

**Project Title:** "Support to Institutional Strengthening of the Ministry of Foreign Affairs of RT, Phase V"

**Project Number:**

**Implementing Partner:** Ministry of Foreign Affairs of the Republic of Tajikistan

**Start Date:** 4 July 2017 **End Date:** 31 December 2017

**LPAC Meeting date:** 30 June 2017

**Brief Description**

The '**Support to Institutional Strengthening of MFA RT' – Phase V** is a joint initiative of UNDP and the Ministry of Foreign Affairs of the Republic of Tajikistan and builds on the achievements of the previous phases of the project since 2008.

The Phase IV of the project was aimed at enhancing capacity development opportunities of young male and female diplomats through internships at Tajik Embassies and Consulates abroad, foreign language courses, postgraduate studies in Academy of Diplomacy of MFA Russia, lectures by the advanced diplomats, and strengthening the technical (ICT) base of MFA RT. During the bilateral meetings of UNDP and MFA RT, the high relevance and contribution of the project in implementation of Tajikistan's Foreign Policy, was reiterated.


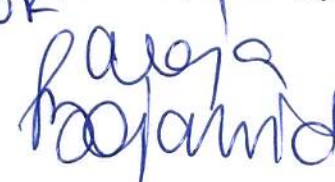
In January 2017, UNDP has allocated additional resources to continue the initiative in 2017 upon satisfactory completion of project audit in March 2017. The project audit was concluded as 'satisfactory' with few observations which will require due consideration in implementation of new phases. The duration of the phase V will be 6 months (July – December 2017).

**UNDAF /CPD Outcome:** People in Tajikistan have their rights protected and benefit from improved access to justice and quality services delivered by accountable, transparent, and gender-responsive legislative, executive and judicial institutions at all levels.

**Indicative Output(s) with gender marker:**  
GEN2

<b>Total resources required:</b>	USD 45 000	
<b>Total resources allocated:</b>	USD 45 000	
	<b>UNDP TRAC:</b>	USD 45 000
	<b>Donor:</b>	-
	<b>Government:</b>	In kind contribution
<b>In-Kind:</b>	-	
<b>Unfunded:</b>		

Agreed by (signatures):

Government	UNDP
<b>Mr Sirojiddin Aslov,</b> Minister of Foreign Affairs of the Republic of Tajikistan  	<b>Mr Jan Harfst,</b> Country Director, UNDP Tajikistan for 
Date: 04.07.2017	Date: 4/7/2017

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## I. DEVELOPMENT CHALLENGE

In 2015, the Government of Tajikistan has adopted the Concept of the Foreign Policy of the Republic of Tajikistan as *'a political act, which determines and regulates major principles, objectives, obligations and priority directions of the foreign policy of the Republic of Tajikistan based on the long-term national interests of the country.'* In accordance with the Concept and line with the Constitution of the Republic of Tajikistan, the Ministry of Foreign Affairs directly implements foreign policy and coordinates the activities of government authorities of Tajikistan within the country and abroad on issues associated with the foreign policy. All government authorities carry out their foreign relations through the Ministry of Foreign Affairs of the Republic of Tajikistan<sup>1</sup>.

The Concept reflects the national interests of the Republic of Tajikistan and focuses on the following key priorities:

- Bilateral and multilateral diplomacy (Bilateral and multi-lateral relations)
- Economic Diplomacy
- Water Cooperation Diplomacy
- Cultural and Humanitarian Diplomacy
- Information Diplomacy

Young staff of MFA RT are seen as the future of Tajik diplomacy. Out of total 308 civil servants working for the Ministry of Foreign Affairs of the Republic of Tajikistan and Tajikistan's Embassies and Consulates abroad, 158 or 51% are young diplomats aged from 18 to 35, including approximately 30% female. The total number of civil servants working for MFA in Tajikistan comprise 183 people, including 88 or 48% young diplomats aged from 18 to 35. Female comprise approximately 30% of the young civil servants<sup>2</sup>.

