



**COUNTRY: TAJIKISTAN
INITIATION PLAN**

Project Title: **Strengthening national capacity for effective coordination, planning, monitoring, and reporting of NDS-2030/MtDP and SDGs.**

Expected UNDAF/CPD Outcome **Outcome 2:** People in Tajikistan benefit from equitable and sustainable economic growth through decent and productive employment, stable energy supply, improved access to specialized knowledge and innovation and more favourable business environment especially for entrepreneurs and farmers.

Expected CPD Output **Output 2.4.:** National data collection, measurement, and analytical systems in place to plan, adopt and implement equitable, sustainable, and resilient national development strategies and monitor progress on post-2015 sustainable development goals

Initiation Plan Start/End Dates: 1 June 2021 – 30 November 2022

Implementing Partner: UNDP in Tajikistan

Responsible Parties Ministry of Economic Development and Trade of the RT

Brief Description

The main objective of the project initiation plan is to strengthen the Government's capacity in coordination, planning, monitoring, and reporting of the NDS-2030, MTDP and SDGs.

In addition, the Initiation plan pursues the following strategic objectives of UNDP:

- ✓ Mobilize international financing resources and technical support to support the Country office and MEDT in the above-mentioned spheres and assist with formulation of the new program/project document.
- ✓ Ensure continuity of the achieved results and support pilot phase of the future SDG policy support project with a focus on alignment of the sectoral policies with NDS-2030 and SDGs through joint activities with MEDT.
- ✓ Strengthen performance and development management and monitoring with capacity building of the national and local stakeholders.
- ✓ Support high-level advocacy at the national and international levels for acceleration of SDGs based on Government's requests.

This project aims to continue previous UNDP activities in supporting the Ministry of Economic Development and Trade, other sectoral ministries, and local authorities in selected target zones with coordination, monitoring and reporting of SDGs aligned with NDS-2030 and MTDP2025. The project will support strengthening the capacity of the Secretariat of the National Development Council under the President of the Republic of Tajikistan, MEDT, sectoral ministries and agencies, local authorities on improving the monitoring and reporting system for the implementation of national, sectoral, and local development programs. Within the framework of the project, it is planned to develop tools, methodologies, strengthen the analytical capacity and technical capabilities of the Secretariat, sectoral ministries and local authorities on monitoring and reporting issues.

The project is focused on the 5 main outputs:

1. Capacities of NDC Secretariat and its technical WGs for effective planning, monitoring and reporting of the national strategic documents and SDGs strengthened.
2. National capacities for monitoring and reporting of NDS-2030, MTDP and SDGs enhanced.
3. Capacity of sectoral ministries and agencies on planning, monitoring, reporting and analytics improved.
4. SDGs and NDS-2030/MtDP localized at the district levels by including SDGs and NDC/MtDP-related issues into district plans and projects and advocating their importance for local development NDS.
5. Monitoring and reporting systems for effective planning, monitoring and reporting of SDGs and MTDP digitized, operate uninterruptedly and applied accordingly.

Programme period:	<u>2021-2022</u>
Atlas Project Number:	<u>00136231</u>
Atlas Output ID:	<u>00127202</u>
Gender marker:	<u>GEN2</u>

Total resources required:	\$1,125,300.00	
Total allocated resources allocated:	UNDP:	\$369,300
	Non-core	-
	Government:	-
	In-Kind:	-
Unfunded:	\$756,000	

Agreed by UNDP:

Mr. Christophoros Politis, Deputy Resident Representative, UNDP Tajikistan

09/06/2021

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I. SITUATIONAL ANALYSIS

SDG Alignment and Tajikistan's National Development Strategy (NDS-2030) 2016-2030

In 2016, the Government of Tajikistan adopted the **National Development Strategy** for the period from 2016 to 2030 (NDS-2030) and the Mid-term Development Programme for the period 2016-2020 (MtDP-2020). The National Development Strategy (NDS-2030) for Tajikistan 2016-2030 is the key growth and development strategy guiding development policy.

The NDS-2030 is emphasizing the Government of Tajikistan's commitments to pursue Agenda 2030, and is anchored on **four strategic goals**:

- ensuring energy security;
- developing the country's communication potential and turning it into a transit country;
- ensuring food security and access to good quality nutrition; and
- expanding productive employment.

In support of these, the following **NDS-2030 priority areas** were identified: i) improving efficiency of human, natural and physical capital; ii) enhancing diversification and competitiveness of national economy; iii) strengthening national institutions; iv) increasing and strengthening the middle class; and v) equitable regional development. The NDS-2030 provides direct linkages to the global Agenda 2030 and the Sustainable Development Goals, with clear articulation of links specified in various sections of both the NDS-2030 and the MtDP-2020.

