance cooperation between ministries in various areas of cooperation from CIS. The public relations and media component of the project will address the relationships between the MFA and mass-media for a better understanding of country's foreign policies by media and general public and more effective communication by the MFA towards media. | | | | |
| Project specific output: Project title and ID (ATLAS Award ID): 000 MFA Capacity Building | | | | |
| Intended Outputs | Output Targets for 2008-2010 | Indicative Activities (<i>deliverables</i>) | Responsible parties | Inputs |
| Strengthened professional and technical capacity of the MFA so that it can exercise its functions in a more efficient manner, and fulfil its commitments. Indicators: <u>1.1.</u> Mid-term organizational development plan of the MFA developed and includes M&E component Baseline: no such plan in the Ministry and no M&E system in place to monitor performance | 1. Needs Assessment conducted Capacity development (organizational plan) costs assessed | 1: Institutional development of the MFA 1.1. Institutional capacity building <ul style="list-style-type: none"> ▪ functional review of the MFA and its divisions ▪ Costing of the organizational development plan ▪ Specific TA on implementation of the organizational plan (amendment/developing of new regulations, procedures etc.) ▪ Possible capacity building for the strategic policy unit² ▪ Study visits | MFA UNDP | Local consultancy International consultancy Contractual services Travel |
| | Thorough assessment of needs for continuous training of MFA staff conducted MFA's internal education/training plan developed Viable/sustainable/long- | 1.2. Education and training <ul style="list-style-type: none"> ▪ Establishment of an educational training system for diplomats, within the MFA framework; ▪ Assessment of needs ▪ Study visits for establishing cooperation with other countries ▪ Work with local educational institutions on identification of a long-term functioning system ▪ Consultancy for learning tools development ▪ Conducting internal trainings on strategic planning, budgetary processes and project development. ▪ Identification of needs, trainers and staff to be trained | MFA UNDP | International consultancy Local consultancy Contractual services Travel |

² provided such a unit is created in the MFAEI

| | | | | |
|---|---|---|----------------------------|--|
| <p>1.2. number of MFA staff trained on strategic planning, budgetary processes and project development</p> <p>Baseline: Low level of knowledge and skills of mid-level staff to carry on strategic planning activities.</p> <p>1.3. MFA provides services to clients in a more transparent and efficient way using advanced IT tools</p> <p>Baseline: Information flow is paper based and there is direct contact between the clients and the Consular offices staff</p> <p>1.4. Simplified procedures on Tajik visa issuance are introduced to attract more visitors to Tajikistan</p> | <p>term solution for continuous training of diplomats identified and support to its implementation provided</p> <p>70 number of MFA core staff trained in strategic planning</p> | <ul style="list-style-type: none"> ▪ ToT in cooperation with other Ministries of foreign affairs staff from a number of countries(Russia, Kazakhstan) ▪ Visits abroad of a number of MFA staff for on-the-job coaching ▪ Training on strategic planning, budgeting, project development for identified staff | | |
| | <p>Needs assessment in Consular Affairs Department conducted and gaps identified</p> <p>IT needs assessment, concept and technical specifications for the information exchange system developed</p> | <p>1.3. Improvement of information exchange within MFA and between MFA and its missions abroad Support to Consular Affairs Department(CAD):</p> <ul style="list-style-type: none"> ▪ Information system and electronic service provision: ▪ Development of the concept of information system and technical specifications for an information system that will allow a better internal document management and external service provision for the Ministry ▪ Procurement of the service to design the software ▪ Procurement of IT equipment for a list of identified workplaces in the Ministry. <p>1.4. Establishment of the Consular Department at Dushanbe Airport Support to Consular Department at Airport:</p> <ul style="list-style-type: none"> ▪ Equipment supply to establish simplified procedures of issuing Tajk visa upon arrival ▪ Procurement of IT equipment for staff ▪ Information system and electronic service provision: ▪ Procurement of the service to install specialised software passport reading ▪ Conduct specialised training on how to use the equipment and serve visitors | MFA UNDP | Local consultancy Contractual services Equipment |
| <p>Indicators:</p> <p>2.1. number of organized events according to the official calendars</p> <p>Baseline: Calendars are drafted and officially approved</p> | | <p>2. Regional/International Cooperation <i>Strengthened national political and operational capacity to increase impact of Tajikistan's participation in the regional/international cooperation processes on its social and economic development leading towards Global Integration</i></p> <p>2.1. Supporting Tajikistan participation in regional/international Initiatives</p> <p>Establishment of secretariat</p> <ul style="list-style-type: none"> ▪ IT and other office running equipment | MFA UNDP MFA UNDP | Conference organization costs Equipment, supplies |