Since the Ministry of Foreign Affairs of the Republic of Tajikistan plays a leading role in implementation of Tajikistan's Foreign Policy, the quality of implementation of the policy directly depends on the capacity of the MFA staff. Because young diplomats comprise almost half of the civil servants employed by MFA RT and their number is growing, focus on this category of diplomats can have higher returns of investments, which in turn will significantly enhance the project impact on institutional capacity of MFA in general and on implementation of Tajikistan's Foreign Policy in particular.

### *UNDP Contribution:*

The **'Support to Institutional Strengthening of MFA RT'** builds on the achievements of the previous Phases of the project since 2008. During this period, UNDP has invested USD 115000 of TRAC. As part of the last phase completed in December 2016, the following was achieved with UNDP's financial contribution:

- 7 young diplomats, including 3 female were sent for internship to diplomatic missions of Tajikistan in New York, Washington, Tehran, Bishkek, Tashkent and Ashgabat;
- 10 young diplomats, including 4 female attended short-term diplomatic courses in Vienna, Beijing, Tel Aviv, Beijing and Moscow was supported;
- 22 young diplomats, including 9 female were sent for post-graduate studies to the Academy of Diplomacy of MFA of the Russian Federation;
- Foreign language courses (English, Arabic and Russian) and professional training were organized for 100 staff of MFA RT, including 36 female;
- Lectures, round tables and seminars with participation of more than 20 foreign diplomats and local experts on the themes of international relations, regional geopolitics, and the role of global institutions in international relations were conducted;

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<sup>1</sup> Concept of the Foreign Policy of the Republic of Tajikistan, available online: <http://mfa.tj/?l=en&art=1072>, Accessed on: 19 June 2017

<sup>2</sup> Human Resources Department of the Ministry of Foreign Affairs of the Republic of Tajikistan data

- Technical capacity of the Department of Information, Press and Analysis of the Foreign Policy was enhanced through acquiring and installing a server for website maintenance and providing email to the ministerial staff;
- IT equipment (projectors and interactive boards) were provided to strengthen the technical capacity of the MFA within the State programme for professional qualification of MFA staff;
- Financial support was rendered in publication of the books related to diplomacy, including the Code of professional ethics in diplomatic service and Diplomatic Handbook.

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## II. STRATEGY

The project design is guided by the outcomes and lessons accumulated as result of the Phases I-IV of the project. The key lessons include:

- 1) **Empowerment of women:** Despite the fact the female diplomats comprise more than 1/3 of all diplomats working for MFA RT and foreign diplomatic missions of Tajikistan, the actual number of female covered by the project was significantly smaller. Phase V of the project will set up quotas to ensure that share of female diplomats benefitting from the project is at least equivalent to the share of the female diplomats working for MFA RT eg 35%;
- 2) **M&E, reporting, communication and visibility:** During the previous phases of the project, monitoring and evaluation as well as reporting and visibility of the project were rather weak. During Phase V while collecting project related data, MFA RT will provide statistics and else information that is gender and age segregated. Moreover, it will be mandatory for trainees to undergo pre- and post training assessments which would help UNDP to measure the real impact of the project on the qualification of project beneficiaries, including female. As well, the communication and visibility of the project outcomes will be strengthened and existing communication platforms such as MFA RT website and Facebook pages will be extensively used.
- 3) **Audit:** Despite the fact the audit of Phase IV of the project was rated as 'satisfactory' there were certain observations which require due consideration during implementation of Phase V of the project. This specifically will cover procurement related aspects of the project;

The Phase V builds on the following Theory of Change: ***Young male and female diplomats are viewed as the future of Tajik diplomacy. Today, they comprise almost half of MFA staff and their number is increasing. Likewise, young female diplomats comprise 1/3 of civil servants working for MFA RT and Diplomatic missions of Tajikistan abroad. Since young male and female diplomats comprise majority of MFA staff, their level of qualification directly influences the extent to which Tajikistan's Foreign Policy is implemented. At the same time, the greater share of female diplomats is likely to result in greater recognition of gender gaps in implementing the priorities of the Foreign Policy.***