Lessons from MDG mainstreaming, review of the implementation of previous NDS-2015, participation of Tajikistan in post-2015 global dialogue and adoption of new SDGs as well as abrupt change of development prospect in the country due to regional economic recession shaped the country's long term development vision for period 2016-2030. Since early stage of adoption of new strategies and Agenda 2030, the Government of Tajikistan was demonstrating vigorous commitment to pursue the SDGs with a stronger focus on gender, inequalities, human capital development, environmental sustainability and diversification of economy. Through the lenses of the new NDS-2030 and SDGs, the Government foreseen the space for scaling up the positive shifts achieved during MDG /NDS-2015 cycle and acceleration of underachieved targets. Both NDS-2030 and MTDS-2020 include priorities having certain reference to relevant SDGs, however, attribution of SDG goals and indicators to national targets is not fully reflected in the documents. The country's SDG profile is not complete and the national monitoring framework requires further configuration of indicators and identification of baselines and periodical milestones.

The Government's financial projections for implementation of the National Development Strategy envisage the total amount of 570 billion of Tajik Somoni for implementation of the strategy by 2030, out of which the contribution of the private sector makes 46% and aid from donors and development partners will make around 9%. Increased emphasis on the private sector contribution to implementation of the goals of NDS-2030 and MTDS require the Government to foster its structural reforms aimed at improving business and investment environment and improving the performance of agricultural and services sectors by attracting private investments, diversifying exports and creating non-farm jobs.

UN Mainstreaming, Acceleration and Policy Support.

The first **SDG Mainstreaming, Acceleration and Policy Support (MAPS)** mission of experts was organized by UNDP in cooperation with UN Agencies in December 2016. In preparation for the mission, UNDP prepared a **rapid integrated assessment (RIA) of linkages** between the NDS-2030, key sector strategies and SDGs. RIA has also helped identify gaps in such areas as gender, inequality and environment. The new NDS-2030 was seen to have high level of alignment with SDGs targets (78%). According to recommendations of MAPS, the Government strategy for further nationalizing of SDG should be built around "unfinished business" on MDGs (health, education, inequalities, and jobs).

Key recommendations from MAPS mission:

- Continued mainstreaming of the Agenda 2030 at the national and sub-national level involves aligning sectoral and local development plans and priorities with the SDG targets and defining actions to meet the SDGs.
- Strengthen institutional capacities for coordination, monitoring and evaluation of the SDGs progress.
- Focus on objectives having catalytic effect for Tajikistan's development, including but not limited to access to energy sources, gender equality, regional development, youth issues (unqualified labour, youth labour migration, and radicalization).
- The need to address the issues of SDGs financing and domestic resource mobilization through more effective and transparent use of state funds and remittances.
- Localizing SDGs and addressing capacities of local stakeholders to promote the "Leave no one behind agenda" at the local level.
- Engagement of civil society and citizens in the processes of planning and monitoring of SDGs.

Recommendations and findings of the MAPS mission were presented to the Government of Tajikistan and were later reflected in the political statements of the Government of Tajikistan during various high-level events and at the HLPF VNR session.

National Strategic Development and SDG Coordination

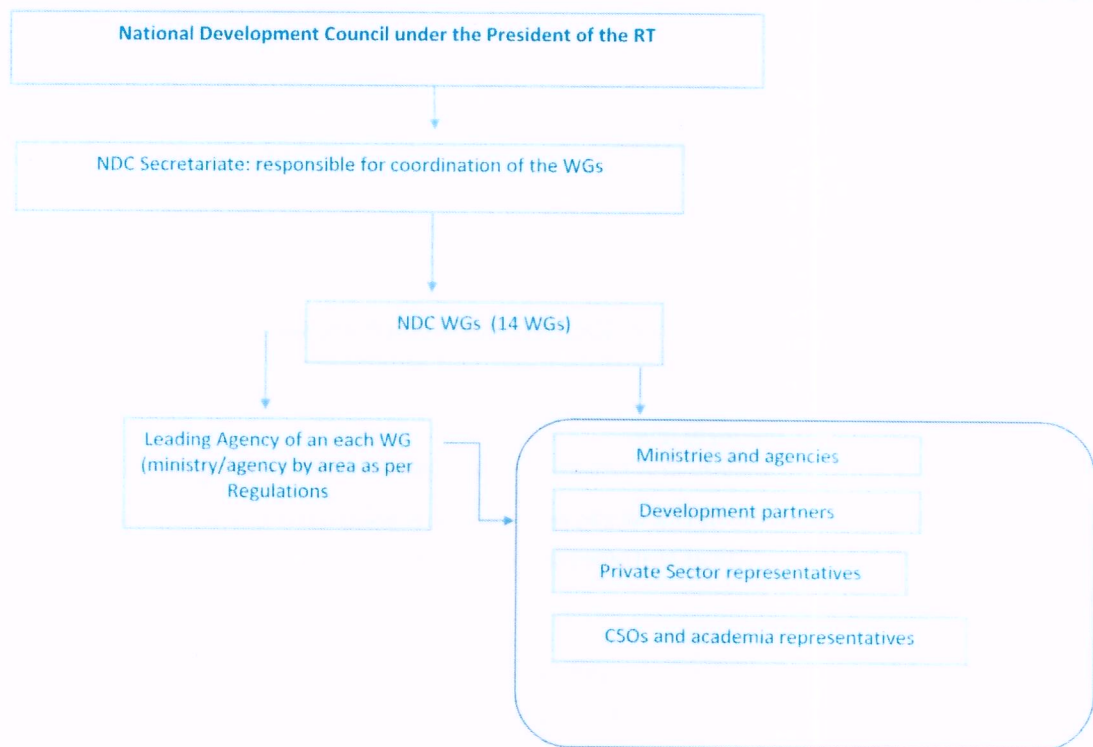
To manage the 2030 Agenda and implement the SDGs, Tajikistan has the following structure:

A National Development Committee (NDC) – chaired by the President of Tajikistan and established under specific mandate to ensure implementation of the country's priority areas in the National Development Strategy. The NDC is comprised of representatives from selected Ministries, Departments and Agencies. The NDC is well placed to be the high-level group overseeing coordination, progress and reporting on SDGs. The NDC, which cuts across different Ministries, Agencies and Departments comprises all relevant line Ministries and Committees as well as representatives from the Presidency. This enables optimization at the big picture level, and reaching balanced compromise solutions that best serve Tajikistan's long-term interests.

The Ministry of Economic Development and Trade (MEDT) is operating as the **Secretariat to the National Development Council** by providing coordination and technical support for all the aspects of the process of national strategic development, and responsible for monitoring and reporting on implementation of NDS-2030 and MtDPs. (See Figure 1 below).

The State Statistics Agency under the President has responsibility for monitoring of SDG indicators included into the list of national statistical data in association with others line ministries.

The existing sector committees are also being utilized as key pillars in the governance structure to identify sector priorities for inclusion in the national agenda and to facilitate the integration and alignment with the National Development Strategy 2016-2030.



UNDP Support to strengthen SDG coordination framework.

The integrated nature of the SDGs requires institutional arrangements, within and across national and local governments, involving multiple ministries, departments, and government institutions. This level of cross-sectoral cooperation requires innovative planning instruments that use frameworks and incentives to coordinate cross-ministerial activity. One of the key challenges identified by MAPS mission in 2016 was limited ability of the MEDT to act as a coordinator for a whole of government across the breadth of Agenda 2030. There was a need to assign clear institutional responsibilities for setting goals and targets aligned with national policies and identify SDG-related mandates for various levels of government for effective SDG attainment.

In line with MAPS recommendation, UNDP provided advisory support to strengthen capacities of MEDT for monitoring and reporting of the complex SDG agenda and to revisit the Regulations for the National Development council under the President of RT. As a result, in August 2019 the new Regulations were adopted, outlining the following change:

- Coordination of SD Agenda and SDGs were introduced into the scope of NDC area of responsibility.
- Stronger role and position of MEDT as Secretariat of the NDS-2030, for planning, coordination, monitoring of and reporting on national development strategies and SDGs.
- Establishment of 13 inter-ministerial thematic working groups, under the chapeau of NDC to strengthen cross-sectoral coordination.
- Inclusion of provisions for participation of development partners, and non-governmental stakeholders in the work of thematic working groups.

UNDP support to Advocacy, Monitoring and Evaluation of SDGs

Since 2016 to 2018 UNDP was leading the UN Interagency Technical Working Group on SDGs was established for coordination of UN actions and support to NDC, MEDT, Agency of Statistics and the Government of Tajikistan for SDG planning and reporting and for advocacy of the Agenda 2030 by raising

awareness of civil servants, young people, public and private sectors about NDS-2030 and SDGs, strategic priorities for the country and required development actions.

Since 2016 UN Agencies provided support for the **high-level advocacy at the national and international levels for nationalizing SDGs** based on Government's requests, in particular through:

- Global High-Level Symposium on SDG-6 (August '16).
- the regional high-level experts meeting on framing development solutions for the prevention of violent extremism (June '16).
- the National high-level conference on Partnership for Sustainable Development, conducted on the margins of the UN SG visit in June 2017.
- Presented its country strategy and its linkage to SDGs to European Commission (May 2017).
- Presentation of VNR report at HLPF, July 2017.
- Meeting of the National Development Council and Development Forum in 2018.

With technical and financial support of UNDP and other UN partners, in 2017, Tajikistan prepared its **Voluntary National Review (VNR)** and presented the results review at the High-Level Political Forum (HLPF) in July 2017 <https://sustainabledevelopment.un.org/memberstates/tajikistan> . The main purpose of the VNR is to analyze progress towards implementing the SDGs at national level, as well as mainstreaming of Agenda 2030 into the national development policy through broad stakeholder participation. The HLPF on Sustainable Development was convened under the auspices of the Economic and Social Council, on 10-19 July in NY; including the three-day ministerial meeting of the forum from Monday, 17 July, to Wednesday, 19 July 2017. The theme was "Eradicating poverty and promoting prosperity in a changing world". Tajikistan's presentation raised positive feedback from development partners and conference participants, including from neighbouring CA countries.