| | | | | |
|---|--|--|---------------------|---|
| <p>2. 1. number of follow-up projects/programmes and policy actions resulting from the regional/international events</p> <p>Baseline: Tajikistan has limited access to resources available within regional projects. Tajik institutions and experts, other than those from the MFA, are not actively participating in such important areas as trade, regional security cooperation, border management, environment and energy.</p> | <p>calendar of MFA</p> <p>75 participants in the meetings from sector ministries engage in regional/international cooperation processes and issue policy documents</p> <p>13 ministerial staff participated in events organized abroad</p> | <ul style="list-style-type: none"> ▪ Secretariat running costs: hi-speed internet, phone, ▪ Office supplies ▪ Support staff (translators etc.) <p>Events organized according to the approved calendar:</p> <ul style="list-style-type: none"> ▪ IFAS workshop and working group meeting ▪ International Conference on Water related Disaster Reduction ▪ CIS Council of Ministers of Foreign Affairs ▪ Shanghai Cooperation Organisation(SCO) meeting ▪ Eurasian Economic Community (EurAsEC) meeting ▪ CIS National Coordinators and Ministerial Meetings ▪ Meeting of the sector Ministers (to be defined) | | |
| <p>Indicators: 3.1. Number of staff trained on communications</p> <p>Baseline: 3.2. Quality and variety of tools used for communication within/outside of the MFA</p> <p>Baseline: 3.3. Perception of media and general public about the MFA communication</p> | <p>Targets: 55 staff trained on communications</p> <p>MFA uses additional communications tools with the media and general public (improved web channels, briefings with journalists, foreign policy magazine)</p> <p>Perception of media and general public about MFA is improved (percentage of respondees)</p> | <p>3. Communications and Public Relations <i>Strengthened communications' capacity of the MFA so that it better communicates internally and externally its priorities, activities and results and is more transparent and open to its beneficiaries, partners and general public</i></p> <p>3.1. Strengthening the capacity of the PR and Media Relations Department</p> <ul style="list-style-type: none"> ▪ Strengthening the strategic role of the PR and MR Department; ▪ Joint events with, media on various topics (WTO accession, Water Forum, UN etc.); ▪ Support participation of PR and MR Department representatives and mass-media in major events hold by the Ministry abroad. ▪ Development/publication and dissemination of Foreign Policy magazine <p>3.2. Training and on the job coaching</p> <ul style="list-style-type: none"> ▪ Training for other Ministry staff: ▪ Internship of MFA Tajikistan Staff in Russian MFA (number of staff, exact duration will be determined further) ▪ Training with Moldovan Ambassadors abroad according to the recommendations and provisions of the Government Communications Concept <p>3.3. Equipment and materials</p> <ul style="list-style-type: none"> ▪ Procurement of necessary equipment for the PR Department | <p>MFA UNDP</p> | <p>Local Consultancy International Consultancy Event costs Travel costs Equipment and materials</p> |

| | | | | |
|--|--|--|-------------|--|
| | | <ul style="list-style-type: none"> ▪ Upgrading the web-page structure and design based on the experts recommendations ▪ Procurement of electronic subscriptions and data bases | | |
| <p>Indicators: 99% Financial delivery of approved annual budget</p> | | <p>4. Project management, monitoring and visibility</p> <ul style="list-style-type: none"> ▪ Effective implementation of activities ▪ Ensure proper visibility of project results | MFA UNDP | Individual contractors Office running costs |

ANNEX II RISK LOG

| | | |
|---|------------------|-------------------------|
| Project Title: MFA Capacity Building | Award ID: | Date: March 2008 |
|---|------------------|-------------------------|