The above ToC is based on the following main assumptions:

**Assumption 1:** *if young male and female diplomats are well equipped with the required level of knowledge and skills in line with the priorities of Tajikistan's Foreign Policy, then the policy implementation will be more effective.*

**Assumption 2:** *if the project investments are focused on young male and female diplomats, then the accumulated knowledge will be maintained in a more sustainable manner.*

**Assumption 3:** *if the female diplomats are more active in implementation of the Foreign Policy, then the priorities of the policy are likely to result in greater recognition of gender gaps.*

The present initiative contributes to the following UNDAF/CPD outcome: ***People in Tajikistan have their rights protected and benefit from improved access to justice and quality services***

**delivered by accountable, transparent, and gender-responsive legislative, executive and judicial institutions at all levels.** The project directly contributes to SDGs 17 (global partnerships) and also to SDGs 5 (gender equality), 10 (inequalities), and 16 (peace, justice and responsive institutions).

The project's main strategy is to build on the past achievements and ensure continuity of interventions successfully accomplished during Phases I-IV. During Phase V stronger emphasis on empowerment of female diplomats and close monitoring of their inclusion and participation in capacity development opportunities within the project, will be made. For the learning opportunities of young diplomats at Tajikistan's Diplomatic missions abroad, clear criteria will be established and applied to ensure that young male and female diplomats have equal opportunities for professional growth.

The project management will also be guided by the outcomes of the Phase IV audit undertaken by UNDP in March 2017. Although the audit was completed as 'satisfactory', there were certain observations which will be taken into account to ensure the project takes risk informed decisions.

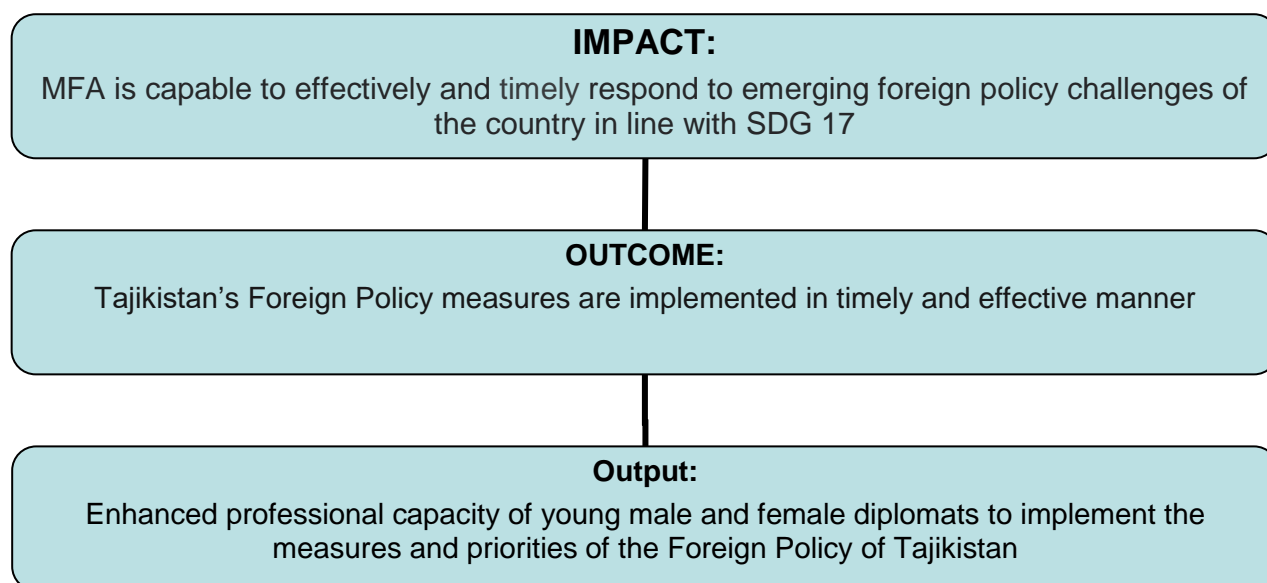
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### III. RESULTS AND PARTNERSHIPS