The VNR reports outlines strategic vision of the Government of Tajikistan on further nationalization of SDGs. Tajikistan continues to introducing elements of strategic planning for development of monitoring and evaluation system at the national level. To support these processes the country has developed and operationalized legal framework and methodological base.

In 2018, UNDP supported MEDT to elaborate and presented the first **National Report on implementation of development strategies in the context of SDGs (National SDG Report)**, which comprised information on the progress in the five key areas of national development, analyzed their linkage with SDGs and presented baseline and milestones data for SDG Tier 1 indicators as well as the roadmap for acceleration and implementation of Agenda 2030 in Tajikistan. The report's methodology was elaborated using the UNDG guidance for country reporting on SDGs. The report presents the status of the key national development spheres, gap and future needs, and also includes analysis of the priority spheres having accelerating effect on achievement of SDGs in the country. The key findings and recommendations of the National SDG Report were presented at the meeting of the National Development Council chaired by the President of RT.

In the framework of National SDG report elaboration a series of national and regional consultations with engagement of all constituencies, including civil society were organized to **discuss interlinkages of national priorities and SDGs and identify accelerators for Agenda 2030 achievement in Tajikistan**. Elaboration of the National SDG Report revealed gaps and need for further strengthening of the national system for monitoring and evaluation of SDGs in Tajikistan. A set of recommendations was presented in the report and later integrated into continued UN support.

The National SDG report triggered a few follow up actions by the Government, including **revision of coordination and M&E framework for national strategies aligned with SDGs**. 705 government officials at the national and local level attended trainings devoted to mainstreaming of SDGs in local and national strategic development. In 2019-2020, UN support was provided to MEDT to develop and adopt **Rules for monitoring and evaluation of the national, sectoral and local development strategies**, amendment of the **monitoring matrix of the mid-term development program 2020 (MTDP)** and launch of **consultative process to review the results of MTDP implementation in the context of SDGs**. The new Action matrix for MTDP 2020 was elaborated and adopted by the Government with clearer stipulation of national progress

indicators, and with integrated SDG targets. All line ministries and stakeholders are currently reporting to MEDT as per updated Matrix.

The mid-term review of the ongoing MTDP 2020 was completed in early 2020. A group of experts evaluated achieved progress and presented the findings to the government and stakeholders. The review findings set the foundation for the Government to start **elaboration of the new Mid-term development program for the period of 2021-2025**. UN agencies jointly with other development partners rendered technical and financial support to the Ministry of Economic Development and Trade to develop the new 5-year program informed by the findings of the mid-term review, pursue stronger alignment with SD Agenda 2030 and its targets as well as with consideration of the emerging risks and challenges imposed by COVID-19 pandemic in 2020. Currently, the Government is running consultative meetings with members of NDC working groups on the priority areas stipulated in the new MTDP 2025. The completion and adoption of the document is expected by the end of 2020. The new strategic program will set the foundation for the future UNSDCF and country programs of UN Agencies for the period of 2021-2025.

To maintain momentum to SDG acceleration despite of COVID-19 pandemic pressures in 2020 and to integrate risk-informed policies and priorities into the new development programs and strategies at the national and local level, UNDP and other UN Agencies implemented a number of socio-economic impact Assessment of COVID-19. As such, a comprehensive Assessment of COVID-19 impact on lives, livelihoods and MSMEs was done by UNDP in June-July to examine the impact of pandemic on poverty, inequality, human development and informal and formal employment in urban and rural areas of Tajikistan with a particular focus on most-at-risk population groups, including women, youth and migrants. The Assessment includes both analysis of available data at macroeconomic level and collection of additional primary data through the telephone interviews among households and MSMEs. The results of the Assessment were shared with technical expert, think tanks and government institutions engaged into elaboration of MTDP 2025, Export Promotion Strategy 2025 and Entrepreneurship Promotion Program 2025.

Localization of SDG Agenda

In Tajikistan, the development of approaches that go beyond the SDGs nationalization is at an early stage. In particular, it concerns the SDGs localization by incorporation of SDGs-related issues into district plans and projects. Localization of SDGs is a "Roadmap" instrument ensuring the principle of "not leaving anyone out" at level of individual territories of the country.

In 2017-2018 UNDP supported piloted a new methodology for DDP planning with consideration of SDGs priorities and targets in four districts Isfara, Tajikabad, Lyakhsh and Dushanbe. Result of pilots were assessed and presented in National SDG report and later integrated into updated **the methodology for elaboration of district and regional development programs and plans**.

UNDP Advisory Hub

UNDP is supporting MEDT in planning, monitoring, reporting and implementation of the national priorities and SDGs through UNDP Advisory Hub since 2008. UNDP Advisory Hub is a team of UNDP experts on Service and Individual Contracts located in the premises of the Ministry of Economic Development and Trade with the purpose to provide day-to-day support, guidance and technical assistance to the Ministry to implement the functions of the National Development Council Secretariat and to build capacity of the Ministry staff and other state stakeholders on strategic development planning, monitoring and reporting.

