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**Final Steering Committee meeting of the joint project of the Ministry of Foreign Affairs  
of the Republic of Tajikistan and UNDP in Tajikistan:  
“Support to Institutional Strengthening of the Ministry of Foreign Affairs of RT –  
Phase V”**

Date: 19 March 2021, 14:30-16:00 pm.

Venue: MFA building, 33 Sheroz str., Dushanbe.

*The Agenda of the meeting is attached herein.*

**PARTICIPANTS:**

Ministry of Foreign Affairs of RT

1. Mr. Ashraf Gulov Head of the Personnel Department of MFA RT
2. Mr. Rahmatulo Mirboboev Director of the Center for Advanced Training and Retraining of Diplomatic Personnel of MFA RT
3. Mr. Tughral Khayrulloev Project’s National Coordinator
4. Ms. Aziza Salikhova Specialist of the Personnel Department of MFA RT
5. Ms. Zokirova Gavhar Specialist of the Center for Advanced Training and Retraining of Diplomatic Personnel of MFA RT

UNDP in Tajikistan:

6. Mr. Christophoros Politis UNDP Deputy Representative
7. Mr. Alisher Karimov UNDP Team Leader/Governance, Rule of Law and Human Rights
8. Mr. Yusufjon Kholov UNDP Programme Associate/ Governance, Rule of Law and Human Rights

**1. WELCOMING SPEECHES**

Mr. Gulov, Head of the Personnel Department of MFA RT and Mr. Politis, UNDP Deputy Representative opened the Steering Committee meeting by welcoming the participants and highlighting the fruitful cooperation between the two entities in implementation of the joint Project. Partners reconfirmed that this project aligns fully with the development objectives they are pursuing and that Capacity Development remains a key priority area, reconfirmed even more by COVID19. MFA and UNDP expressed interest in expanding the existing cooperation and in expanding the current engagement while ensuring its further institutionalization and sustainability.

## 2. DISCUSSION ON THE PROJECT IMPLEMENTATION

*Mr. Alisher Karimov, UNDP Team Leader/Governance, Rule of Law and Human Rights*, presented the Project, its main goals and objectives, as well as the importance of this initiative in terms of capacitating personnel of MFA RT for the successful implementation of Tajikistan's foreign policy strategy.

Mr. Tugral Khairulloev, National Project Coordinator, delivered a PowerPoint presentation on the progress of the fifth phase of the project, the results achieved, the lessons learned and the challenges and risks faced by the project during its implementation.

During the presentation, Mr. Khairulloev emphasized as part of the lessons learned, the importance of internships and short-term qualification courses at foreign diplomatic academies, which were highly appraised by young diplomats and has proved beneficial and showed high returns of investments. Given the impact of COVID- 19 pandemic and border closures, which hindered organization of foreign internships and qualification courses in 2020, it was stressed the need to consider alternative ways and methods for organization of internships and qualification courses abroad.

It was also underlined the need to further complement in-country diplomacy courses with different lectures from state ministries and agencies to allow MFA employees to be more aware of changing trends in country and to improve their competencies and knowledge in different public areas.

*(The PPT presentation is attached herein).*

*Mr. Rahmatulo Mirboboev, Director of the Center for Advanced Training and Retraining of Diplomatic Personnel of MFA RT* presented the activities of the Center, the results achieved and future plans, and expressed gratitude to UNDP for the valuable contribution and support in implementation of Center's activities. The expectation was expressed for further support from UNDP in reorganization of the Center into a Diplomatic Academy.

*Mr. Yusuffjon Kholov, UNDP Programme Associate/ Governance, Rule of Law and Human Rights* raised the issues regarding the development of the next phase of the project, as well as the necessity to conduct a micro-assessment of the potential of the MFA RT to determine the modality of the implementation of the next phase of the project, which is mandatory in accordance with UNDP rules and procedures.

Following the review of the project implementation, which was commended by both parties, MFA and UNDP proceeded to discuss issues raised for consideration and the prospective expansion of the project in its new phase.

It was noted that the efficient and effective institutional development of the Ministry required changes and improvements in processes and structures; parties confirmed that the next phase of the project could touch upon Human Resources Management (HRM) issues with a specific focus on modern tools and approaches to 'nurture' and 'retain' talent, and not only be limited to capacity development. These would include, among others, HRM processes and systems related to competency frameworks, learning and development needs/plans, performance management, etc.

Considering the further plans of the Ministry on establishing the Diplomatic Academy, and noting current international trends in learning and development, the sides emphasized the need for exploring different ways to devise models for the Academy that are based on more digital, accessible and modern platforms for learning and capacity development. This would take into account the budgetary and human resource limitations of the Ministry, and would enhancing its efficiency.

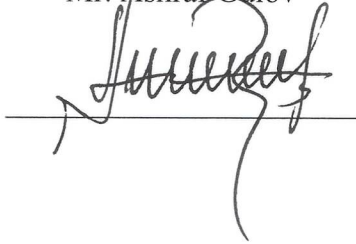
As a result of discussion, the following decisions were made by sides:

### 3. DECISIONS TAKEN:

- MFA and UNDP jointly reconfirmed results achieved under Phase V of the joint project, and their strategic importance and contribution to achieving MFA's capacity development objectives. Partners also endorsed the lessons learned drawn from the implementation and committed to take those into account in the design of the new phase.
- Partners recognized the effective contribution the project has recorded on the institutional development of the MFA, and agreed that the new phase should be accompanied by improvements in the HR Management systems and practices, specifically in relation to the staff performance and talent management. These would serve as the basis of the new design.
- The Center for Advanced Training and Retraining of Diplomatic Personnel of MFA RT has been reconfirmed a key priority for the MFA. Partners agreed to ensure that the Center remains a key beneficiary of the new project, but strongly emphasized the need for the Center to evolve in the spirit of modern trends and to introduce new and innovative tools to learning/capacity development, with specific focus to be put on curricula development and the introduction of digitization and digital platform for learning.
- Partners stressed the need to explore alternative innovative learning methods (i.e distance/online learning) for organization of future trainings and courses, which would ensure sustainability;
- MFA committed to review the request of the UNDP on performing a micro-assessment of the potential of the MFA to determine the modality of the implementation of the next phase of the project and to communicate the decision to UNDP in the nearest future.
- MFA and UNDP agreed to strengthen efforts to mobilize additional resources for institutional development of the Ministry by diversifying the donor base.
- Based on the lessons learned from previous phases of the Project, and on directions discussed during the Final Steering Committee meeting, MFA and UNDP agreed to hold a joint technical meeting and launch the design of the new Project Document for the phase VI.

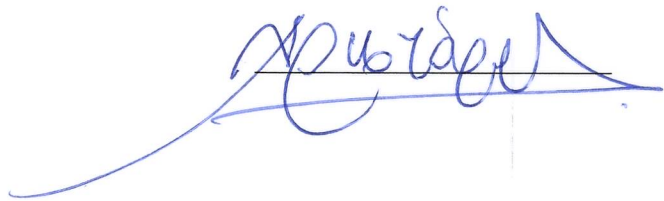
Head of the Personnel Department of the  
Ministry of Foreign Affairs of the  
Republic of Tajikistan

Mr. Ashraf Gulov



Deputy Resident Representative of  
UNDP in Tajikistan

Mr. Christophoros Politis



#### **Annex:**

- Agenda of the Steering Committee meeting
- PPT Presentation on project implementation