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United Nations Development Programme

Country: Tajikistan

Project Document

Project Title: Access to Justice Project in Tajikistan: Provision of legal aid to marginalized groups

UNDAF Outcome(s): Good governance and economic growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions.

Expected CP Outcome(s): 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

Expected Output: Legal Aid Centers deliver imperative legal services to marginalized people and support innovative legal awareness campaign

Implementing Agency: Helvetas Swiss Intercooperation

Brief Description

The main objective of the inception phase is to establish effective and efficient framework for the provision of legal aid to marginalized groups by profiled NGOs through established Legal Aid Centers. At the national level, legal advocacy campaign will be undertaken in close cooperation with the Ministry of Justice. At the local level, capacities of civil society organizations and legal aid providers, including Jamoats Resource Centers and paralegals, will be enhanced, and strategies and methodologies will be identified and implemented to ensure better access of marginalised groups of population to legal aid.

Programme Period: 1 December 2012 - 30 November 2013
Key Result Area (Strategic Plan): Democratic governance – strengthening accountable and responsive governing institutions.

Atlas Award ID: TBD
Start date: 1 December 2012
End Date: 30 November 2013
PAC Meeting Date: 14 December, 2012
Management Arrangements: NGO Implementation Modality

Total resources required: 788,985.00 USD
Total allocated resources: 788,985.00 USD

- Donor (SDC): 740,539.00 USD
- UNDP TRAC 48,446.00 USD
- Government: In-kind contributions

Agreed by (Helvetas Swiss Intercooperation):

Ms. Karin Fueg, Country Director

Agreed by (UNDP):

Mr. Alexander Zuev, UNDP Resident Representative



Handwritten signature and date: 17.12.12

I. SITUATION ANALYSIS

Over the past fifteen years, the Government of Tajikistan (GoT) has undertaken a number of legislative and policy reforms to create the framework for an effective justice system. These legislative reforms are of relatively good quality; however, full implementation of laws is of a much poorer standard, and judicial and legal institutions remain constrained by the low level of resources budgeted for this sector.

To date, Tajikistan has completed all its UN treaty reporting obligations and its first Universal Period Review.² The focus in the coming years will be on implementation of the raised recommendations.

In 2011, the government introduced its second, 3-year Judicial Legal Reform Programme, the Action Plan of which contains provisions for amending laws, including the Constitution and the Criminal Code, and adoption of a code of ethics for judges and a Law on Legal Aid. In addition, the government is set to adopt amendments to the Law on Advocatura by the end of 2012, which is anticipated to harmonize the functioning of collegiums in Tajikistan and possibly set out a new model for a bar association.

The government's Poverty Reduction Strategy (PRS, 2010-2012), based on the National Development Strategy (NDS, 2006-2015), does not have rule of law as a sector for development but does include the following rule of law indicator: "establishment of unified legal information system and provision of legal information to ministries and departments" as a measure of increased effectiveness of national development management. A new Mid-Term Strategy will be developed by the end of 2012 for the period of 2013- 2015. As UNDP facilitates the current PRS process it is currently encouraging integration of rule of law and access to justice into the new Mid-Term Development Strategy including with respective indicators in the action plan.

At the same time as the government has carried out rule of law reforms, the international community has worked with Tajikistan's authorities to put in place stronger governance and regulatory frameworks. Efforts have focused on the establishment of an independent, effective and accessible judicial system applying internationally recognized standards, and the adoption of national laws in conformity with international standards. Lawyers, judges and prosecutors have received trainings with the purpose of increasing legal knowledge and judicial competence. Legal aid providers in the form of legal aid centres (LACs) have received international support to help marginalized individuals, often women, who have legal problems through providing consultation and representation.

The Joint Country Partnership Strategy (2010-2012), an aid coordination mechanism elaborated among twelve development partners of the Development Coordination Council (DCC), supports three main areas, of which one, governance, includes strengthening the rule of law. As an outcome, this support envisages a more transparent and predictable legal and judicial system. As stated in the JCPS document, however, coordination for reform in this area will be key to achieving actual results and overcoming "fragmented interventions with little sustainability."