The key support rendered to the Ministry of Economic Development and Trade through Advisory Hub includes the following:

- 1) Supported the Government of the country to elaborate national strategic documents: National Development Strategy till 2030, Mid-term Development Programme for the period 2016-2020
- 2) Elaboration of local development programs (42 District Development Programmes (DDP), as well as 2 sectoral programmes and 3 programmes of oblast level.
- 3) Preparation of annual reports and reviews on implementation of NDS-2030 and MtDP-2020.
- 4) Voluntary National Review 2017

- 5) National Report on implementation of national priorities and SDGs in 2018
- 6) Strengthening institutional framework for NDC and Secretariat
- 7) Capacity building on M&E, strengthening methodologies for planning and monitoring of national, sectoral and local development strategies.
- 8) Support to National Development Council meetings and Development Forums.

In particular to strengthening the national framework for monitoring and evaluation of the national development and SDGs, UNDP Advisory Hub provided methodological support to the NDC Secretariat in elaboration of following documents:

1. *Regulation of the National Development Council under the President of the Republic of Tajikistan”.*
2. *Rules for monitoring and evaluating the implementation of strategic documents at the national level, sectoral and regional development programs in the Republic of Tajikistan.*
3. *Methodology for the development of sectoral development programs.*
4. *Procedure for the development of programs and plans for the socio-economic development of regions, cities, towns and villages in the Republic of Tajikistan.*
5. *MTDP 2020 action matrix was updated and approved by the MEDT to ensure more effective analysis for reporting – more than 142 consultations with different stakeholders conducted, more than 500 new indicators were developed and 50% of SDG indicators (Tier 1 only) were incorporated into the MTDP 2020.*

The main issues in monitoring and reporting of MTDP 2020 and SDGs:

- Lack of coordination at the technical level (the final composition of the NDC WGs participants is not defined, there is no clear division of responsibilities, insufficient representation of the private sector and civil society in the process of discussing the implementation of the MTDP and SDGs);
- low quality of sectoral data;
- the lack of target indicators aimed to achieve results within the MTDP 2020 and SDGs (partially addressed through new MTDP 2025 matrix);
- weak linkage between SDG and MTDP indicators of different levels (sectoral, local, national);
- lack of methodology for using alternative data in reporting;
- weak level of analytics in the preparation of reports at all levels;
- lack of automated system for data collection and management;
- lack of technical capacity of NDC Secretariate, sectoral agencies and local authorities to digitalize existing data;
- low level of staff capacity in the ministries and agencies on planning, monitoring, reporting and implementation of SDGs, NDS-2030 and MtDP.

Based on the past results, review of existing challenges and need of the Ministry and other stakeholders for effective planning, monitoring and reporting on national strategies in line with SDGs, UNDP identified the following 5 priority areas for further interventions:

1. Strengthen development coordination mechanism within NDC Secretariat on NDS-2030/MtDP and SDGs;
2. Strengthening MEDT/NDC Secretariat capacities for effective monitoring and reporting of NDS-2030, MtDP and SDGs;
3. Strengthening capacity of pilot line ministries and agencies on sectoral planning, monitoring, reporting and analytics;
4. Strengthen capacity of the national and local governments on effective planning, monitoring and reporting at the local level (localization of SDGs);
5. Digitalization of the monitoring and reporting systems for effective data collection and preparation of quality reports on SDG, MtDP, DPs and sectoral programme implementation.