#### **Expected Results**

The main *goal* of the project is to support implementation of measures aimed at **ensuring effective and timely response to emerging foreign policy challenges of the country.** The overall project *objective* is **to contribute to development of institutional capacity of the MFA RT.** The expected project outcome is: **enhanced professional capacity of young male and female diplomats in implementation of Tajikistan's Foreign Policy.**

The project's results chain is illustrated in the Diagramme below:



By the end of Phase V, the following results will be achieved:

- Language proficiency of at least 100 young diplomats, including at least 35 female will be enhanced. The language proficiency courses will cover English, Russian, French, Arabic and Chinese languages (different levels of proficiency).
- Level of knowledge of at least 100 young diplomats, including at least 35 female on priority diplomatic themes will be enhanced. The selected topics will be in line with the priorities of Tajikistan's Foreign Policy and will also be used as an opportunity to create awareness on SDGs in general and on gender and inequalities in particular.



- Opportunities for at least 18 young diplomats, including at least 6 female will be made available to attend diplomacy related courses and on-job trainings at the Tajiki Diplomatic Missions abroad;

### ***Resources Required to Achieve the Expected Results***

The total estimated project cost is USD 45,000. These costs will be borne by UNDP (TRAC). In addition, MFA RT will provide in-kind contributions such as premises and equipment for conducting language proficiency courses. As well, MFA will co-fund the travel costs of the nominated MFA staff to attend internships or else learning opportunities abroad. The estimated financial equivalent of MFA contribution comprises USD 10,000.

UNDP Programme Officer and Associate responsible for Governance, Rule of Law and Human Rights portfolio will oversee the project activities. The total estimated time is 10%. For this reason, UNDP will charge at least USD 5,000 from the total allocated amount in the form of Direct Project Costs.

### ***Partnerships***

MFA RT will be responsible for implementation of the project in line with UNDP requirements for managing NIM projects. MFA RT will be responsible for identifying service providers to implement the project activities. MFA RT will collaborate with locally based universities or else service providers to plan and deliver language proficiency courses. The required ICT equipment will be purchased based on UNDP rules and regulations. MFA RT will also work closely with the Government of RT and UN agencies to take advantage of visiting experienced diplomats to provide lectures and learning sessions to the young Tajik diplomats.

### ***Risks and Assumptions***

The largest share of the project budget will be allocated for conducting language courses. The Implementing Partner will be chosen on competitive bases. Same approach will apply to any other procurements envisaged under the project. UNDP finance and procurement rules and regulations will apply.

The total project cost is less than USD100,000 and therefore it is not subject to socio-economic screening. Please see project Risk Log for the list of risks identified during the design of the project.

### ***Stakeholder Engagement***

Target group of the project are the staff of MFA RT, specifically young male and female diplomats. Latter comprise approximately 35% of those diplomats aged 18-35. Therefore, the project quota for young female diplomats will comprise at least 35% to ensure that both male and female diplomats equally benefit from the career advancement opportunities provided by the project. The target group will be directly engaged in the design of the language proficiency courses. To the extent possible, peer to peer learning opportunities will be made available for better knowledge management and dissemination within MFA RT.

### ***South-South and Triangular Cooperation (SSC/TrC)***

There are two main entry points for the project to apply South-South cooperation:

- ***Visiting experienced diplomats to Tajikistan:*** the project will take advantage of the visits/missions of the experienced diplomats from Central or South Asia to conduct a lecture or a learning session for the young Tajik diplomats.
- ***Internships:*** During Phase IV, the young Tajik diplomats were sent for internship to Tajik Embassies in Turkmenistan and Kyrgyzstan. Similar opportunities will be sought to ensure that South-South cooperation and exchange are given due consideration;

### ***Knowledge***

During Phase IV, MFA RT has published books related to diplomacy. These included the Code for Professional Ethics in Diplomatic Service and Diplomats' Handbook. These books are available for young Tajik diplomats based in Tajikistan. However, visibility of the previous phases was rather insignificant. Building on these lessons, the Phase V of the project will support publication of similar books and guidelines to equip young diplomats to professionally implement their daily functions, while making sure that the knowledge is disseminated widely within and beyond MFA.

