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**STATE COMMITTEE ON INVESTMENTS AND STATE PROPERTY
MANAGEMENT OF THE REPUBLIC OF TAJIKISTAN
AND
THE UNITED NATIONS DEVELOPMENT PROGRAMME**

**SUPPORT TO EFFECTIVE NATIONAL AID COORDINATION
AND MONITORING
(2013 – 2015)**

**AMENDMENT TO THE PROJECT DOCUMENT
SUPPORT TO EFFECTIVE NATIONAL AID COORDINATION AND
INVESTMENT PROMOTION
(2009-2013)**

**United Nations Development Programme
Country: TAJIKISTAN
Amendment to the Project Document**

Project Title Support to Effective National Aid Coordination and Monitoring

UNDAF Outcome(s): Outcome 1: Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions

Expected Outcome(s): Outcome 2: National and local levels of government have the capacity to implement democratic governance practices, grounded in international standards and law. These governments can effectively and strategically plan, finance, and implement development initiatives in an inclusive and participatory manner.

Expected Output(s): SCISPM is able to effectively manage and coordinate foreign aid, using developed AIMS and Global partnership monitoring results.

Implementing Partner: State Committee on Investments and State Property Management of the Republic of Tajikistan (SCISPM) and other relevant Government bodies

Responsible Parties: DFID, UNDP, SCISPM

Brief Description

This amendment to the Project Document is done due to inception of the new phase of the Project "Support to Effective National Aid Coordination and Monitoring" for a period 1 October 2013 to 31 March 2015.

The new project phase aims to further support improvement of the institutional, professional and information and technical capacity of the Government to strengthen aid coordination and improve aid effectiveness to most fully implement Busan commitments on effective development cooperation. Participation of Tajikistan in an international Global Partnership process, particular in facilitation of its monitoring efforts and preparation and participation of SCISPM in the ministerial-level meeting, implementation of the Shared principles of cooperation between the Government and development partners, shall be supported. For that aid transparency, accountability and predictability will be further improved. The Expanded Aid Information Management System (AIMS) covering all project cycles shall create a favorable basis for aligned activities by all national stakeholders and development partners to improve aid coordination and monitoring and its focus to LSIS priorities.

This amendment reflects the distribution of additional funding for the new project phase at USD 1,008,063 received according to the agreement between DFID and UNDP.

| | |
|-----------------------------------|---|
| Programme Period: | 2010-2015 |
| Key Result Area (Strategic Plan): | Good Governance |
| Atlas Award ID: | TBD |
| Start date: | 01/10/2013 |
| End Date | 31/03/2015 |
| PAC Meeting Date | 30/09/2013 |
| Management Arrangements | National Implementation Modality (NIM) |

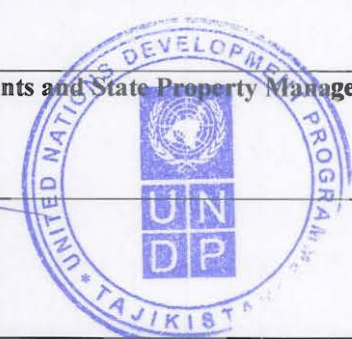
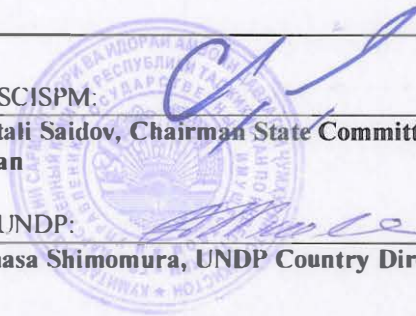
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|---|--------------------|
| 2013-2015 AWP's budget: | \$1,008,063 |
| Total resources required | \$1,008,063 |
| Total allocated resources: | \$1,008,063 |
| o DFID | \$1,008,063 |
| In-kind Contributions: | \$15,537 |
| <i>(SCISPM will provide: office premise, tel. lines, furniture, conference hall, LAN, office equipment)</i> | |

Agreed by SCISPM:

Mr. Davlatali Saidov, Chairman State Committee on Investments and State Property Management of the Republic of Tajikistan

Agreed by UNDP:

Mr. Norimasa Shimomura, UNDP Country Director



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13.10.13

1. Situation Analysis

The concept of “development assistance” is relatively new in Tajikistan. The country started receiving aid after its independence, but most aid was halted during the time of the civil conflict. Post-conflict assistance was primarily geared towards addressing humanitarian and reconstruction needs. In 2007 the Government of Tajikistan approved an MDG-based National Development Strategy until 2015 (NDS). The Strategy offered a vision for national development towards the Millennium Development Goals’ deadline, a foundation for development planning at different levels and a basis for alignment of development assistance. The strategy focuses on deep structural reforms and longer-term development challenges. It acknowledges that along with reforms, substantial external assistance will be extremely important to allow Tajikistan reach its national development goals and most of the NDSs. The adopted Living Standard Improvement Strategy of Tajikistan for 2013-2015 (LSIS) that is based on the NDS and guides national planning at medium-term, estimates the requirement for additional foreign aid. Successful financing of national priorities will not only depend on the amount of assistance, but also on effectiveness of the ways in which it is being mobilized, managed and coordinated.

The State Committee on Investment and State Property Management (SCISPM) combined responsibilities of different Government bodies and became a major interlocutor on aid coordination and management, investment promotion as well as private sector development and state property management. SCISPM was supported by projects financed by the Asian Development Bank and DFID/UNDP. With the support of these projects, database on aid coordination and projects monitoring has been maintained and updated; a new internet-based Aid Information Management System was designed; regulatory framework was developed and a number of initiatives were conducted to enhance capacity at organizational and individual levels; participation of Tajikistan in the international aid effectiveness process, development and implementation of the Joint Country Partnership Strategy, facilitation of the Paris Declaration Monitoring survey, and preparation and participation at the IVth High-Level Forum on Aid Effectiveness in Busan was ensured. However, the time-frame was inadequate to address strategic problems and link the interventions with a broader reform process. For example, results of implementation of the Joint Action Plan between the Government of Tajikistan, World Bank and Asian Development Bank demonstrate that despite good strides and some progress, capacity to address the challenges related to aid delivery remains inadequate (see Joint Country Portfolio Performance Review 2011). Similarly, a number of unsolved issues remain during the implementation of the Joint Country Partnership Strategy (JCPS).

Tajikistan accession to the Busan Partnership Agreement imposes additional requirements to implementation of its principles and regulations on both international and country levels. Tajikistan is to benefit as much as possible from the participation in the Global Partnership and its monitoring efforts.

It is required further capacity building in sector and regional coordination of development aid. Currently, use of AIMS is limited to implementation stage of foreign aid projects. While the extended AIMS coverage all stages of project life starting from project inception and aid orientation to priority measures of government, sectors and regions, improved monitoring and evaluation of effectiveness of development aid will substantially advance Government’s capacity and ensure better alignment and satisfaction of NDS/LSIS needs for foreign aid.

Under the UNDP/DFID support, SCISPM managed to revise its mandate, improve its structure and activities and take further steps to strengthen a professional team. Further steps to strengthen its own basis are yet to be taken, including under establishment of Electronic Government. This includes capturing the benefits of IT tools in the SCISPM’s daily operations, introducing e-archive system, development of the legal framework for a sustainable mechanism of selection, recruitment, promotion and professional development of staff. It is required the improvement of the regional SCISPM structures.