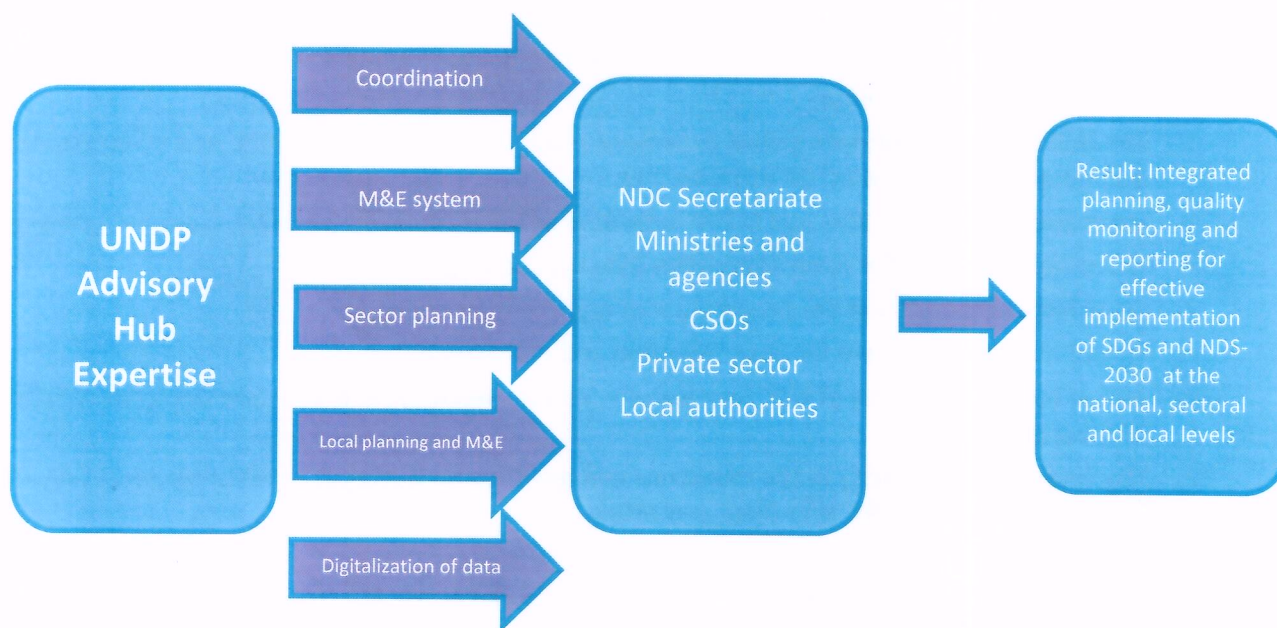
Purpose and Expected Output

UNDP through its Advisory Hub is proposing to improve coordination, planning and monitoring systems through building of national capacities, systems and tools for effective development coordination, data management and quality analysis of NDS-2030 and SDG implementation in the country. The current proposal is linked with Output 2.4 of CPD.

The proposed project will:

- build on the results of the past and ongoing UNDP projects aimed at assisting Tajikistan to mainstream SDGs into their national development agenda;
- timely and directly support government's efforts and enhance their capacities and knowledge to mainstreaming the SDGs into the national development planning, monitoring and reporting schemes and;
- foster an integrated approach for development policies planning with a stronger focus on SDGs and NDS-2030;
- complement and reinforce the efforts of other UN Agencies and development partners while building on the wider interest of the civil society and private sector;
- test innovative approaches for data collection, monitoring and reporting;
- ensure digitalization of national monitoring system.

UNDP through its Advisory Hub will provide expertise to MEDT, ministries and agencies, local authorities to improve coordination, M&E system and analytics of NDS-2030, MtDP and SDGs. This support will be provided for effective reporting and will create an integrated reporting system. MEDT, in its turn, will continue providing facilities for SDG Policy Specialist and the team of the UNDP Advisory Hub for project implementation. The proposed project will also focus on strengthening analytics of reviews and reports.



Output 1. Capacities of NDC Secretariat and its technical WGs for effective planning, monitoring and reporting of the national strategic documents and SDGs strengthened.

This Output includes the following activities:

- 1.1 Provide support to NDC Secretariat for coordination functions (development of ToRs, support to 5 positions in NDC Secretariat, on-job training and guidance).
- 1.2 Support NDC Secretariat with operationalization of 14 NDC TWGs to improve coordination, monitoring and reporting on NDS-2030, MtDP and SDGs (consultancy, roundtables, workshops).
- 1.3 Develop and conduct series of trainings and knowledge sharing events to strengthen institutional capacity of the NDC Secretariat and WG members on coordination, monitoring and reporting.
- 1.4 Provide support to NDC High level annual meetings and conferences.

The proposed activities will strengthen capacity of the Ministry of Economic Development and Trade (MEDT) to implement the function of NDC Secretariat on coordination of development planning, monitoring and reporting and financing of SDGs and NDS-2030/MtDP. It is envisaged that the NDC Secretariat and TWG will become a main State-led development coordination platform for SDGs and NDS-2030 in the country. Advisory Hub will support MEDT with development of Terms of References for the positions in NDC Secretariat. It is envisaged to support recruitment of approx. 5 positions in NDC Secretariat: Secretariat Coordinator, Assistant to Coordinator, M&E Specialist, Partnership Specialist, Development Financing Specialist (composition to be agreed with MEDT). Advisory hub will support mobilizing additional technical and advisory support to NDC Secretariat and will promote integrated approach to development coordination with other development partners.

UNDP Advisory hub will support MEDT in operationalizing established 14 TWGs, update of the list of TWG members, update of TWG description of duties, ensuring inclusive participation of stakeholders in TWG meetings, and capacity building for TWG members. It is envisaged to prepare ToRs for WG members and identifying roles of leading agencies for effective coordination at the WG level. At least 2 meetings of each group will be organized per year. The proposed structure will create an effective institutional mechanism for coordination of efforts on achievement of SDGs and national priorities. The platform will create an open dialogue of different stakeholders for effective implementation of SDGs and NDS-2030/MtDP.

Output 2. National capacities for monitoring and reporting of NDS-2030, MtDP and SDGs enhanced.

This Output includes following activities:

2.1 Develop methodology and tools for data collection, analysis and reporting on MtDP-2025 and SDG implementation.

2.2 Develop and conduct trainings on monitoring and reporting for NDC Secretariat and TWG members.

2.3 Support MEDT to partner with academia and research institutions to do analytical studies and research in specific development areas.

2.4 Support the process of Voluntary Development Review / review of MtDP progress (stakeholder consultations, media campaign, surveys, data collection and analysis, etc).