The website of MFA RT ([www.mfa.tj](http://www.mfa.tj)) and its Facebook page are very active and regularly updated. These communication platforms will be used for enhancing the visibility of project activities and outcomes.

### ***Sustainability and Scaling Up***

As mentioned in preceding sections, the present project is small scale, however has high returns of investments. Only in 2016, the project has supported enhancing language proficiency of at least 80 young diplomats. In addition, 12 young diplomats have had an opportunity to strengthen their diplomacy skills and competencies through training and study tours abroad. Out of these beneficiaries of the project, 12 were promoted and 8 now serve in Tajik diplomatic missions abroad. During Phase IV, a server was purchased which is now used for maintenance of MFA website [www.mfa.tj](http://www.mfa.tj). The project also provided support to upgrading internal email communication system and this has significantly enhanced internal business processes within MFA RT.

The Phase V, as in previous phases, will focus largely on strengthening the professional capacities of MFA staff. Both thematic and language proficiency courses are used by the beneficiaries in their daily work. These technical skills are subject to constant improvement and thus sustainable from education point of view. From financial point of view, the project complements the work of MFA in implementing the Foreign Policy of the Government of RT. The additional funds allocated for the project have accelerated impact on institutional development of MFA in general and implementation of the Foreign Policy in particular.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

The project will apply cost-sharing approach in implementing the envisaged activities. For instance, the learning sessions will be organised at the premises of MFA RT, hence the project investments for the training do not include the rent of premises or equipment for delivering the training.

The project administrative costs are minimal and include the salary of National Project Coordinator who oversees the project within MFA and liaises with UNDP on day-to-day management matters related to the project. The salary of NPC is considerably lower as compared to similar assignments/functions within UNDP. Other costs directly contributing to project activities are the costs of ICT Specialist who will be responsible for ICT related matters throughout the project, including in organising project related events and the librarian who will be taking care of logistics in organising the courses.

Without the in-kind and in-cash contribution of MFA RT, the actual cost of the project would increase by at least 20%.

### ***Project Management***

The present project will be implemented through the national implementing modality (NIM) in accordance with UNDP rules and regulations. The project will be based at the Ministry of Foreign Affairs of the Republic of Tajikistan. The MFA RT will provide in-kind contribution in the form of office premises, office furniture and equipment, office telephone lines and support towards telecommunication costs.

The project will receive extended support from the CO on all procurement and financial matters. UNDP will apply (DPC) for the time invested by the Programme Analyst and Associate responsible for Governance, Rule of Law and Human Rights portfolio.

## V. RESULTS FRAMEWORK

**Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:** People in Tajikistan have their rights protected and benefit from improved access to justice and quality services delivered by accountable, transparent, and gender-responsive legislative, executive and judicial institutions at all levels (SDG 17)

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:** *World Governance Indicators on Government Effectiveness*

**Applicable Output(s) from the UNDP Strategic Plan:** *Countries have strengthened institutions to progressively deliver universal access to basic services*

**Project title and Atlas Project Number:**

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	FINAL	
<b>Output 1:</b> Enhanced professional capacity of young male and female diplomats to implement the measures and priorities of the Foreign Policy of Tajikistan <b>Indicator:</b> Implementation of the Foreign Policy; <b>Baseline:</b> TBD by August 2017 <b>Target:</b> TBD by August 2017	<b>1.1</b> Level of the language proficiency of the young diplomats covered by the language proficiency course (gender segregated)	Language training pre- and post-training tests	0	2017	At least 10% improvement	At least 10% improvement	The level of trainee's language proficiency will be tested before and after the course to define the level of progress (segregated by gender and language taught) No risks identified
	<b>1.2</b> # of Tajik young diplomats from MFA RT benefitting from internships and other learning opportunities abroad (gender segregated);	Project Completion Report	0	2017	At least 18, including at least 6 female	At least 18, including at least 6 female	Special log will be prepared to list all young diplomats (gender segregated) attending internships and/or else learning opportunities abroad
	<b>1.3</b> % of young diplomats and the level of their knowledge of key diplomacy themes in line with the priorities of the Foreign Policy of RT;	Pre- and post-training evaluation forms	0	2017	At least 10% of improvement	At least 10% of improvement	The level of trainee's proficiency of the priority diplomacy themes will be tested before and after the course to define the level of progress (segregated by gender and diplomacy themes) No risks identified



## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:  
*[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Bi-monthly	National Project Coordinator will send progress reports bi monthly: September, November and December (final)	n/a	
<b>Monitor and Manage Risk</b>	Project Risk Log will be updated regularly and the observations resulting from Phase IV project audit will be used for quality assurance.	Regularly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Regularly	Relevant lessons are captured by the project team and used to inform management decisions.		
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	At the end of the proje	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At the end of the project	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
<b>Project Report</b>	Project Completion Report will be prepared in December 2017 to capture the project progress, achievements, challenges, lessons learnt and the way forward.	At the end of the project (final report)	The National Project Coordinator will prepare the report and will finalise it based on the comments from UNDP		
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project. At the end of the project, the Project Board shall hold an	At the end of the project	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to		

	end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.		address the issues identified.		
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### Evaluation Plan

<b>Evaluation Title</b>	<b>Partners (if joint)</b>	<b>Related Strategic Plan Output</b>	<b>UNDAF/CPD Outcome</b>	<b>Planned Completion Date</b>	<b>Key Evaluation Stakeholders</b>	<b>Cost and Source of Funding</b>
Not expected.						

## VII. MULTI-YEAR WORK PLAN <sup>34</sup>

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
<p><b>Output 1:</b> Enhanced professional capacity of young male and female diplomats to implement the measures and priorities of the Foreign Policy of Tajikistan</p> <p><b>Baseline:</b></p> <ol style="list-style-type: none"> <li>1. Weak professional capacity of MFA RT in issues related to diplomacy;</li> <li>2. Limited foreign language proficiency of young diplomats;</li> <li>3. Staff of MFA RT have limited opportunities for experience and knowledge exchange with experienced diplomats.</li> </ol>	<p><b>Activity Result 1.1:</b> Provision of language courses for 100 young diplomats, including at least 35% women.</p> <ul style="list-style-type: none"> <li>– English language for beginners –200 hours;</li> <li>– English language elementary – 100 hours;</li> <li>– English language pre–intermediate –100 hours;</li> <li>– English language intermediate –100 hours;</li> <li>– English language upper – intermediate –100 hours;</li> <li>– English for business –100 hours;</li> <li>– Russian language course 96 hours;</li> <li>– French language course 96 hours;</li> <li>– Arabic language course 48 hours;</li> <li>– Chinese language course 48 hours.</li> </ul>	USD 15,000				MFA, UNDP	UNDP TRAC	Contractual services– companies	USD 15,000

<sup>3</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>4</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

<p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1. Level of the language proficiency of the young diplomats covered by the language proficiency course (gender segregated)</li> <li>2. # of Tajik young diplomats from MFA RT benefitting from internships and other learning opportunities abroad (gender segregated);</li> <li>3. % of young diplomats and the level of their knowledge of key diplomacy themes in line with the priorities of the Foreign Policy of RT;</li> </ol> <p><b>Targets</b></p> <ol style="list-style-type: none"> <li>1. At least 10% improvement</li> <li>2. At least 5, including at least 2 female</li> <li>3. At least 10% of improvement</li> </ol>	<p><b>Activity Result 1.2:</b> Courses on diplomacy</p> <ul style="list-style-type: none"> <li>- Lectures, round table and meetings with politicians and public officials, as well as foreign diplomats (at least twice per month) also covering the topics of SDGs and gender inequalities;</li> <li>- Short-term diplomatic courses on economic diplomacy, water cooperation diplomacy, cultural and humanitarian diplomacy also covering SDG and gender related aspects (40 hours).</li> </ul>								
	<p><b>Activity Result 2:</b> Qualification based training for young male and female diplomats of MFA RT:</p> <p><b>Internships:</b></p> <ul style="list-style-type: none"> <li>- Support overseas internships for 8 young diplomats, including at least 3 female, to diplomatic missions of Tajikistan abroad by covering the cost of airfare and health insurance;</li> <li>- Support participation of at least 10 MFA staff, including at least 3 female, in short-term professional qualification courses at the Diplomatic Academy of MFA Russia.</li> </ul>	USD 13,000						International travel	USD 13,000