Tajikistan is lacking a systemized mechanism to disseminate human and civil rights information, and an effective state-supported system of legal aid, for those in need, to be able to use the justice system.

II. PROJECT STRATEGY

The project aims at maximizing drivers of change for improved legal reform and access to justice in Tajikistan and minimizing existing constraints by working with different partners (from within the government and civil society sectors) to promote effective implementation of reforms and to launch debates on further reform needs.

The project will support country's effort create a sustainable legal aid system able to provide better access to justice to marginalized groups. On the whole, Project is conceived with a time horizon of

four years 2012-2016, including a 12 months inception phase. The main phase of the project will be further refined based on the findings of the baseline assessments and discussions during the inception period. The given project document concerns only inception phase.

At the end of the inception phase, a validation workshop will be held with relevant stakeholders to confirm the feasibility of the chosen approach for the main project phase. This shall include an intervention strategy with a clear implementation structure, expected deliverables to be achieved during the main phase. It shall also contain an explicit exit strategy.

Currently, the bulk of legal services in Tajikistan are provided through LACs and other local non-profit organizations that are completely supported by donors. Legal aid providers (organizations and individuals) have a vested interest in the creation of a sustainable system of legal aid that includes services they provide. In the lead up to an anticipated government supported legal aid system, this project will continue to build the capacity of local NGOs as legal aid providers to deliver imperative legal services to marginalized individuals that have no other recourse. The project will provide further capacity building (including mentoring, peer learning and experience exchange) on legal subjects as identified by the providers to bolster their knowledge and improve their services, including mediation, a form of conflict resolution that is under-utilized in Tajikistan. As a result, legal aid providers will be able to provide a range of appropriate and effective services to clients. Additionally, institutional and organizational support based on a prior needs-assessment will be provided to legal aid providers and a business development model explored to sustain an anticipated government supported legal aid system.

The project will explore the networking of civil society organisations and legal aid providers engaged in access to justice by working with organisations, and institutionalizing experience exchange and learning between civil society and the government at national level. Such networks will feed their key challenges and gaps in policy reform and their recommendations into the policy dialogue (see outcome 4).

The project will be implemented by HELVETAS Swiss Intercooperation (HSI), The combined knowledge and experience of HSI, particularly in the field of legal aid and access to justice, makes HELVETAS the best implementing partner for this project. The vast expertise and experience both in programme management as well as thematic and technical areas will provide a sound basis for project implementation in Tajikistan. The HELVETAS country programme in Tajikistan is particularly well established in the rule of law and rural economic development sectors.

The project is part of the comprehensive UNDP Access to Justice Programme and is interconnected with the Efficient Rule of Law policy dialogue project directly implemented by UNDP. The programme applies an integrated approach at community, local and national levels. At community level, it will support JRCs, paralegals, and implementing partner organizations. At local level, the consortium will advice and build local capacities of district government, civil society organizations and legal aid providers. At national level, the programme will identify strategies and methodologies, facilitate networks, conduct monitoring and evaluation of the project, and establish strategic partnerships, provide input to the legal reform program and policies in partnership with other organisations.

Project's system of objectives

At the impact level, the overall project idea is to contribute to better access to justice for marginalized persons – in particular for women left behind by (male) labour migrants through enhancing the capacities of civil society and the Government to apply rule of law reforms.

The main objective of the inception phase is to explore the options for the creation of a sustainable system of legal aid and build capacity of the legal aid service providers. As a result, legal aid providers will be able to offer a broad range of appropriate and affective services for the most vulnerable people. The project will support and enlarge the networking between civil society organisations, legal aid providers and governmental institutions at national and local levels.

Project articulates into the below output with relevant activities:

Output: Legal Aid Centers deliver imperative legal services to marginalized and support innovative legal awareness campaign.

Activity Result: Working modalities at the local level re-focused on family law issues, in particular on the challenges faced by women in connection with labour migration, and re-oriented towards an effective policy dialogue on legal reform issues.