UNDP Advisory Hub will provide support to MEDT and ensure integrated approach jointly with other partner to develop methodological ground for monitoring and reporting on the progress of national strategies and SDGs. In the framework of output Advisory hub will support methodology for data collection, elaborate tools, formats and tables for MTDP 2025/SDG monitoring. Under this activity the national partners will get knowledge and skills on following: preparation and using of reporting and monitoring tools, reporting structure based on comprehensive analysis, using alternative data and analytical research for preparation reports and conducting reviews, assessments. Advisory Hub will support the Government (MEDT and Secretariat) with organizing the process of the next Voluntary National Review of the SDG progress in Tajikistan (expected in 2022 or 2023). It is also envisaged to support at least 2 research/analytical studies in selected development areas to enrich the evidence for monitoring and reporting of national development progress. The proposed activities will create more opportunities for generating knowledge from monitoring and evaluation and elaboration of clear management actions and decision making.

Output 3. Capacity of sectoral ministries and agencies on planning, monitoring, reporting and analytics improved.

3.1 Review of current progress in selected sectors and analysis of gaps and needs for improved sectoral planning and monitoring.

3.2 Strengthen capacity of selected sectoral ministries and agencies and relevant TWG on development planning, monitoring, and mainstreaming of SDGs in sectoral plans and programs (trainings, working sessions, on-job guidance).

3.3 Develop sectoral programs aligned with NDS-2030, MtDP and nationalized SDGs.

UNDP will support MEDT, line ministries and relevant WGs with analysis of the existing strategies and programs and identification of gaps and needs for elaboration of 3 sectoral programmes which should be elaborated based on the existing methodology for sectoral planning and aligned with SDGs, NDS-2030 and MtDP. It is proposed to support the Ministry of industry and new technologies, the Ministry of labor, employment and migration and the Ministry of agriculture in elaboration of related programmes (to be confirmed). The proposed approach will create an integrated mechanism within 3 programmes of achieving results at the level of targets and indicators with linkage to the national priorities and SDGs.

Output 4. SDGs and NDS-2030/MtDP localized at the district levels by including SDGs and NDC/MtDP-related issues into district plans and projects and advocating their importance for local development NDS.

The following activities will be implemented:

4.1 Conduct analysis of existing local development planning and monitoring process, and identify gaps and needs.

4.2 Review and update methodology for the regional/oblast and local development planning.

4.3 Provide technical support to MEDT and local authorities with development/update at the oblast levels.

4.4 Provide technical support to MEDT and local authorities with development of local development programs/DDPs.

4.5 Develop methodology and tools for public hearings, prioritization, stakeholder engagement, and monitoring at the local level to ensure participation of different stakeholders in planning, monitoring and reporting of DDPs.

The local planning and monitoring of local development make a very important part of localization of the national priorities and SDGs. Advisory hub will work closely with MEDT and local authorities to review the current situation on local development planning, identify challenges and elaborate recommendations for improved and streamlined process of local planning. Technical support will be provided to develop a new/updated methodology for local planning, monitoring and reporting, including methodology for stakeholder engagement (public hearings, etc). Support will be provided for development of at least 1 program at the level of oblast and 10 districts/cities development programs. It is envisaged to develop methodology for public hearings at the local level and involve more stakeholders into discussion from planning till reporting. The activity will also strengthen capacity of local government staff and local working groups on analytics for effective reporting and planning.

Output 5. Monitoring and reporting systems for effective planning, monitoring and reporting of SDGs, MTDP, and local plans digitized, operate uninterruptedly and applied accordingly.

The following activities will be implemented:

5.1 Conduct analysis of existing best practices for digitalization of development monitoring process, needs assessment in Tajikistan, and elaborate recommendations for the Government of Tajikistan/MEDT.

5.2 Create digital platform (Information Management System) for data collection, analysis and reporting on MTDP, local development and sectoral programmes aligned with SDGs.

5.3 Ensure capacity development of NDC Secretariat on using and operationalizing of the platform.

5.4 Ensure capacity development at the local level on using platform.

5.5 Procure equipment for NDC Secretariat, sectoral ministries and agencies and local government.

Advisory Hub will support MEDT, sectoral ministries and agencies and local authorities in building capacity of staff on digitalization of monitoring and reporting. UNDP will support to review existing best practices, identify needs of the country, develop the ToR for the future platform or information Management system, and will support development of software and tools for digital platform. It is envisaged that created digital platform for information management and data collection and monitoring will be connected or coordinated with other existing digital platforms, e.g. the platform for aid coordination and investment promotion.

II. MANAGEMENT ARRANGEMENTS

The project will be implemented through a direct implementation modality (DIM), with UNDP working closely with key government partners, namely the Ministry of Economic Development and Trade, the UN partner agencies and other development partners, especially private sector, IFIs, the EU and with bi-lateral partners.