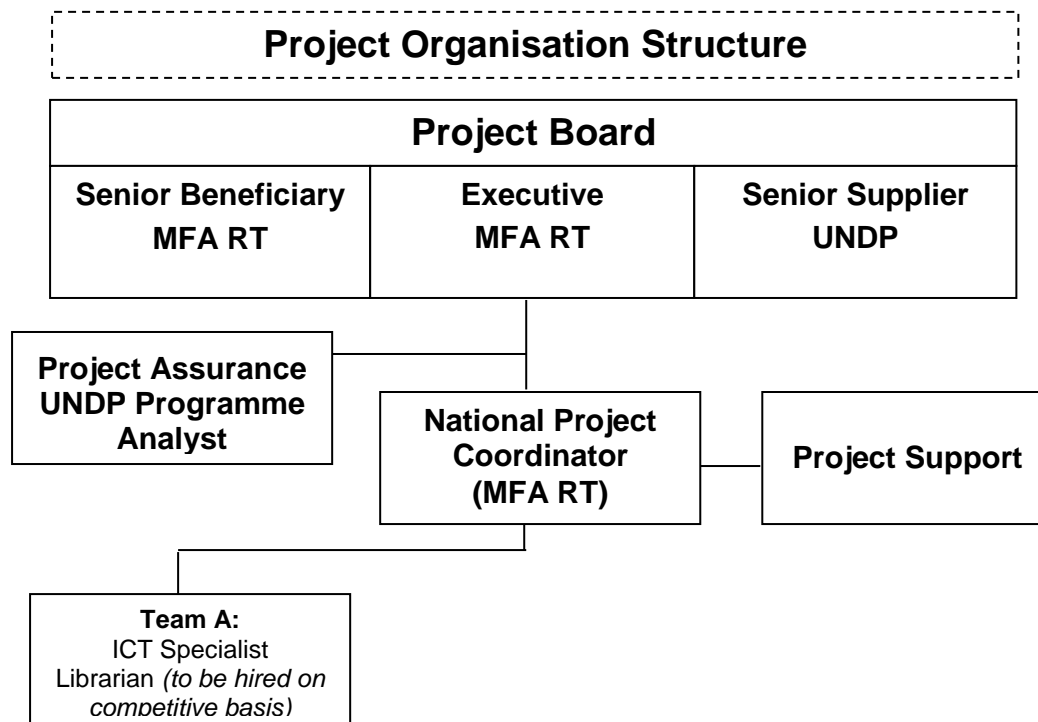
	<p><b>Activity Result 3:</b> Technical upgrade of MFA RT.</p> <ul style="list-style-type: none"> <li>- Technical modernization of the electronic database of the Ministry to improve the process of accreditation of representative of foreign mass media;</li> </ul>	USD 9,000						IT Equipment	USD 4,000
	<p><b>Activity Result 4:</b> Publication</p> <ul style="list-style-type: none"> <li>- Publication of books, bulletins, journals, and printing materials on foreign policy and international relations.</li> <li>- Obtaining books for MFA library.</li> </ul>	USD 3,000						Contractual services (individuals)	USD 5,000
								Publications	USD 3,000
								DPC (UNDP)	USD 5,000
<b>Sub-Total for Output 1</b>		SUB-TOTAL for output 1: 45 000 US Dollars							
								<b>TOTAL</b>	<b>45 000 US Dollars</b>



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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project will be implemented through the *national implementing modality* (NIM) in accordance with UNDP rules and regulations. UNDP Country Office in Tajikistan will provide operational (financial and administrative) support to the project, which will be implemented as per the Project Organisation Structure below.