In the frame of the first phase, Project supported SCISPM in capacity building on investments promotion. Institutional and regulatory basis in investment sphere was improved: two Government decrees were ratified on approval of the Concept of the State Policy of the Republic of Tajikistan for Investments Attraction and Protection and on Improvement of Investments Attraction in Mining sector in Tajikistan. Support was also provided to investments promotion in agribusiness. Thus, Project jointly with TAFF Project and SCISPM participated in preparation and facilitation of three International forums on investments attraction to agribusiness in Tajikistan and publication of guide "Agribusiness Investments in Tajikistan 2011-2012".

Business support is one of the priorities that SCISPM runs directly in cooperation with other authorities, private sector, CBOs and other organizations.

Over the last few years there were a number of measures to strengthen the legal framework and eliminate administrative barriers in business and investment activities, which greatly affected the business activity.

Introduction of the "one-stop shop" concept for business registration, reduction of the required number of licenses and permits of any kind, reduction of the number of inspection services and regulation of audits, improvement of bankruptcy procedures and protection of minority shareholders are among those reforms enabling business environment which were highly assessed globally. In the World Bank's Annual Report "Doing Business" in 2010 and 2011 Tajikistan was among "top ten" best reformer-countries.

Activities on improvement of investment climate are supported by the Advisory Council on improvement of investment climate under the President of the Republic of Tajikistan composed of both representatives of the Government of the Republic of Tajikistan and the private sector.

Analysis of SME shows that small and medium-scale business and individual business became a crucial element in economic system. Number of SMEs continuously grows. Mid-annual growth rate of entrepreneurship subjects is 110% (www.e-cis.info).

At the same time, as noted in the National Development Strategy of the Republic of Tajikistan for a period till 2015, business activities impose several problems impeding production development:

- Lack of financial and investment resources;
- Underdeveloped infrastructure of business support, particularly to beginners;
- Poor public-private cooperation;
- Imperfection of the credit and financial system for support of SME entities, public and private infrastructure.

One of the crucial directions of private sector and business activities support is improvement of public-private dialogue and promotion of effective cooperation mechanisms between the government and the private sector.

Thus, there is an urgent need in SCISPM capacity building on aid coordination and private sector support.

2. Strategy

Institutional strengthening of aid coordination capacity within SCISPM is vital at this juncture. The history of coordinating foreign aid has progressed from being ad hoc in the late 1990's to now a complete system, consisting of an effective database, series of professional annual reports, and functioning Development Coordination Council.

Project will further address the strengthening of institutional capacity on aid coordination at all levels-national, sectoral and regional. Strengthening the SCISPM will mean the provision of quality data and analysis to the donor community, benefiting from participation at the international process of Global Partnership, development and implementation of mechanisms of foreign aid oriented to Government

priorities, and ultimately will thus mean greater progress on alleviating poverty and country development.

The concurrent investment in a national LSIS monitoring system and the requirement for SCISPM to prepare itself for its supporting role (providing donor information into the LSIS M&E system and receiving information on LSIS progress for use by donors) creates an ideal opportunity for the SCISPM to strengthen its capacity to deliver on its aid coordination mandate, both ongoing and new responsibilities linked to LSIS monitoring.

This project will build on the work already conducted by UNDP/DFID support in the area of aid coordination and management.

Additional support will be required to further enhance Government capacity, implement Shared Principles for cooperation between Government and international development partners using international practices on aid effectiveness frameworks management, prepare the Agency for full participation in the MEDT activities on monitoring of implementation of the new mid-term LSIS monitoring initiative, design multi-stakeholder alignment and coordination mechanisms at sectoral and regional levels and develop a “sustainability strategy” that would gradually reduce Government dependence on foreign assistance.

Alignment to national priorities will require an improved Monitoring and Evaluation (M&E) and Aid Coordination system. It would make resource allocation more evidence-based and justified and hence would enable mobilizing significant amounts of development partners’ support and investment for implementation of strategic objectives of the NDS/LSIS.

Tajikistan has accumulated certain experience in sectoral and regional (territorial) coordination of foreign aid. Development of those essential constituents of the entire coordination process is of great importance for PRS implementation of the new LSIS for 2013-2015, development of sectoral approaches, overcoming poverty problems and ensuring rural development. Therefore, there is a need to develop appropriate methodological framework for arranging activities of the relevant aid coordination and investment units within SCISPM as well as other relevant line ministries and regional structures. In this view, it is necessary to study experience and specific character of the existing coordination mechanisms in various sectors, such as education, health, private sector etc. Creating territorial SCISPM units on the regional and district level, it is reasonable to use lessons learned by pilot regional coordination units in Khatlon and Sugd Oblast, being created and operated under the UNDP support, as well as enabling all stakeholders’ capacity to mobilize and use foreign aid for specific area needs.

In addition, it is necessary to further improve development cooperation mechanisms and processes based on using all stakeholders capacity, harmonizing system and procedures in order to enhance effectiveness of the program and projects’ management.

With increasing of the number of donors, projects and aid amounts, as well as raised requirements for information support for the foreign aid mobilization process and use, the problem of the foreign aid Database modernization and further improvement of the Aid Information Management System is an important one. The procedures of the foreign aid predictability, project identification and the fundraising annual information update remain non-formalized. Aid fragmentation negatively impacts the aid effectiveness. Some development partners do not display interest in participation in annual AIMS data update process, do not provide timely and comprehensive information, as a result of which the process is delayed. Observance of rules of aid attraction, management, coordination and monitoring by all stakeholders is not fully ensured. Procedures for a centralized registration of all project agreements are not established in a corporative manner. It is essential to take efficient steps to further improve AIMS utilization in order to prevent excessive duplication in the activity both of national and international stakeholders. The reporting procedures, interaction mechanisms and information sharing among all parties concerned of the foreign aid mobilization and use need to be improved.

The developed AIMS is aimed to track implementation progress of the current aid projects. At the same time other stages of project cycle such as identification, resource mobilization, project preparation and endorsement are not covered by AIMS limiting its capability to link and align aid with government priorities, avoid duplication, monitor and analyze aid impact.

It is extremely important to continue long-term support under the Project in building institutional, information-technical and human capacity of SCISPM. It is important to continue training and develop SCISPM capacity during a longer period of time in order to make foreign aid coordination process more effective and sustainable. Weak staff capacity of the Ministries and Agencies promotes the inadequate use and mobilization of foreign aid. There is an urgent need of specialists at sectoral and regional levels, amongst government agencies, with sound knowledge of donor organization operations and procedures, skills on project design and implementation processes, acquainted with AIMS and foreign aid database and its procedures. This issue could be solved by conducting special training seminars and working meetings on using foreign aid coordination procedures for the staff of SCISPM, Project Implementation Units (PIU), and other relevant Ministries and regional structures staff.

Taking in consideration the regulations and principles of the Outcome Document of Busan Partnership, there is an urgent need in improving effective cooperation between the national and international participants of the country development. In this regard, the Project shall support implementation of the “Shared principles for cooperation between the Government and development partners” (further – Shared principles) that were accepted at the Development Forum in December 2012. For that purpose continued dialogue between the Government and Development Coordination Council shall be supported to develop mechanisms and tools for effective cooperation on implementation of the Shared principles.

To strengthen capacity of national coordination and use international experience on implementation of Busan commitments it is extremely important to support participation of Tajikistan in the Global Partnership for Effective Development Cooperation. Special focus shall be made on effective use of various forms of cooperation, including South-South and triangular co-operation, increased input in development of community based organizations and private sector, and strengthening of the role of parliament and local authorities.

Enabling economic environment for a powerful sector of small and medium-scale business is one of the government’s priorities. Over the past few years there have been significant changes in legislation related to support SMEs development.