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Mngt response | Owner | Submitted, updated by | Last Update | Status |
|---|---|-----------------|--|---|---|--------------------|-----------------------|-------------|--------|
| 1 | Change in the MFAs management | March 2008 | Organizational Political Strategic | The occurrence of the risk would limit dramatically the impact of the project. If the risk occurs, the project will fail to achieve its results P=3 I=5 | During the proposal drafting phase the political situation would be thoroughly assessed and contingency plan ensured. | Kibriyo Jumaeva | Kibriyo Jumaeva | March 2008 | |
| 2 | High staff rotation within Ministry of Foreign Affairs structures impedes efficient and sustainable capacity building | March 2008 | Organizational Strategic | The occurrence of the risk would determine the failure of the project for the staff concerned P=2 I=5 | During the selection of the target groups the necessity of establishing long term cooperation will be clearly explained to the practitioners. At least two participants per MFA departments will be selected. | Kibriyo Jumaeva | Kibriyo Jumaeva | March 2008 | |
| 3 | The decreasing value of the dollar will determine a lack of resources for the project activities | March 2008 | Financial | The occurrence of the risk will force the downscaling of the activities P=3 I=3 | Slight over-budgeting of key activities to ensure a contingency provision | Kibriyo Jumaeva | Kibriyo Jumaeva | March 2008 | |
| 4 | The experts from MFA who will contribute to the project will not be paid as consultants but will participate on the basis of the partnerships. This | March 2008 | Organizational | The occurrence of the risk will impact negatively on the quality of the capacity development services delivered under the project and will increase workload on | The selected experts will be thoroughly instructed about the requirements for the participation to the project and the quality of the input | Kibriyo Jumaeva | Kibriyo Jumaeva | March 2008 | |

| | | | | | | | | | |
|--|---|--|--|-----------------------------|-----------|--|--|--|--|
| | might limit their interest and commitment, and thus the quality of the inputs provided. | | | project staff P=4 I=4 | expected. | | | | |
| | | | | | | | | | |

ANNEX III- BUDGET

| | |
|--|--|
| Award ID: | |
| Award Title: | Redistributing Responsibilities |
| Business Unit: | TJK10 |
| Project Title: | Building Institutional Capacity of MFA |
| Implementing Partner (Executing Agency) | Ministry of Foreign Affairs of Republic of Tajikistan (MFA) |

| UNDP Atlas Activity | Responsible Party/ Implementing Partner | Fund ID | Donor Name | Atlas Budgetary Account Code | ATLAS Budget Description | Amount (USD) | Amount (USD) | Amount (USD) | Total (USD) | |
|---|---|---------|---------------|---------------------------------------|------------------------------------|--------------------------|-----------------|-----------------|-----------------|------------------|
| | | | | | | Year 1 | Year 2 | Year 3 | | |
| Activity 1: Institutional development of the MFA | UNDP, MFA | | UNDP | | International Consultant | \$10,000 | \$10,000 | \$10,000 | \$30,000 | |
| 1.1. Institutional capacity building | | | UNDP | | Local consultants | \$2,000 | \$2,000 | \$1,000 | \$5,000 | |
| 1.2. Education and training | | | UNDP | | Contractual Services - Companies | \$51,500 | \$3,500 | \$3,500 | \$66,500 | |
| 1.3. Improvement of information exchange within MFA and between MFA and its missions abroad | | | UNDP | | Contractual Services – Individuals | \$13,000 | \$13,000 | \$13,000 | \$39,000 | |
| 1.4. Establishment of the Consular Department at Dushanbe Airport | | | UNDP | | Travel | \$1,000 | \$1,000 | \$1,000 | \$3,000 | |
| | | | UNDP | | Training | \$3,000 | \$2,000 | \$1,000 | \$6,000 | |
| | | | UNDP | | Publication | \$2,000 | \$1,500 | \$1,500 | \$4,500 | |
| | | | UNDP | | Miscellaneous Expenses | \$3,000 | \$3,000 | \$3,000 | \$9,000 | |
| | | | | UNDP | | Sub-total: | \$85,500 | \$36,000 | \$34,000 | \$155,500 |
| | | | | | | Total Activity 1: | \$85,500 | \$36,000 | \$34,000 | \$155,500 |
| Activity 2: Regional/International Cooperation | UNDP, MFA | | UNDP | | Contractual Services - Individuals | \$2,000 | \$2,000 | \$2,000 | \$6,000 | |
| 2.1. Supporting Tajikistan participation in regional/international Initiatives | | | UNDP | | Travel | \$14,000 | \$18,000 | \$18,000 | \$50,000 | |