Activities:

- Identify and put in place mechanisms on how to link project experience on legal aid and awareness to policy dialogue.
- Develop and pilot concept of community paralegals
- Continue free legal aid for poor and vulnerable and upgrade case management system
- Continue legal awareness campaign
- Conduct a baseline survey on stakeholders' capacities (institutional needs-assessment of implementing partner organisations) and needs assessment on issues related to women's access to justice, prevalence of family issues.
- Develop with relevant stakeholders models of legal aid following up on the Law on Advokatura and taking consideration draft law on legal aid

During the inception phase the project will be reviewed to enhance the mechanism of the legal aid and legal awareness provided by various local partners (legal aid providers, NGOs and Mass Media. The project will explore the opportunities of enhancing case management system capacities and intensifying analysis of the identified legal issues. The concept of paralegals will be developed and a training program for paralegals will be elaborated in order to diversify available legal remedies.

The project idea for the main phase will be further refined based on the findings of the baseline assessments and discussions during the inception phase. At the end of the inception phase, a validation workshop will be held with relevant stakeholders to confirm the feasibility of the chosen approach for the main project phase. This shall include an intervention strategy with a clear implementation structure, expected deliverables to be achieved during the main phase. It shall also contain an explicit exit strategy.

The project will promote good governance principles such as participation of marginalized groups (women, youth), transparency and accountability while working with stakeholders from the Government and civil society. These principles will be discussed with all partners during the inception phase and accountability mechanisms of the partnership will be established. They will also be part of the memoranda of understanding which will be elaborated with all partner organizations.

By focusing on family law and in particular on the challenges encountered by women left behind as a result of labour migration, the project has an explicit gender focus. Also, women will be encouraged to participate in all stages of the project implementation, if necessary with affirmative measures such as training close to home, assisting in organizing childcare facilities among women, etc. Equally, men will be targeted to ensure they have an adequate and correct understanding of legal provisions and rights of both men and women.

The project will apply an explicit conflict-sensitive program management approach: resistances to open discussions of potentially difficult issues will be identified and the related risks managed through ongoing dialogue with the concerned stakeholders. Particular emphasis will be placed on building good working relationships with partners and stakeholders.

To ensure effective and efficient cooperation between the partners, working modalities and steering mechanisms will be further defined during the inception phase.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:				
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.				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
Indicator: Capacity of national and local government to implement development initiatives in an inclusive, participatory and democratic manner.				
Baseline: Poor capacity of national and local government to implement development initiatives in an inclusive and participatory manner				
Target: Improved capacity of national and local government to implement development initiatives in an inclusive and participatory manner				
Applicable Key Result Area (from 2010-15 Strategic Plan): Democratic Governance – Strengthening accountable and responsive governing institutions.				
Partnership Strategy: Close cooperation with the Legal Department of the EoP, Ministry of Justice, Ministry of Culture and Civil Society Organizations.				
Project title and ID (ATLAS Award ID):				
INTENDED OUTPUTS	OUTPUT TARGETS FOR Inception year	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS in USD
<p>Output: Legal Aid Centers deliver imperative legal services to marginalized and support innovative legal awareness campaign</p> <p>Baseline:</p> <ul style="list-style-type: none"> • weak existing Case Management System • lack of community paralegals concept • free legal aid provision to marginalized is mostly donor project-driven • lack of institutional development needs assessment • weak advocacy campaign <p>Indicators:</p>	<p>Targets:</p> <ul style="list-style-type: none"> • Case Management system improved and 11 legal aid centers use case management system effectively • Paralegal concept elaborated and piloted in one community • 3000 free legal aid clients and cases documented (65% women). • Baseline and needs assessment conducted on NGOs capacities and women access to justice 	<p>1. Activity Result: Working modalities at the grass root level re-focused on family law issues, in particular on the challenges faced by women in connection with labour migration, and re-oriented towards an effective policy dialogue on legal reform issues.</p> <p>Activities:</p> <ul style="list-style-type: none"> • Identify and put in place mechanisms on how to link project experience on legal aid and awareness to policy dialogue. • Develop a concept of community paralegals • Pilot community paralegals in one community • Continue free legal aid for poor and vulnerable and upgrade case management system 	<p>Ministry of Justice,</p> <p>Ministry of Culture</p> <p>,</p> <p>Council of Justice,</p> <p>UNDP,</p> <p>Helvetas,</p> <p>CSOs</p>	<p>Total Activity Cost: 466,329</p> <p>Support to legal aid: 355,000</p> <p>Capacity development of legal aid providers: 37,695</p> <p>Workshops: 10,000</p> <p>Communication campaign: 15,000</p>