The Living Standards Improvement Strategy of Tajikistan for 2013-2015 provides for the adoption of measures to strengthen general development principles to improve governance, sustainable economic growth through private sector development and investments promotion in strategic and priority areas.

LSIS Actions Matrix provides implementation of 21 measures, but neither one of them has a specific source of funding designated.

While implementing LSIS it is very important to use the experience of the previous mid-term Poverty Reduction Strategy for 2010-2012. Analysis of aid attraction and management within this PRS based on AIMS shows that private sector anticipated implementation of 37 measures. Two of these measures had assessed needs for funds, while 35 measures had not been assessed. In fact, in 2010-2012, 11 PRS measures were implemented in private sector through foreign aid. Disbursements on projects implemented under these measures amounted to US\$ 4,577 mln., or 0.54% of total disbursements under the PRS for 2010-2012.

In 2010-2012, out of US\$ 33,630 thousand of total aid targeted to private sector only US \$ 4,577 thousand or 13.6% of total aid was used under the PRS. Out of 54 projects implemented in the sector, only 16 projects or 29.6% were implemented in alignment with the PRS. While more than 1/3 donors (34.6%) and more than a half of development partners (52.2%) were involved in PRS implementation.

Thus, the priority of aid coordination is development of mechanisms and tools for its orientation to LSIS.

The Law of RT "On public-private partnership" (dated December 28, 2012 No. 907) enabled a favorable legal framework for implementation of public-private partnership. Based on Government Decree, the State Committee on Investments and State Property Management of the Republic of Tajikistan is defined as an authorized state body on public-private partnership.

To coordinate development of public-private partnership dialogue and cooperation it is advisable to establish a working group (WG) with the SCISPM coordinating role to support the private sector. The WG objective shall be promotion of a dialogue, support and improvement of effectiveness of public-private partnership, aid coordination and support to private sector development, involvement of private sector and civil society in LSIS implementation process, better awareness of SMEs, etc. The group shall consist of target ministries and departments, leading development partners, private sector, business associations and civil society. As lead partners such organizations as DFID, IFC, EU, UNDP, AKDN, OSI that actively support the private sector, can be involved.

The private sector is identified as one of LSIS priority sectors. However, as noted above, it gets the lowest share of foreign aid. In this regard, it is proposed to develop guidelines/recommendations for sector aid coordination providing measures on aid target to national, sector and regional priorities, especially on LSIS, and to test it within the framework of the Working Group on private sector support. The experience gained and lessons learned need to be rolled out and used in other sectors.

As the mechanisms and tools of public-private dialogue the following is to be used:

- The Working group on private sector support;
- Improvement and harmonization of aid coordination procedures to support private sector and focus on LSIS priorities;
- Training programs, joint conferences, workshops, round tables and other events to build capacity of stakeholders staff;
- Awareness of small and medium-scale business entities, development of SCISPM internet portal;
- Involvement of private sector and civil society to development cooperation under the Busan Partnership Agreement;
- Involvement of private sector and civil society to consultations on Global Partnership Monitoring outcomes;

Mail focus will be on implementation of measures under the Concept of the State Policy on Investments Attraction and Protection.

To support the Government, SCISPM and other stakeholders in implementing their commitments under the Busan Agreement and Global Partnership, the Project shall focus on achievement of the following outcomes:

- Improved Government's capacity on effective development cooperation and facilitation of public-private dialogue;
- Effective participation of Tajikistan at the Global Partnership and its monitoring;
- Improved cooperation transparency and accountability through the expansion of the national Aid Information Management System;
- Private sector, civil society, Parliament and local authorities are involved at the process of development cooperation.

The first expected activity result (output) of this intervention is the institutional strengthening of the SCISPM. A focus on building internal capacity within the Agency will ensure the sustainability of their work, decreasing reliance on donors and external project teams. Specific capacities will include systems management; policy analysis; strengthened regional offices; improved management and aid coordination capacity including at sectoral level.

This activity result is also related to establishment and operation of the Working Group on Private Sector Support under the SCISPM leading role, and to involvement of target ministries and departments, development partners, private sector and civil society. It is anticipated that regular meetings of working group to discuss the most crucial issues on private sector support, development of public-private dialogue and cooperation shall be held. As an outcome of the support it is anticipated to establish an institutionalized mechanism/formalized structures in place to facilitate public-private dialogue.

Second activity result (output) is directly related to participation of Tajikistan in international development cooperation process. The country joined the Busan Partnership and takes active part in Global Partnership and its monitoring. Based on the lessons learned on implementation of the Paris Declaration and Accra Agenda of Actions, Paris Declaration Monitoring Survey, preparation and implementation of the Joint Country Partnership Strategy, SCISPM as a central authority shall coordinate activities of country and international stakeholders on implementation of regulations and principles of the Busan Partnership for Effective Development Cooperation. Major priority are conduction of the Global Partnership Monitoring, application of the outputs for aligned activities on implementation of the Shared Principles, preparation and participation of SCISPM in the Global Partnership ministerial-level meeting and application of lessons learned and achievements of the international process for further effective country-led development cooperation.

The third activity result (output) shall be AIMS expansion to cover all stages of project cycle starting from identification of project proposals, strengthening the basis for alignment and adoption of donor aid commitments against national priorities. A fully functioning SCISPM partner within a national LSIS monitoring system creates a solid basis for providing strategic guidance and advice to the donor community and the wider government. The Government will be encouraged to adopt more pro-poor policies, laws and expenditures and receives greater support for this from the international community. For that aid transparency, accountability and predictability will be further developed, also based on expansion of the Aid Information Management System (AIMS) and development of Electronic Government elements. Automation of business processes at all stages of project cycles shall create favorable basis for aligned activities by all national stakeholders and development partners to focus aid flows to LSIS priorities.

One of the important new approaches contained in the Busan Partnership Agreement is engagement of private sector to development cooperation process. At the same time, project shall focus on strengthening of the role of parliament in scrutiny of development processes and support of local authorities in their involvement and accountability at sub-national level.

This project aims at further support in improving the institutional, professional and information-technical capacity of the Government to strengthen aid coordination and improve aid effectiveness at different levels (national, sectoral and regional) to completely fulfill commitments of Busan and Global Partnership for Effective Development Cooperation.

The Project is aligned with the implementation of two LSIS priority measures included in the sector “Ensure improved investment climate, private sector and entrepreneurship development”:

- 2.1.1.1. Assess the effectiveness of introducing the external aid management database system.
- 2.1.1.2. Improve the external aid management database.

The new Project phase includes the following outcomes, output and activities:

IMPACT: Maintain high growth rate through improved national aid coordination and M&E systems.

OUTCOME: Improved national aid coordination, management and M&E systems based on Shared Principles for cooperation between the Government and development partners.

The project **Output:** SCISPM is able to effectively manage and coordinate foreign aid, using developed AIMS and Global partnership monitoring results.