| | | | | | | | | | |
|--|-----------|--|------|--|------------------------------------|-----------------|-----------------|-----------------|-----------------|
| | | | UNDP | | Contractual Services - Companies | \$1,500 | \$1,500 | \$1,500 | \$4,500 |
| | | | | | Publication | \$1,500 | \$1,500 | \$1,500 | \$4,500 |
| | | | UNDP | | Miscellaneous Expenses | \$2,500 | \$2,500 | \$2,500 | \$7,500 |
| | | | UNDP | | Sub-total: | \$21,500 | \$25,500 | \$25,500 | \$72,500 |
| | | | UNDP | | Total Activity2: | \$21,500 | \$25,500 | \$25,500 | \$72,500 |
| Activity 3: Communications and Public Relations | | | UNDP | | Local Consultants | \$2,000 | \$2,000 | \$2,000 | \$6,000 |
| 3.1. Strengthening the capacity of the PR and Media Relations Department | UNDP, | | UNDP | | Trainings | \$5,200 | \$5,000 | \$5,000 | \$15,000 |
| 3.2. Training and on the job coaching | MFA | | | | Contractual Services- Companies | \$4,000 | \$1,000 | \$1,000 | \$6,000 |
| 3.3. Equipment and materials | | | UNDP | | Miscellaneous Expenses | \$2,500 | \$2,500 | \$2,500 | \$7,500 |
| | | | UNDP | | Sub-total: | \$13,700 | \$10,500 | \$10,500 | \$34,700 |
| | | | UNDP | | Total Activity3: | \$13,700 | \$10,500 | \$10,500 | \$34,700 |
| Activity 4 Project management, monitoring and visibility | | | UNDP | | Local Consultant | \$1,000 | \$1,000 | \$1,000 | \$3,000 |
| | | | UNDP | | Contractual Services - Individuals | \$6,000 | \$6,000 | \$6,000 | \$18,000 |
| | | | UNDP | | Contractual Services- Companies | \$2,000 | \$1,000 | \$1,000 | \$4,000 |
| | | | | | Travel | \$1,000 | \$1,000 | \$1,000 | \$3,000 |
| | | | UNDP | | Miscellaneous Expenses | \$2,500 | \$2,500 | \$2,500 | \$7,500 |
| | UNDP, MFA | | UNDP | | Publication | \$600 | \$600 | \$600 | \$1,800 |
| | | | UNDP | | Sub-total: | \$13,100 | \$12,100 | \$12,100 | \$37,300 |

| | | | | | |
|--|--------------------------------|------------------|-----------------|-----------------|------------------|
| | Total Activity4 | \$13,100 | \$12,100 | \$12,100 | \$37,300 |
| | Project Grand Total | \$141,800 | \$79,100 | \$77,100 | \$300,000 |

ANNEX IV-WORK PLAN

| Project activities | Year 1 | | | | | | | | | | | | Year 2 | | | | | | | | | | | | Year 3 | | | | | | | | | | | |
|---|---------------|---|---|---|---|---|---|---|---|----|----|----|---------------|---|---|---|---|---|---|---|---|----|----|----|---------------|---|---|---|---|---|---|---|---|----|----|----|
| Activity 1. Institutional development of the MFA | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 1.1. Technical capacity building | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1.2. Education and training | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1.3. Improvement of information exchange within MFA and between MFA and its missions abroad | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1.4. Establishment of the Consular Department at Dushanbe Airport | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Activity 2. Regional/International Cooperation | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 2.1. Supporting Tajikistan participation in regional/international Initiatives | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Activity 3. Communications and Public Relations | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 3.1. Strengthening the capacity of the PR and Media Relations Department | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3.2. Training and on the job coaching | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3.3. Equipment and materials | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Activity 4. Project management, monitoring and visibility | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

TERMS OF REFERENCE

PROJECT ASSISTANT

Country: Tajikistan

Duty station: Dushanbe

Duration of appointment: 12 months with possible extension

Description of duties

The Project Assistant (PA) is responsible for the support provided day-to-day management, coordination and supervision of the project implementation in accordance with UNDP rules and procedures. The PA will report to UNDP and the National Project Coordinator (NPC).

The incumbent's specific duties include:

Support to Management:

- Assist in finalizing the detailed work plan for the project and have it approved by the NPC;
- Assist in developing work plans, briefs and concepts, subject to approval by the NPC and further on by Project Board on:
 - Coordination with other UNDP projects and programmes;
 - Resource mobilization
- Assist in finalizing the terms of reference, and handle the recruitment of national experts
- Assist in finalizing the terms of reference, identifying/contracting the subcontractors and individuals for provision of the following services: substantive, literary and style editing, translation; typesetting; printing; mailing and dissemination.
- providing support to the work to be done by the national experts and contracted companies;
- organizing the translation of the project related documents;
- controlling the quality of the translation and print out;
- preparing necessary requests for direct payments, recruitment and procurement.