<ul style="list-style-type: none"> • number of legal aid centers operational • number of community paralegals piloted • number of baseline survey and needs assessment conducted • number of advocacy campaign carried out • number of advocacy campaign developed 	<ul style="list-style-type: none"> • Advocacy campaign programmed and communicated with the Ministry of Culture 	<ul style="list-style-type: none"> • Continue legal awareness campaign • Conduct a baseline survey on stakeholders' capacities (institutional needs-assessment of implementing partner organisations) and needs assessment on issues related to women's access to justice, prevalence of family issues. • Develop with relevant stakeholders models of legal aid following up on the Law on Advokatura and taking consideration draft law on legal aid 		<p>Documentation knowledge sharing: 20,000</p> <p>Facilitation and administration costs (75100): 28,634</p>
		<p>2. Activity Result Effective Project Management and Implementation (staff expenses) 2.1. Conduct daily supervision of Project components 2.2. Conduct meetings of Project Steering Committee to keep track results of the Project; 2.3. Provide training for newly selected Project partners and focal points and ongoing trainings for upgrade skills of partners; 2.4. Lead in organization of intesectoral meeting among donor community and international organizations. 2.5. Organize effective internal M&E team.</p>	<p>Helvetas,</p>	<p>Total Management and Administrative cost: 322,656 Personnel: 245,614 Office equipment and materials: 2,989 Travel: 9,893 Vehicle running cost: 3,231 Office rent: 20,678 Running cost office: 19,321 Local auditing: 1,118 Facilitation and administration costs (75100): 19,812</p>
<p>GRAND TOTAL:</p>				<p>788,985.00</p>

Annual Work Plan

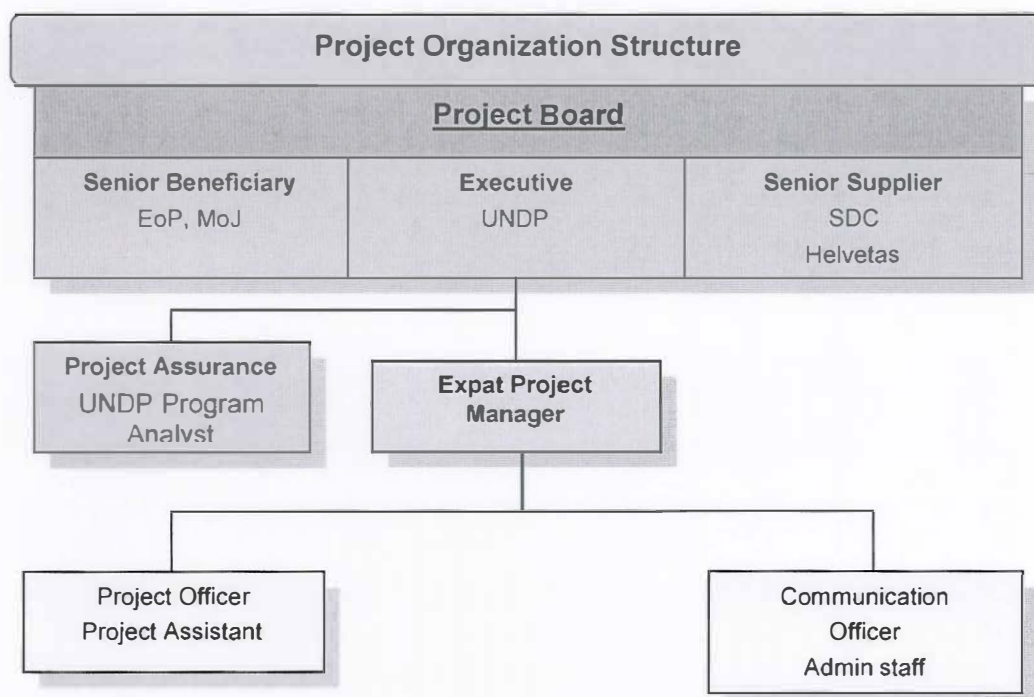
Year: 1 December, 2012 – 30 November, 2013