Following are the main project ACTIVITIES:

Activity Result 1. Strengthened national aid coordination capacity and facilitated public-private dialogue

Actions:

- Develop legal regulatory basis for national aid coordination (develop recommendations, regulations, guides, instructions, etc.);
- Assist in establishment and organization of activities of working group on private sector support;
- Develop mechanisms of public-private dialogue for development and LSIS implementation;
- Develop and implement activities for capacity building of SCISPM and other relevant Government bodies, sectoral, regional structures and business community (technical support, study tours, presentations and participation in the conferences and seminars etc. abroad);

Activity Result 2: Ensured effective participation of Tajikistan at the Global Partnership and its monitoring

Actions:

- Assist in participation of Tajikistan in the Global Partnership Monitoring;
- Assist SCISPM participation at the Ministerial level meeting of the Global Partnership;
- Assist to the involvement of private sector, civil society, Parliament and local authorities at the process of Global Partnership;
- Develop international dialogue and conduct activities and analytical work on aid effectiveness (travel arrangements and participation at various international forums, conferences and workshops, preparation and submission of reports, decision-making documents, independent reports, study of specific cases, conduction of sector and thematic studies and assessments);

Activity Result 3: Increased transparency and accountability through the expansion of the national Aid Information Management System

Actions:

- Assist to effective operation of AIMS and ensure its utilization by all national and international stakeholders;
- Develop AIMS and its new features enabling extended utilization of advanced information technologies at various stages of foreign aid cycles;
- Develop tools for monitoring and evaluation of foreign aid and its alignment with other national systems;
- Assist SCISPM technical development, including technical retooling, local computer network modernization, and introduction of automated workflow and archiving.

3. PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome: Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions

Outcome indicator:

Indicator 1: rate of economic growth in country based on MDG and NDS targets

Indicator 2: capacity of national and local government to implement development initiatives in an inclusive, participatory and democratic manner.

Applicable Key Result Area (from 2013-2015 Strategic Plan):

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

Partnership Strategy: The project will be nationally implemented with the State Committee on Investment and State Property Management (SCISPM) as an implementing partner, whose capacity will be built to promote investment and coordinate foreign aid in Tajikistan. The project will attempt to strengthen development partnerships between the development actors (business community, local NGOs, media and donors) in Tajikistan and the SCISPM throughout the project implementation.

Project specific output: Project title and ID (ATLAS Award ID): Support to Effective National Aid Coordination and Monitoring

| Intended Outputs | Output Targets for 2013-2015 | Indicative Activities (<i>deliverables</i>) | Responsible parties | Inputs (\$) |
|---|--|---|--|---|
| <p>Output: SCISPM is able to effectively manage and coordinate foreign aid, using developed AIMS and Global partnership monitoring results.</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Sectoral and regional aid coordination is fragmented; - Limited participation of the private sector and civil society in the implementation of LSIS; - The Law on public private partnership adopted. - Inadequate involvement of national structures to sector aid coordination; - Low awareness and staff capacity of regional SCISPM structures on aid coordination. <p>Indicators:</p> <ul style="list-style-type: none"> - Number of guides, reviews, instructions and recommendations on foreign aid coordination issues | <p>Targets:</p> <ul style="list-style-type: none"> - At least two manuals (guidelines and etc.) on foreign aid coordination developed; - Organized activity of working group on private sector, - Institutionalized mechanism /formalized structures in place to facilitate the public-private dialogue; - At least 25 employees of SCISPM, private sector working groups and other involved organizations have been trained new cooperation mechanisms for development and implementation of LSIS; - Developed national capacity on aid coordination for its best orientation on LSIS measures; | <p>ACTIVITY RESULT 1. Strengthened national aid coordination capacity and facilitated public-private dialogue</p> <ul style="list-style-type: none"> • Develop legal regulatory basis for national aid coordination (develop recommendations, regulations, guides, instructions, etc.); • Assist in establishment and organization of activities of working group on private sector support; • Develop mechanisms of public-private dialogue for development and LSIS implementation; • Develop and implement activities for capacity building of SCISPM and other relevant Government bodies, sectoral, regional structures and business community (technical support, study tours, presentations and participation in the conferences and seminars etc. abroad); | <p>SCISPM, Contractors, Involved national and International organizations, Sector and regional structures UNDP</p> | <p>International Consultants 9 000</p> <p>Local Consultants 45 400</p> <p>Contractual Services - Individ 31 780</p> <p>Travel 29 800</p> <p>Contractual Services-Companies 22 011</p> <p>Capital Assets 7 000</p> <p>Communic& Audio Visual Equip 26 500</p> <p>Supplies 500</p> <p>Rental & Maintenance-Premises 4 080</p> <p>Rental & Maint of Other Equip 2 500</p> <p>Professional Services 4 000</p> <p>Audio Visual&Print Prod Costs 13 500</p> |

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| <p>(including at the sector and regional level);</p> <ul style="list-style-type: none"> - Number of conducted meetings on the private sector of the working group; - Level of availability of mechanisms to facilitate public-private dialogue; - Number of SCISPM staff and other involved organizations participate at the capacity building training program; | | | | <p>Miscellaneous Expenses 3 000</p> <p>Training, Workshops and Confer 19 500</p> <p>Facilities and Administration 15 300</p> <p>Total Activity 1: 233 871</p> |
| <p>Baseline:</p> <ul style="list-style-type: none"> - Process of Global Partnership Monitoring has been started at international level; - Tajikistan joined the Busan Partnership Agreement; - Adopted Shared principles of cooperation between the Government and international development partners; <p>Indicators:</p> <ul style="list-style-type: none"> - Conducting of Global Partnership Monitoring; - Tajikistan's participation at the Global partnership; - Shared principles implementation progress; - Number of workshops, trainings, round tables, etc. (including abroad) participated with SCISPM staff and other involved organizations; | <p>Targets:</p> <ul style="list-style-type: none"> - Conducted Global Partnership monitoring at the country level and Country Spreadsheet was sent to UNDP/OECD; - SCISPM participated in the Global Partnership ministerial meeting and has implemented main adopted agreements; - Activities plan to implement Shared principles agreed and used by SCISPM; - Priority measures of the Activities plan of the Shared principles of cooperation implemented; - SCISPM staff and other involved organizations participated training activities on aid effectiveness (conferences, workshops, trainings etc, including abroad); | <p>ACTIVITY RESULT 2. Ensured effective participation of Tajikistan at the Global Partnership and its monitoring</p> <ul style="list-style-type: none"> • Assist in participation of Tajikistan in the Global Partnership Monitoring; • Assist SCISPM participation at the Ministerial level meeting of the Global Partnership; • Assist to the involvement of private sector, civil society, Parliament and local authorities at the process of Global Partnership; • Develop international dialogue and conduct activities and analytical work on aid effectiveness (travel arrangements and participation at various international forums, conferences and workshops, preparation and submission of reports, decision-making documents, independent reports, study of specific cases, conduction of sector and thematic studies and assessments); | <p>SCISPM UNDP Contractors, Involved national and International organizations,</p> | <p>International Consultants 25 000</p> <p>Local Consultants 47 850</p> <p>Contractual Services - Individ 29 880</p> <p>Travel 18 000</p> <p>Contractual Services-Companies 17 984</p> <p>Communic& Audio Visual Equip 8 340</p> <p>Supplies 4 300</p> <p>Rental & Maintenance-Premises 650</p> <p>Rental & Maint of Other Equip 2 500</p> <p>Audio Visual&Print Prod Costs 18 000</p> <p>Miscellaneous Expenses 2 950</p> <p>Training, Workshops and Confer 20 500</p> <p>Facilities and Administration 13 717</p> <p>Total Activity 2: 209 671</p> |