The MFA RT will appoint the National Project Coordinator (NPC), who will coordinate and facilitate project activities. NPC will be responsible for administration and daily coordination of the practical implementation of the project in line with UNDP rules and regulations. (S)He will coordinate project activities with relevant institutions and other stakeholders at the national level. The NPC will refer the major executive programme decisions to the Project Board. The NPC will work closely with the UNDP Programme Analyst/Governance, Rule of Law and Human Rights which will provide overall quality assurance to the Project.

**Project Board:** The Project will be overseen by the Project Board, which will include UNDP senior management and MFA representatives. The Project Board will be responsible for making consensus based management decisions for the Project when guidance is required.

The Project Board will:

- Provide overall leadership, guidance and direction in successful delivery of Outputs and their contribution to Outcomes under the Project;
- Be responsible for making strategic decisions by consensus, including the approval of substantive revisions of the Project, i.e. changes in the Project document;
- Meet regularly to critically review Project implementation, management risks, and other relevant issues;
- Address any relevant programming issues as raised by the Project;
- Provide guidance on new Project risks and agree on effective and feasible countermeasures and management actions to address specific risks.

The Project Board shall also have the power to approve expenditures that are outside of an Annual Work Plan of the project, if such expenditures are deemed useful and appropriate to the

project's goals. Requests for such expenditures may be raised by project management at a Board meeting or, if time sensitive, then in writing submitted to every member of the Board.

**Project Quality Assurance:** Project Quality Assurance (PQA) is the responsibility of the Project Board as well as UNDP Tajikistan Country Office, which will carry out objective and independent Project oversight and monitoring functions. This role ensures appropriate Project management milestones are managed and completed.

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## IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Tajikistan and UNDP. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Ministry of Foreign Affairs of the Republic of Tajikistan in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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## X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner 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 Implementing Partner's security, and the full implementation of the security plan.
2. 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 the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all

individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

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## **XI. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Risk Analysis.** [Risk Log template](#)
- 3. TORs of the National Project Coordinator**

## Annex 1 – ToR National Project Coordinator



## Annex 2 – Project Risk Log

#	Description	Date Identified	Type	Impact & Probability (1= low, 5= high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political destabilisation, insurgency and armed conflict.	20 June 2017	Political	Probability 1 Impact 5	Maintain neutrality and conflict-sensitivity in action: adapt programme to the complex context.	Gulbahor Nematova	Gulbahor Nematova	20 June 2017	
2	Insufficient number of female diplomats in language proficiency and thematic courses and in trainings	20 June 2017	Organizational	Probability 2 Impact 3	Set quotas to ensure coverage of female diplomats in line with RRF and monitor compliance of the project with the quotas	Gulbahor Nematova	Gulbahor Nematova	20 June 2017	
3	Delayed delivery of the project	20 June 2017	Financial	Probability 2 Impact 3	Close monitoring of project delivery in line with the approved project work plan	Gulbahor Nematova	Gulbahor Nematova	20 June 2017	
4	SDGs and gender related topics are not sufficiently covered at the thematic courses	29 June 2017	Project management	Probability 2 Impact 3	Meet with the selected Implementing Partner and ensure their level of awareness of SDGs and gender issues in line with the foreign policy of RT is at the adequate level. If not, UNDP will provide resources and materials to ensure the Implementing Partner duly covers the above topics during the training.	Gulbahor Nematova	Gulbahor Nematova	29 June 2017	
5	Audit observations not followed during the project	29 June 2017	Project management	Probability 2 Impact 3	The audit observations will be in general (within the boundaries of confidentiality) presented to MFA RT and will be closely monitored from UNDP side to ensure due follow up throughout Phase V.	Gulbahor Nematova	Gulbahor Nematova	29 June 2017	