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount USD			
Output: Legal Aid Centers deliver imperative legal services to marginalized and support innovative legal awareness campaign Baseline: <ul style="list-style-type: none"> • weak existing Case Management System • lack of community paralegals concept • free legal aid provision to marginalized is mostly donor project-driven • lack of institutional development needs assessment • weak advocacy campaign Indicators: <ul style="list-style-type: none"> • number of legal aid centers operational • number of community paralegals piloted • number of baseline survey and needs assessment conducted • number of advocacy campaign carried out 	1. Activity Result: Working modalities at the grass root level re-focused on family law issues, in particular on the challenges faced by women in connection with labour migration, and re-oriented towards an effective policy dialogue on legal reform issues. Activities: <ul style="list-style-type: none"> • Identify and put in place mechanisms on how to link project experience on legal aid and awareness to policy dialogue. 					Ministry of Justice, Ministry of Culture Council of Justice, UNDP, Helvetas, CSOs	SDC	Support to legal aid	355,000			
	<ul style="list-style-type: none"> • Develop a concept of community paralegals 				X					Capacity development of legal aid providers	37,695	
	<ul style="list-style-type: none"> • Pilot community paralegals in one community 							X		Workshops	10,000	
	<ul style="list-style-type: none"> • Continue free legal aid for poor and vulnerable and upgrade case management system 				X			X	X	X	Communication	15,000
	<ul style="list-style-type: none"> • Continue legal awareness campaign 				X			X	X	X	Documentation knowledge sharing	20,000
											Facilitation and administration costs	28,634

number of advocacy campaign developed Targets: <ul style="list-style-type: none"> Case Management system improved and 11 legal aid centers use case management system effectively Paralegal concept elaborated and piloted in one community 3000 free legal aid clients and cases documented (65% women). Baseline and needs assessment conducted on NGOs capacities and women access to justice Advocacy campaign programmed and communicated with the Ministry of Culture 	<ul style="list-style-type: none"> Conduct a baseline survey on stakeholders' capacities (institutional needs-assessment of implementing partner organisations) and needs assessment on issues related to women's access to justice, prevalence of family issues. 	X						
	<ul style="list-style-type: none"> Develop with relevant stakeholders models of legal aid following up on the Law on Advokatura and taking consideration draft law on legal aid 		X	X	X			

	Effective Project Management and Implementation (staff expenses)					Ministry of Justice,	Personnel	245,614
	2.1. Conduct daily supervision of Project components	X	X	X	X	Ministry of Culture	Office equipment and materials:	2,989
	2.2. Conduct meetings of Project Steering Committee to keep track results of the Project;	X	X	X	X	Council of Justice,	Travel:	9,893
	2.3. Provide training for newly selected Project partners and focal points and ongoing trainings for upgrade skills of partners;	X	X			UNDP,	Vehicle running cost:	3,231
	2.4. Lead in organization of intesectoral meeting among donor community and international organizations.	X	X	X	X	Helvetas,	Office rent:	20,678
	2.5. Organize effective internal M&E team.	X				CSOs	Running Cost Office	19,321
							Local auditing	1,118
							Facilitation and administration costs	19,812
GRAND TOTAL:								788,985.00

IV. MANAGEMENT ARRANGEMENTS



The project will be implemented through NGO implementation modality (NGOIM). NGO is fully responsible for project implementation. Management responsibility including achieving the project outputs lies with the NGO. NGO shall have full control over project operations, and can use its own supply channels for recruitment and procurement, provided that the process does not contravene the principles of the Financial Regulations and Rules of UNDP and are based on “best value for money”. When needed, UNDP CO will provide support services for project realization through the Administrative and Finance Units.