| | | | | |
|---|--|--|---|--|
| <p>Baseline:</p> <ul style="list-style-type: none"> - AIMS is used not by all stakeholders; - AIMS coverage is limited to implementation phase only; - Inadequately developed mechanisms of aid orientation to country priorities; - The need to ensure LSIS monitoring for 2013-2015; - Insufficient use of information technologies in SCISPM business processes; <p>Indicators:</p> <ul style="list-style-type: none"> - Access of stakeholders to AIMS; - Annual AIMS information update; - Number of reports on foreign aid; - Number of new tasks under the AIMS expansion; - Coverage of the stages of project cycle by the Aid Information Management System (AIMS); - Proportion of foreign aid spent on LSIS measures; - Workflow automation in SCISPM. | <p>Targets:</p> <ul style="list-style-type: none"> - Technical support provided and ensured AIMS access to all stakeholders; - Annual AIMS information updated carried out; - At least two reports on foreign aid published; - At least two new tasks introduced to improve AIMS information quality; - Expanded AIMS covers all project cycle stages and ensures best orientation of aid to LSIS priorities; - Improved foreign aid flow monitoring and evaluation process; - 60% of foreign aid targeted to LSIS measures; - Workflow automation in SCISPM is in place. | <p>ACTIVITY RESULT 3. Increased transparency and accountability through the expansion of the national Aid Information Management System</p> <ul style="list-style-type: none"> • Assist to effective operation of AIMS and ensure its utilization by all national and international stakeholders; • Develop AIMS and its new features enabling extended utilization of advanced information technologies at various stages of foreign aid cycles; • Develop tools for monitoring and evaluation of foreign aid and its alignment with other national systems; • Assist SCISPM technical development, including technical retooling, local computer network modernization, and introduction of automated workflow and archiving. | <p>SCISPM UNDP involved national and International organizations,</p> | <p>International Consultants 14 000 Local Consultants 20 550 Contractual Services - Individ 32 940 Travel 16 000 Contractual Services-Companies 360 000 Capital Assets 6 000 Communic& Audio Visual Equip 28 500 Rental & Maintenance-Premises 12 000 Rental & Maint of Other Equip 10 200 Audio Visual&Print Prod Costs 9 500 Miscellaneous Expenses 2 900 Training, Workshops and Confer 15 000 Facilities and Administration 36 931 Total Activity3: 564 521</p> |
| | | | Total Budget | <u>S 1,008,063</u> |

4. Annual Work Plan, 2013 (October-December)

Project - Support to Effective National Aid Coordination and Monitoring

| EXPECTED OUTPUTS <i>And baseline, associated indicators and 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) |
| <i>CPAP Output:</i> Output 3- Ensuring government authorities capacity at national and local levels to implement democratic governance practices, and effectively and strategically plan, finance and implement initiatives. | | | | | | | | | |
| <i>Output 2:</i> SCISPM is able to effectively manage and coordinate foreign aid, using developed AIMS and Global partnership monitoring results (why output 2?) | | | | | | | | | |
| <p>Baseline:</p> <ul style="list-style-type: none"> - Sectoral and regional aid coordination is fragmented; - Limited participation of the private sector and civil society in the implementation of LSIS; - The Law on public private partnership adopted; - The Global Partnership Monitoring process began at the international level; - Adopted Shared principles of cooperation between the Government and development partners; - AIMS is used not by all stakeholders; - Inadequately developed mechanisms of aid orientation to country priorities; - AIMS coverage is limited to implementation phase only; <p>Indicators:</p> <p>1.1. Number of conducted meetings of the private sector working group;</p> | <p>ACTIVITY RESULT 1. Strengthened national aid coordination capacity and facilitated public-private dialogue</p> <ul style="list-style-type: none"> • Develop legal regulatory basis for national aid coordination (develop recommendations, regulations, guides, instructions, etc.); • Assist in establishment and organization of activities of working group on private sector support; • Develop mechanisms of public-private dialogue for development and LSIS implementation; • Develop and implement activities for capacity building of SCISPM and other relevant Government bodies, sectoral, regional structures and business community (technical support, study tours, presentations and participation in the conferences and | | | | X | SCISPM UNDP Contractors, Involved national and International organizations, Sector and regional structures | DFID | International Consultants | 9 000 |
| | | Local Consultants | 9 250 | | | | | | |
| | | Contractual Services - Individ | 5 260 | | | | | | |
| | | Travel | 15 300 | | | | | | |
| | | Contractual Services- Companies | 7 431 | | | | | | |
| | | Capital Assets | 7 000 | | | | | | |
| | | Rental & Maintenance- Premises | 150 | | | | | | |
| | | Rental & Maint of Other Equip | 1 800 | | | | | | |
| | | Audio Visual&Print Prod Costs | 1 500 | | | | | | |
| | | Miscellaneous Expenses | 450 | | | | | | |
| Training, Workshops and Confer | 1 500 | | | | | | | | |

| | | | | | | | | | |
|--|------------------------|--|--|---|--|------|--|------------------------------------|-------------------------|
| <p>1.2. Number of employees of SCISPM and other involved organizations participated capacity development programmes</p> <p>1.3. Number of guides, reviews, instructions and recommendations on foreign aid coordination issues (including at the sector and regional level);</p> <p>2.2 Conducted Global Partnership Monitoring;</p> <p>2.3. Shared principles implementation progress;</p> <p>3.1. Access of stakeholders to AIMS ;</p> <p>3.2. Number of new tasks under the AIMS expansion</p> <p>3.3. Coverage of the stages of project cycle by the Aid Information Management System (AIMS)</p> <p>Targets for 2013</p> <p>1. Organized activity of working group on private sector and at least two its meetings were conducted;</p> <p>2. At least 20 SCISPM staff and other involved organizations participated on training activities (conferences, workshops, trainings, etc., including abroad);</p> <p>3. Developed one guideline on sector coordination.</p> <p>4. Conducted Global Partnership monitoring at the country level and Country Spreadsheet sent to UNDP/OECD;</p> <p>5. Developed recommendations on implementation of the Shared principles;</p> <p>6. Provided AIMS technical support, at least 300 active users have access and experience to work with the AIMS;</p> | seminars etc. abroad); | | | | | | | Facilities and Administration (7%) | 4 105 |
| | | | | | | | | | Total Activity 1 |
| <p>ACTIVITY RESULT 2. Ensured effective participation of Tajikistan at the Global Partnership and its monitoring</p> <ul style="list-style-type: none"> Assist in participation of Tajikistan in the Global Partnership Monitoring; Assist SCISPM participation at the Ministerial level meeting of the Global Partnership; Assist to the involvement of private sector, civil society, Parliament and local authorities at the process of Global Partnership; Develop international dialogue and conduct activities and analytical work on aid effectiveness (travel arrangements and participation at various international forums, conferences and workshops, preparation and submission of reports, decision-making documents, independent reports, study of specific cases, conduction of sector and thematic studies and assessments); | | | | X | SCISPM UNDP Contractors, Involved national and International organizations | DFID | | International Consultants | 9000 |
| | | | | | | | | Local Consultants | 14250 |
| | | | | | | | | Contractual Services-Companies | 6984 |
| | | | | | | | | Communic & Audio Visual Equip | 1200 |
| | | | | | | | | Supplies | 1250 |
| | | | | | | | | Rental & Maintenance- Premises | 650 |
| | | | | | | | | Audio Visual & Print Prod Costs | 2000 |
| | | | | | | | | Miscellaneous Expenses | 450 |
| | | | | | | | | Training, Workshops and Confer | 10500 |
| | | | | | | | | Facilities and Administration (7%) | 3240 |
| | | | | | | | | Total Activity 2 | 49 524 |
| <p>ACTIVITY RESULT 3. Increased transparency and accountability through the expansion of the national Aid</p> | | | | | SCISPM UNDP Involved national and International | DFID | | Local Consultants | 1 950 |
| | | | | | | | | Contractual Services - Individ | 8 940 |

| | | | | | | | | | |
|--|---|--|--|--|---|---------------|--|--------------------------------|---------------|
| <p>7. Conducted needs assessment on AIMS expansion; 8. At least one new task introduced to improve AIMS information quality.</p> | <p>Information Management System</p> <ul style="list-style-type: none"> • Assist to effective operation of AIMS and ensure its utilization by all national and international stakeholders; • Develop AIMS and its new features enabling extended utilization of advanced information technologies at various stages of foreign aid cycles; • Develop tools for monitoring and evaluation of foreign aid and its alignment with other national systems; • Assist SCISPM technical development, including technical retooling, local computer network modernization, and introduction of automated workflow and archiving. | | | | X | organizations | | Contractual Services-Companies | 72 000 |
| | | | | | X | | | Capital Assets | 6 000 |
| | | | | | X | | | Miscellaneous Expenses | 450 |
| | | | | | X | | | Training, Workshops and Confer | 3 500 |
| | | | | | X | | | Facilities and Administration | 6 499 |
| | | | | | | | | Total Activity 3 | 99 339 |
| TOTAL: | | | | | | | | 211 609 | |