Coordination:

- Organizing the work of the Project Board, including by:
 - Circulating the draft agenda and working papers in advance of each meeting;
 - Collecting views of the non-attending Project Board members on the agenda items, incorporating those views in the Meeting Records;
 - Keeping records of the Project Board meetings, circulating those records among all Project Board members;

Communication:

- Maintaining the project correspondence;
- Disseminating public information materials on the project;
- Arranging an electronic debate forum for the exchange of views on the project related documents between involved interlocutors

Public information:

- Assisting in distribution, promotion and follow-up discussions around project related publications
- Organizing the launch of the publications
- Provide media briefing materials for the launch and follow-up events and responds to queries from the media

Monitoring and reporting:

- Assist in preparing analytical reports evaluating the project's progress against agreed effectiveness criteria;
- Assist in collecting all appropriate data and information required by involved interlocutors.

In addition to the above, the PA will also undertake other duties in connection with project activities to ensure its effective implementation, which are within his/her competence as the Project Assistant.

Qualifications

- (1) University degree in international development, economics or other relevant areas
- (2) Excellent command and drafting skills in English, Russian and Tajik
- (3) Experience of working in public information or the media
- (4) At least two years experience of managing technical assistance projects
- (5) Strong analytical and management skills
- (6) Excellent knowledge of the computer

TERMS OF REFERENCE

NATIONAL PROJECT COORDINATOR

Country: Tajikistan

Duty station: Dushanbe

Duration of appointment: 12 months with possible extension

Description of duties

The National Project Coordinator (NPC) is responsible for overall management, coordination and supervision of the project implementation in accordance with UNDP rules and procedures. The NPC will perform his/her duties under the overall direction of UNDP and the direct supervision of the Ministry of Foreign Affairs of RT. Specifically, the National Project Coordinator will:

Management:

- develop a detailed work plans for all components of the project, have it approved by the UNDP and the Ministry of Foreign Affairs and ensure quality implementation of all components within agreed time-frames;
- work closely with the UNDP Country Office to identify and respond to opportunities for resource mobilization, including conceptualization and drafting of proposals;
- develop and implement strategies, subject to approval by the Project Board on:
 - Coordination with other UNDP projects
 - Resource mobilization
- develop the terms of reference, and handle the recruitment of national experts
- develop the terms of reference, identifying/contracting the subcontractors and individuals for provision of the following services: substantive, literary and style editing, translation; typesetting; printing; mailing and dissemination.
- Supervise, direct and guide the project staff through regular meetings to ensure timely and proper management and implementation of all project components;
- Liaison with Government officials, international community and civil society to coordinate all project activities and build partnerships;
- Facilitate relevant expert missions;
- Responsible for financial management, including transparent use of funds and accurate financial reporting; Serve as a certifying officer;
- supervise the work done by the national experts and contracted companies;
- control the quality of the translation and print out;
- certify requests for direct payments, recruitment and procurement.

Coordination:

- Support the work of the Project Board by:
 - Circulate the draft agenda and working papers in advance of each meeting;
 - Facilitate the meeting of the Project Board;
 - Request views of the non-attending Project Board members on the agenda items, incorporating those views in the Meeting Records;
 - Collect the Project Board's views, comments and suggestions on the project related documents; drafting the project related documents on the basis of this feedback.
 - Maintain regular contact and information sharing with national and international partners on the Project Board and provide the Secretariat to the Project Board as agreed with the UNDP Country Office;

Communication:

- Maintain the project's official correspondence, drafting forwarding and other letters;
- Draft, editing and distribution of public information materials on the project;
- Arrange an electronic debate forum for the exchange of views on the project related documents between involved interlocutors

Public information:

- Develop and implementing a strategy for distribution, promotion and follow-up discussions around project related publications
- Produce media briefing materials for the launch and follow-up events and responds to queries from the media

Monitoring and reporting:

- Prepare analytical reports evaluating the project's progress against agreed effectiveness criteria;
- Provide data and information required by UNDP and/or Ministry of Foreign Affairs of RT.

In addition to the above, the NPC will also undertake other duties in connection with project activities to ensure its effective implementation, which are within his/her competence.

Qualifications

- (1) Advanced degree in public administration, law, political science, management or other relevant subject;
- (2) At least five years of relevant professional experience in running governance projects;
- (3) Previous proven management experience;
- (4) Familiarity with governance trends in Tajikistan is preferable;
- (5) Demonstrated capacity to develop and implement financial management and reporting systems under challenging circumstances;
- (6) Excellent managerial and leadership skills;
- (7) Good presentation, analytical and writing skills;
- (8) Excellent command of spoken and written Russian and Tajik. Knowledge of English and is a strong asset;
- (9) Good computer skills;
- (10) Demonstrate good social, communication, networking and delivery skills.