UNDP Tajikistan as the lead in the Consortium is responsible for ensuring compliance with the mandate agreement with SDC. As such it will be responsible for submission of all operational and financial reports to SDC. The UNDP Country Director will oversee this process.

Project Board comprised from SDC, UNDP, Helvetas and Ministry of Justice, will be established. It will review the progress report for the Inception phase and appraise detailed project plans, including the AWP. The Project Board will serve as a platform for the major stakeholders of the project to discuss the overall direction of the project as well as take the strategic decisions to be implemented by the Project team. The Project Board will be the same for two projects under the Access to Justice programme.

The Helvetas Swiss Intercooperation Expat Project Manager is responsible for respective output and staff, and will report on their results achieved to the UNDP, which will be accountable to SDC. Regular meetings between both teams will ensure coordination and harmonization during project implementation.

Project Officer supports the activities with legal aid providers and the establishment of functioning paralegal at the community level in close collaboration with Jamoat Resource Centers through Governance Officers of the UNDP Area Offices. Communication Officer supports project partners to prepare communication and advocacy campaign and assists into the policy dialogue at the local level. Project Assistant mostly deals with administrative issues of the project.

The responsible UNDP Programme Analyst at the country office will provide Project assurance, overall supervision and strategic management support including but not limited to policy level discussions, partnership building and resource mobilization and other programming support as needed.

Several profiled NGOs with valuable human resources and developed capacities will be engaged into the provision of legal aid to vulnerable and legal awareness campaign through operating Legal Aid Centers in northern and southern parts of Tajikistan.

V. MONITORING FRAMEWORK AND EVALUATION

Please refer to the Deliverable Description to complete this component of the template.

Suggested text to be adapted to project context

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 Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), 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, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the 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

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, 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.

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Tajikistan and UNDP, signed on December XX, 2012. The document is on the website: www.undp.tj

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

Risk Analysis. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

Agreements. Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs¹ (where the NGO is designated as the "executing entity") should be attached.

Terms of Reference: TOR for key project personnel

Capacity Assessment: Results of capacity assessments of Implementing Partner

Special Clauses

¹ For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

Annex I
Risk Analysis



#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political destabilization, insurgency and armed conflict	Nov, 2012	Political	<i>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</i> P = may occur I = minor	Maintain neutrality and conflict-sensitivity in action: adapt programme to the complex context.	YA			New
2	Press freedom deteriorates	Nov, 2012	Organizational Strategic	<i>The occurrence of the risk would determine the failure of the project for the staff concerned</i> P = may occur I = minor	Project activities will be attuned to account for changes in press freedom	YA			New
3	Corruption impedes project activities and/or outputs	Nov, 2012	Strategic Organizational	P = may occur I = substantial	Good governance, including transparency and accountability, and careful monitoring approach to project activities.				
4	Legislation, government policy and practices not implemented	Nov, 2012	Organizational	P = may occur I = notable	Close coordination with key institutions to develop alternative strategies; facilitate coordination with Ministry of Finance with respect to financial allocations for reforms.				
5	Lack of motivation/ political will to implement reforms	Nov, 2012	Political	<i>The occurrence of the risk will force the downscaling of the activities</i> P = may occur I = minor	Identify motivating factors that can be incorporated into the project	YA			
6	Inability to secure ongoing government funds to operate legal	Nov, 2012	Organizational		Ongoing dialogue with President's Administration and Ministry of Finance, along with Ministry of				

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	aid system			P = may occur I = notable	Justice, to identify funds.				
7	Change in leadership and relevant policies of counterparts	November, 2012	Political	P = unlikely I = minor	It is envisaged that the general elections in 2013 will neither bring major changes to the relevant policies and working environment;				
8	Serious deterioration in relations within the consortium	Nov, 2012	Strategic Organizational		Both organizations will maintain an open, consultative project development approach; clear definition of roles. Steering will occur in the Steering Board.				
9	Deterioration in relations between consortium and project partners	Nov, 2012	Strategic Organizational		Maintain respectful, collaborative, participatory, organic approach and transparency				
10	Decreased motivation/ability/ willingness of legal service providers	Nov, 2012	Strategic Organizational		Continuous efforts to build the capacity of partners according to needs determined by them				