5. MANAGEMENT ARRANGEMENTS

This Project is designed as one of the expected outputs for UNDP Country Project Action Plan (CPAP 2010 – 2015) 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 be implemented by SCISPM on behalf of National Project Coordinator (NPC). The Project will implement according UNDP procedures for NIM projects.

Operational activity and daily coordination of the practical implementation of the project will be carried out by the Project Manager. The PM will be directly involved in the implementation of project and will manage and coordinate the project activities. The Project Administrative and Finance Assistant (AFA) will provide all appropriate assistance to PM to ensure timely and effective Project implementation.

The PM will work closely with the respective focal point in UNDP Tajikistan Country Office.

The project operates using existing management structure of the DFID/UNDP Project “Support to Effective National Aid Coordination and Investment Promotion”.

Project Manager (PM) was already recruited for the first phase of the project and will continue to oversee the project implementation and execution of the planned actions in coordination with the SCISPM.

The Project team will be based at the project office working closely with the SCISPM and all relevant state institutions at the national and local levels on all aspects of project implementation. UNDP will provide specific support services for project implementation through its Administrative and Finance Units as required.

Local and International Consulting services will be acquired as needed for implementing project activities. To support office work relevant additional support staff shall be hired.

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).

UNDP will procure directly all items above \$10,000 in accordance with its own rules and procedures. UNDP will delegate the procurement of items below US\$10,000 to the Project team although UNDP will have overall responsibility for all procurement and direct supervision of procurement under US\$10,000. SCISPM will ensure that procurement and contracting is in line with UNDP Rules and Procedures guidelines.

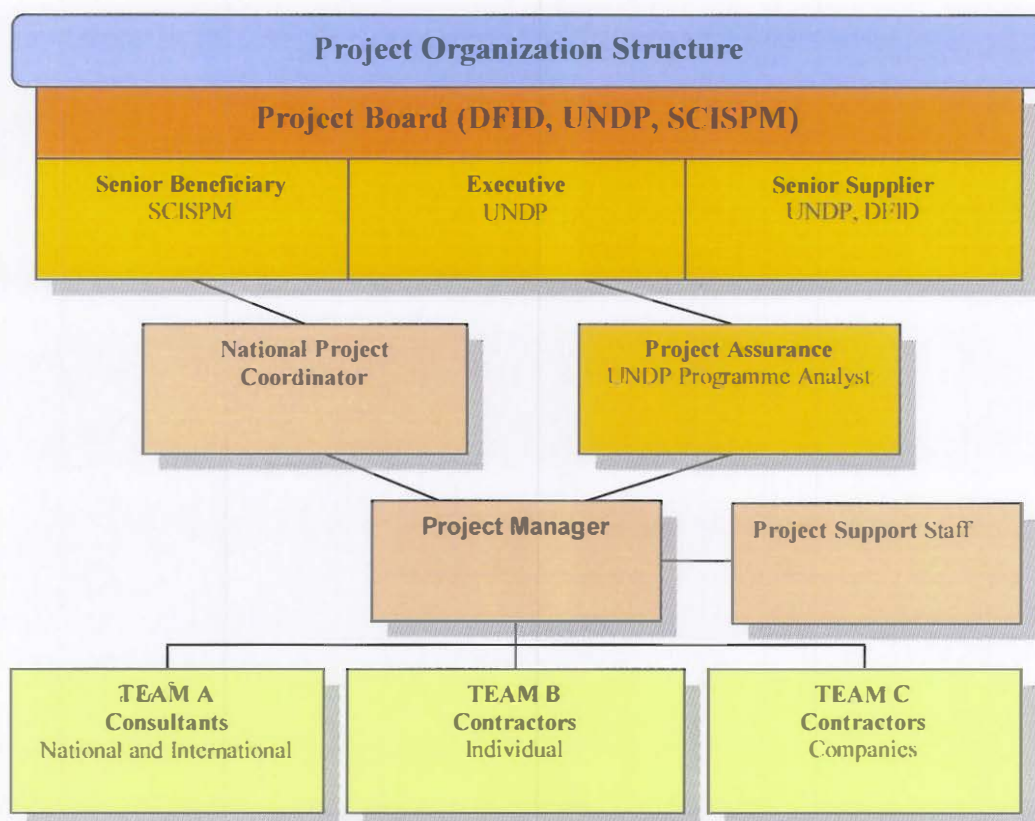
At the end of each calendar year, the UNDP will submit request for cost-recovery for provided services (ISS), based on the latest Universal Price List.

The SCISPM 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.

The Project Board (PB) consisted of DFID, UNDP and SCISPM 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 held at least once every six months.

The DFID Programme Manager, Economic and Results Advisers will have a monitoring role and overall financial responsibility for UNDP’s performance against the outputs and results recorded in the Business Case and agreed Logframe. There will also be Annual Project Reviews.

The DFID Programme Manager, UNDP Programme Analyst and Project Manager will meet regularly to discuss progress, quality of emerging results, as well as operational issues and resolve any problems arising.



6. MONITORING AND EVALUATION

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), 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
- Quarterly Progress Reports (QPRs) reflecting all aspects of project implementation will be prepared and submitted to UNDP.
- 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.

Quality Management for Project Activity Results

| | | |
|--|--|--|
| Output 1: SCISPM is able to effectively manage and coordinate foreign aid, using developed AIMS and Global partnership monitoring results | | |
| Activity Result 1 (Atlas Activity ID) | Strengthened national aid coordination capacity and facilitated public-private dialogue | Start Date: 01/10/13 End Date: 31/03/15 |
| Purpose | <ul style="list-style-type: none"> - Proposed approaches and procedures ensure better aid orientation to country's priorities; - Institutionalized mechanism/formalized structures in place to facilitate the public-private dialogue; - Improved capacity of SCISPM and other stakeholders' staff; | |
| Description | <ul style="list-style-type: none"> • Develop legal regulatory basis for national aid coordination (develop recommendations, regulations, guides, instructions, etc.); • Assist in establishment and organization of activities of working group on private sector support; • Develop mechanisms of public-private dialogue for development and LSIS implementation; • Develop and implement activities for capacity building of SCISPM and other relevant Government bodies, sectoral, regional structures and business community (technical support, study tours, presentations and participation in the conferences and seminars etc. abroad); | |
| Quality Criteria | Quality Method | Date of Assessment |
| Proposed approaches and procedures of aid orientation to country's priorities are agreed with stakeholders and meet the Busan Partnership requirements | Regular consultations with SCISPM, national stakeholders and development partners | Every 6 months |
| Established monthly meetings of the working group on private sector | Analysis of the effectiveness of public-private dialogue | Every 6 months |
| SCISPM and private sector working group staff possess necessary knowledge and skills and demonstrate better fulfillment of their duties | Analysis of performance of SCISPM and private sector working group in aid coordination sphere and improvement of public-private dialogue; | Annually |
| Strategies for capacity development of target groups includes: - identification of gaps - clear instructions on how to measure the | Consultations with CO staff, practitioners in the field of aid coordination and other potential partners | Annually |

| | | |
|---|--|--|
| impact of trainings(standardization system) – self-assessment method | | |
|---|--|--|

Output 1: SCISPM is able to effectively manage and coordinate foreign aid, using developed AIMS and Global partnership monitoring results

| | | |
|---|---|--|
| Activity Result 2 (Atlas Activity ID) | Ensured effective participation of Tajikistan at the Global Partnership and its monitoring | Start Date: 01/10/13 End Date: 31/03/15 |
| Purpose | <ul style="list-style-type: none"> - <i>Global Partnership monitoring conducted at the country level;</i> - <i>SCISPM participated in the Global Partnership ministerial meeting;</i> - <i>Priority measures of the Activities plan of Shared principles of cooperation are implemented;</i> | |
| Description | <ul style="list-style-type: none"> • Assist in participation of Tajikistan in the Global Partnership Monitoring; • Assist SCISPM participation at the Ministerial level meeting of the Global Partnership; • Assist to the involvement of private sector, civil society, Parliament and local authorities at the process of Global Partnership; • Develop international dialogue and conduct activities and analytical work on aid effectiveness (travel arrangements and participation at various international forums, conferences and workshops, preparation and submission of reports, decision-making documents, independent reports, study of specific cases, conduction of sector and thematic studies and assessments); | |
| Quality Criteria | Quality Method | Date of Assessment |
| Prepared Country spreadsheet with data on Global Partnership Monitoring indicators at the country level | Agreement of Country spreadsheet with cooperation partners and the UNDP/OECD Joint Support Team | Annually |
| Effective cooperation of the Government and development partners | Assessment Shared principles of cooperation implementation process | Annually |
| Group of qualified specialists on Global Partnership monitoring | Analysis of contribution of specialists to Global Partnership monitoring | after completion of monitoring |

Output 1: SCISPM is able to effectively manage and coordinate foreign aid, using developed AIMS and Global partnership monitoring results

| | | |
|--|---|--|
| Activity Result 3 (Atlas Activity ID) | Increased transparency and accountability through the expansion of the national Aid Information Management System | Start Date: 01/10/13 End Date: 31/03/15 |
| Purpose | <ul style="list-style-type: none"> - <i>AIMS is annually updated and used by stakeholders;</i> - <i>New AIMS tasks covering all stages of foreign aid cycle developed and deployed;</i> - <i>Improving aid effectiveness and development cooperation;</i> | |
| Description | <ul style="list-style-type: none"> • Assist to effective operation of AIMS and ensure its utilization by all national and international stakeholders; • Develop AIMS and its new features enabling extended utilization of advanced information technologies at various stages of foreign aid cycles; • Develop tools for monitoring and evaluation of foreign aid and its alignment with other national systems; • Assist SCISPM technical development, including technical retooling, local computer network modernization, and introduction of automated workflow and archiving. | |
| Quality Criteria | Quality Method | Date of Assessment |
| Interested stakeholders are trained and have access to AIMS | Facilitation of training activities and consultations, registration of stakeholders in AIMS | Each 6 months |
| New tasks fit with needs of stakeholders in aid flows assessment and decision-making | Assessment of needs in AIMS expansion | Each 6 months |
| Increased aid flow and its purposeful use in accordance with country's priorities | Analysis of state of affair in foreign aid sphere | Annually |

7. LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article I of the Standard Ba SCISPM 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 Ba SCISPM 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.

ANNEX I - RISK LOG

Project Title: Support to Effective National Aid Coordination and Monitoring **Award ID:** **Date:** September 2013

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Mngt response | Owner | Submitted, updated by | Last Update | Status |
|---|--|-----------------|--|---|--|-----------------------|------------------------|-------------|--------|
| 1 | Change in the SCISPMs' management | September 2013 | 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 BP=3B=5 | The political situation would be thoroughly assessed and contingency plan ensured. | Yokubjon Abdukholikov | | | |
| 2 | High staff rotation within SCISPM and other relevant Government bodies/ departments impedes efficient and sustainable capacity building | September 2013 | Organizational Strategic | The occurrence of the risk would affect the effectiveness of the project activities and project sustainability BP=2 B=5 | During the selection of the target groups the necessity of establishing long term cooperation will be clearly explained to the practitioners. Approval and adoption of measures with SCISPM to reduce staff turnover | Yokubjon Abdukholikov | Yokubjon Abdukholikov | | |
| 3 | The currency fluctuation might determine lack of resources for the project activities | September 2013 | Financial | The occurrence of the risk will force the downscaling of the activities BP=3 B=3 | Slight over-budgeting of key activities to ensure a contingency provision | Yokubjon Abdukholikov | Yokubjon Abdukholikkov | | |
| 4 | Work of SCISPM experts contributing to project implementation is not paid as consultancy and rather regarded as partnership. This can narrow their interest and liabilities on quality of service provision. | September 2013 | Organizational | The occurrence of the risk shall negatively impact the project provided services on capacity building and shall increase work load on project staff. BP=4 B=4 | Assigned expert shall be thoroughly instructed on requirements for project participation and quality of the expected outputs. | Yokubjon Abdukholikov | Yokubjon Abdukholikov | | |

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Mngt response | Owner | Submitted, updated by | Last Update | Status |
|---|---|-----------------|----------------|--|--|----------------------|-----------------------|-------------|--------|
| 5 | Timely achievement of results is jeopardized due to inadequate participation of target groups in improvement of sector and regional coordination. | September 2013 | Organizational | The occurrence of the risk shall negatively impact the project provided services and shall increase work load on project staff. BP=4 B=4 | Project activities shall be implemented in close cooperation with target groups for which necessary work and explanatory activities ensuring their interested participation, shall be carried out. | YokubjonAbdukholikov | YokubjonAbdukholikov | | |

ANNEX II- BUDGET

| | |
|--|---|
| Award ID: | |
| Award Title: | Support to Effective National Aid Coordination and Monitoring |
| Business Unit: | TJK10 |
| Project Title: | Support to Effective National Aid Coordination and Monitoring |
| Implementing Partner (Executing Agency) | State Committee on Investments and State Property Management of the Republic of Tajikistan (SCISPM) |

| UNDP Atlas Activity | Responsible Party/ Implementing Partner | Donor Name | Atlas Budgetary Account Code | ATLAS Budget Description | Amount (USD) | | | Total (USD) |
|---|--|------------|------------------------------|--------------------------------|--------------|--------|--------|-------------|
| | | | | | Year 1 | Year 2 | Year 3 | |
| ACTIVITY RESULT 1. Strengthened national aid coordination capacity and facilitated public-private dialogue | UNDP, SCISPM | DFID | | International Consultants | 9 000 | 0 | 0 | 9 000 |
| 1. Develop legal regulatory basis for national aid coordination (develop recommendations, regulations, guides, instructions, etc.); | | | | Local Consultants | 9 250 | 28 950 | 7 200 | 45 400 |
| 2. Assist in establishment and organization of activities of working group on private sector support; | | | | Contractual Services - Individ | 5 260 | 20 520 | 6 000 | 31 780 |
| 3. Develop mechanisms of public-private dialogue for development and LSIS implementation; | | | | Travel | 15 300 | 14 500 | 0 | 29 800 |
| 4. Develop and implement activities for capacity building of SCISPM and other relevant Government bodies, sectoral, regional structures and business community (technical support, study tours, presentations and participation in the conferences and seminars etc. abroad); | | | | Contractual Services-Companies | 7 431 | 12 780 | 1 800 | 22 011 |
| | | | | Capital Assets | 7 000 | 0 | 0 | 7 000 |
| | | | | Communic & Audio Visual Equip | 0 | 25 000 | 1 500 | 26 500 |
| | | | | Supplies | 0 | 0 | 500 | 500 |
| | | | | Rental & Maintenance-Premises | 150 | 720 | 3 210 | 4 080 |
| | | | | Rental & Maint of Other | 1 800 | 700 | 0 | 2 500 |