Annex II

PCA is signed

Annex III ToRs for key project personnel

International Project Manager

Country:	Tajikistan
Duty Station:	Dushanbe (with occasional travel to field stations)
Duration of Appointment:	one year

Duties and Responsibilities:

Under the overall management of the Head of International Programmes of Helvetas Swiss Intercooperation and in coordination with UNDP Programme Analyst and close cooperation with UNDP National Project Manager, International Project Manager will be responsible for all project activities implemented within the project providing full support to achieve all set targets that specifically include the following:

- Establish adequate management and operational conditions to achieve project goals
- Coordinate with all stakeholders to ensure implementation the project phase plan, yearly plans
- Provide support to project staff and implementing organizations in implementing the project goals
- Ensure knowledge sharing and coordination with relevant stakeholders at national level
- Establish working procedures with UNDP and implementing partners as well as monitoring tools and procedures
- Monitoring of the LAC and make suggestions according to external and internal development together with Associate Project Manager
- Provide financial and operational reports to UNDP on time based on monitored, collected and analyzed provided partner reports and own monitoring visits.
- Support local implementing partners in establishing adequate management and operational conditions to achieve project goals.
- Facilitate yearly evaluations and plannings for project staff, project partners and relevant stakeholders
- Coach project staff in implementing project goals, yearly and monthly plans
- Conduct yearly staff appraisals to project staff
- Provide institutional support to implementing partners
- Initiate and facilitate regular coordination and knowledge exchange meetings with stakeholders in rule of law reform
- Ensure an excellent image of the project with all relevant stakeholders from Government and civil society

Required skills and experience:

- Degree in Law, political science, human rights, or development studies (degree in law a distinct advantage)
- Minimum 10 years working experience in relevant position with international organizations;
- Excellent knowledge of the judicial-legal, political, social, and economic situation in Tajikistan
- Proven dialogue with government agencies
- Significant experience cooperating with local NGOs
- Experience in strategic planning and budgeting processes
- Proficiency in excel, word and power point, internet usage
- Excellent written and oral English and Russian

Project Officer

Country:	Tajikistan
Duty Station:	Dushanbe (with occasional travel to field locations)
Duration of Appointment:	one year

Duties and Responsibilities:

Under the direct management of the Helvetas Project Manager, Project Officer will be responsible for effective support of project implementation contributing to project monitoring and reporting and mentoring and working with project partners on achieving the objectives of the project. Project Officer specifically performs the following tasks:

- Closely cooperate with implementing NGO partners (local and national level) including mentoring legal aid center partners in establishing adequate management and operational conditions to achieve project goals together with Project Manager
- Direct and regularly contact with Legal Aid Centers to facilitate project implementation.
- Coordinate with Communication Officer to ensure implementation of the communication strategy of project partners
- Prepare the draft of the contracts for partner organizations.
- Follow up the financial and operational reports of partner organizations in a timely manner collecting and analyzing provided reports, developing and updating a template for reports and providing necessary details for operational reports.
- Review strategic approaches used by the legal aid center partners advising them in establishing adequate management and operational conditions.
- In collaboration with Project Manager discuss, prepare and fulfill the budget forms for supporting activities of Legal Aid Center partners.
- Support Project Manager in planning, preparation and arrangement of different study tours, meetings, seminars etc for partners.
- Review incoming correspondence and prepare draft responses or materials
- Support media activities of the project
- Perform any other tasks related to project implementation required by Project Manager.