| | | | | | | | |
|--|--------------|------|---------------------------------|---------------|----------------|---------------|----------------|
| | | | Equip | | | | |
| | | | Professional Services | | 4 000 | 0 | 4 000 |
| | | | Audio Visual&Print Prod Costs | 1 500 | 9 000 | 3 000 | 13 500 |
| | | | Miscellaneous Expenses | 450 | 2 000 | 550 | 3 000 |
| | | | Training, Workshops and Confer | 1 500 | 16 500 | 1 500 | 19 500 |
| | | | Facilities and Administration | 4 105 | 9 427 | 1 768 | 15 300 |
| | | | Total Activity 1 | 62 746 | 144 097 | 27 028 | 233 871 |
| ACTIVITY RESULT 2. Ensured effective participation of Tajikistan at the Global Partnership and its monitoring | | | International Consultants | 9 000 | 16 000 | 0 | 25 000 |
| 1. Assist in participation of Tajikistan in the Global Partnership Monitoring; | | | Local Consultants | 14 250 | 26 400 | 7 200 | 47 850 |
| 2. Assist SCISPM participation at the Ministerial level meeting of the Global Partnership; | | | Contractual Services - Individ | 0 | 17 880 | 12 000 | 29 880 |
| 3. Assist to the involvement of private sector, civil society, Parliament and local authorities at the process of Global Partnership; | | | Travel | 0 | 18 000 | 0 | 18 000 |
| 4. Develop international dialogue and conduct activities and analytical work on aid effectiveness (travel arrangements and participation at various international forums, conferences and workshops, preparation and submission of reports, decision-making documents, independent reports, study of specific cases, conduction of sector and thematic studies and assessments); | UNDP, SCISPM | DFID | Contractual Services- Companies | 6 984 | 11 000 | 0 | 17 984 |
| | | | Communic & Audio Visual Equip | 1 200 | 6 690 | 450 | 8 340 |

| | | | | | | | |
|--|--------------|------|--------------------------------|---------------|----------------|---------------|----------------|
| | | | Supplies | 1 250 | 3 050 | 0 | 4 300 |
| | | | Rental & Maintenance-Premises | 650 | 0 | 0 | 650 |
| | | | Rental & Maint of Other Equip | 0 | 0 | 2 500 | 2 500 |
| | | | Audio Visual&Print Prod Costs | 2 000 | 14 500 | 1 500 | 18 000 |
| | | | Miscellaneous Expenses | 450 | 2 000 | 500 | 2 950 |
| | | | Training, Workshops and Confer | 10 500 | 10 000 | 0 | 20 500 |
| | | | Facilities and Administration | 3 240 | 8 786 | 1 691 | 13 717 |
| | | | Total Activity 2 | 49 524 | 134 306 | 25 841 | 209 671 |
| ACTIVITY RESULT 3. Increased transparency and accountability through the expansion of the national Aid Information Management System | UNDP, SCISPM | DFID | International Consultants | | 14 000 | 0 | 14 000 |
| 1. Assist to effective operation of AIMS and ensure its utilization by all national and international stakeholders; | | | Local Consultants | 1 950 | 15 300 | 3 300 | 20 550 |
| 2. Develop AIMS and its new features enabling extended utilization of advanced information technologies at various stages of foreign aid cycles; | | | Contractual Services - Individ | 8 940 | 24 000 | 0 | 32 940 |
| 3. Develop tools for monitoring and evaluation of foreign aid and its alignment with other national systems; | | | Travel | 0 | 6 000 | 10 000 | 16 000 |
| 4. Assist SCISPM technical development, including technical retooling, local computer network modernization, and introduction of automated workflow and archiving. | | | Contractual Services-Companies | 72 000 | 288 000 | 0 | 360 000 |
| | | | Capital Assets | 6 000 | 0 | 0 | 6 000 |
| | | | Communic & Audio Visual Equip | 0 | 27 000 | 1 500 | 28 500 |
| | | | | | | | |

| | | | | | | |
|--|--|--------------------------------|----------------|----------------|---------------|------------------|
| | | Rental & Maintenance-Premises | 0 | 12 000 | 0 | 12 000 |
| | | Rental & Maint of Other Equip | 0 | 10 200 | 0 | 10 200 |
| | | Audio Visual&Print Prod Costs | 0 | 9 500 | 0 | 9 500 |
| | | Miscellaneous Expenses | 450 | 2 000 | 450 | 2 900 |
| | | Training, Workshops and Confer | 3 500 | 6 000 | 5 500 | 15 000 |
| | | Facilities and Administration | 6 499 | 28 980 | 1 453 | 36 931 |
| | | Total Activity 3 | 99 339 | 442 980 | 22 202 | 564 521 |
| | | Project Grand Total | 211 609 | 721 383 | 75 071 | 1 008 063 |

ANNEX III - TENTATIVE WORK PLAN

| Project activities | Year 1 (2013) | | | | | | | | | | | | Year 2 (2014) | | | | | | | | | | | | Year 3 (2015) | | | | | | | | | | | | | | | | | | | |
|--|---------------|--|--|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| ACTIVITY RESULT 1. Strengthened national aid coordination capacity and facilitated public-private dialogue | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1. Develop legal regulatory basis for national aid coordination (develop recommendations, regulations, guides, instructions, etc.); | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2. Assist in establishment and organization of activities of working group on private sector support; | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. Develop mechanisms of public-private dialogue for development and LSIS implementation; | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4. Develop and implement activities for capacity building of SCISPM and other relevant Government bodies, sectoral, regional structures and business community (technical support, study tours, presentations and participation in the conferences and seminars etc. abroad); | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ACTIVITY RESULT 2. Ensured effective participation of Tajikistan at the Global Partnership and its monitoring | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1. Assist in participation of Tajikistan in the Global Partnership Monitoring; | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2. Assist SCISPM participation at the Ministerial level meeting of the Global Partnership; | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. Assist to the involvement of private sector, civil society, Parliament and local authorities at the process of Global Partnership; | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4. Develop international dialogue and conduct activities and analytical work on aid effectiveness (travel arrangements and participation at various international forums, conferences and workshops, preparation and submission of reports, decision-making documents, independent reports, study of specific cases, conduction of sector and thematic studies and assessments); | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ACTIVITY RESULT 3. Increased transparency and accountability through the expansion of the national Aid Information Management System | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Project activities | Year 1 (2013) | | | | | | | | | | | | Year 2 (2014) | | | | | | | | | | | | Year 3 (2015) | | | | | | | | | | | | |
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| | 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. Assist to effective operation of AIMS and ensure its utilization by all national and international stakeholders; | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2. Develop AIMS and its new features enabling extended utilization of advanced information technologies at various stages of foreign aid cycles; | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. Develop tools for monitoring and evaluation of foreign aid and its alignment with other national systems; | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4. Assist SCISPM technical development, including technical retooling, local computer network modernization, and introduction of automated workflow and archiving. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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