Required skills and experience:

- Degree in Law, political science, human rights, or development studies (degree in law a distinct advantage)
- Minimum 5 years working experience in relevant position with international organizations;
- Excellent knowledge of the judicial-legal, political, social, and economic situation in Tajikistan
- Proven dialogue with government agencies
- Significant experience cooperating with local NGOs
- Experience in strategic planning and budgeting processes
- Proficiency in excel, word and power point, internet usage
- Excellent written and oral English, Tajik, and Russian

Communication Officer

Country:	Tajikistan
Duty Station:	Dushanbe (with occasional travel to field locations)
Duration of Appointment:	one year

Duties and Responsibilities:

Under the overall management of Project Manager and direct supervision of Project Officer, Communication Officer the following tasks:

- Develop and implement “Access to Justice in Tajikistan” Project media strategy in close cooperation with Project Manager and Project Officer
- Based on the media strategy develop public relations work plan mentoring project media partners’ activities and coaching local partner organizations on possible ways of PR campaign.
- Prepare news releases, feature stories, background briefing materials, public announcements, media kits and other information for effective conveying the project messages.
- Schedule press conferences and media events including media advisories coordinating staff and partner responses to media inquiries
Closely cooperate and support media partners of the project
- Express clearly and concisely ideas and concepts in written and oral form in English, Tajik, and Russian; write press releases and articles/stories for media including electronic.
- Support and promote projects’ activities through site visits and collecting photos and stories for use.
- Update info for web-site regularly;
- Take photos and design communication materials
- Develop and provide assessment on Access to Justice Project partners needs for further development of their communication strategies
- Conduct monthly meeting with focal points of the Access to Justice project media partners
- Develop contracts with mass-media
- Actively participate and monitor implementation of work plans by mass media and NGO-partners
- Coordinate work between mass media and partners in accordance with the work plan and concluded contracts
- Provide proofreading/translation of the communication materials developed by partners and project if necessary

Required skills and experience:

- 5 years of experience in managing development communication, preferably in international agencies.
- Knowledge of current theories and practices in communication research, planning and strategy, and the role of mass media.
- Knowledge of how to present information to different audiences including from children, general public, media, and high level decision-makers.
- Proven ability to effectively manage relationships with media representatives, government officials, community groups and other partners.
- Work experience of a journalist is desirable
- Proficiency in Microsoft office products, photo editing software
- Experience with new media tools, website maintenance
- Excellent written and oral English, Tajik, and Russian

Project Assistant

Country:	Tajikistan
Duty Station:	Dushanbe (with occasional travel to field locations)
Duration of Appointment:	one year

Duties and Responsibilities:

Under the direct supervision of Project Manager, Project Officer will perform the following tasks:

- Follow up and notify project staff and project partners on due dates for payments and reporting due.
- Act as note taker in internal and external project meetings, prepare and distribute minutes and action item summaries
- Track project and deliverables throughout the implementation phase.
- Assist in organizing periodical reviews, evaluation and project visits as necessary
- Draft of all relevant project documents related to the implementing partners
- Organize (logistics) a variety of regular and special partner meetings, preparing any required materials.
- Assist in the organization (formatting, printing, distribution) of training materials related to the project
- Review incoming correspondence and prepare responses or materials.
- Assist in organizing workshops and seminars during the project implementation
- Assist in organizing all necessary travel arrangements (tickets, hotel booking etc.) during the site trip of project staff and project beneficiaries
- Monitor the status of agreements and contracts, report variations or discrepancies to the project manager
- Assist in establishing and maintaining contacts with government offices, international organizations, local authorities, and research institutions that are relevant for the implementation of Project activities
- Collect, enter, analyze, translate and submit to Project manager all field reports
- Draft program for Project Staff during their field trips
- Provide interpretation/translation in Tajik/Russian/English languages when required
- File and follow up all project documents;
- Organize, maintain and update administration/logistic/finance filing system for the project
- Maintain a database relevant to the project, including project information, background information, partner and other relevant interlocutors' information;

Required skills and experience:

- University degree
- Three years of work experience in the relevant position with an international agency
- Work experience with local institutions
- Experience in the area of law, human rights, judicial and land reform
- Ability to work in a team
- Proficiency in excel, word and power point, internet usage.
- Excellent written and oral Tajik, Russian and English

Annex IV

Special Clauses. In case of government cost-sharing through the project which is not within the CPAP, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph []above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
 10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."