The following UNDP officials will lead the implementation of the activities planned under this Initiation Plan:

- Team Leader of the Sustainable Economic Development Cluster. The TL will ensure overall oversight and strategic guidance to the project team, will lead coordination with partners and Government (as assigned) and will provide both technical and managerial support to the implementation of activities.
- Programme Associate of SED cluster will provide support to TL and SEDO in the day-to-day management of the project. The Programme Associate will be responsible of providing administrative and programmatic support in accordance with UNDP's rules and regulations.
- SDG Policy Specialist / HSS Project Manager under the Sustainable Economic Development Cluster will be providing technical guidance, will ensure integration and synergy of implemented activities with other UNDP projects pursuing SDG policy support and will be responsible for daily management of the activities envisaged in the project.
- Advisory Hub's Leading Specialist, recruited on SC/NPSA contract by UNDP will serve as a liaison person between UNDP and MEDT/NDC Secretariat and will coordinate the work of experts recruited by UNDP to provide advisory support to the Government and local authorities, report to SDG Policy Specialist and TL on SED on issues and opportunities arising through implementation of the project.

The following staff members will support the implementation of planned activities:

- M&E Analyst: The M&E Analyst will ensure that regular monitoring is performed and reporting on results is being effectively captured.
- Communications Analyst: The Communication Analyst will ensure the visibility of the project and will contribute to reporting on activities on UNDP's communication platforms and will regularly develop stories and document achievements.

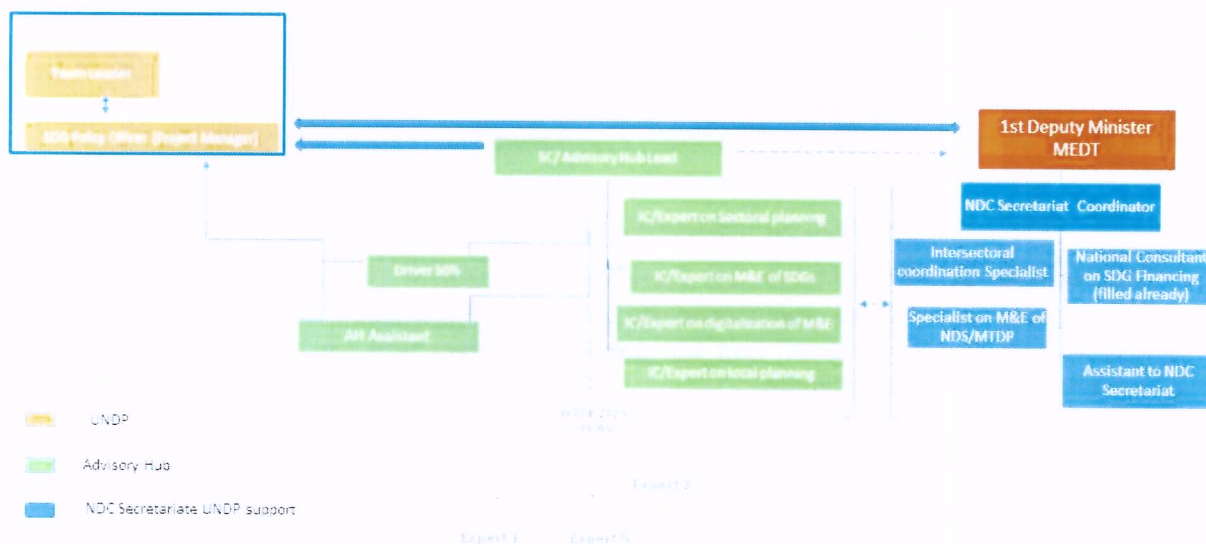
A dedicated project board will not be required for the implementation of this plan/project. UNDP will substitute the project board structure with quarterly meetings with the leadership of MEDT and with participation of other relevant partners to jointly monitor and evaluate the implementation of activities.

Project implementation mechanism

Project will be implemented by UNDP Country Office in Tajikistan within its Sustainable and Economic Development Cluster, and through Advisory Hub located in the Ministry of Economic Development and Trade under Direct Implementation Modality (DIM) in accordance with rules and procedures of UNDP. Under direct supervision of SDG Policy Specialist, the team of the UNDP Advisory Hub will play the leading role of project implementation. International and local consultants and SSC/TRC schemes will be involved

on as-needed basis. UNDP will provide operational and management support in project implementation through its programme and operations units. Ministry of Economic Development and Trade will continue providing its internal facilities (rooms 501 and 502) for management of the project and operation of the UNDP Advisory Hub.

Advisory Hub and NDC Secretariat Organigram



III. MONITORING

Ongoing and regular monitoring will be conducted throughout the life cycle of the project and will be the responsibility of UNDP. Monitoring will take the form of regular site visits and collection of data, if possible, or will adopt alternative methods of data collection. UNDP’s Monitoring and Evaluation (M&E) guidelines will be applied.

The project will be reported upon on a regular basis. Mid-term and final reports will be developed by the implementation team (SDG Policy Specialist) and Advisory Hub Leading Specialist). Upon completion, results and lessons learned will be documented, using UNDP’s standard reporting template will be used to develop reports.

UNDP’s M&E Analyst will support the project team in its monitoring, reporting and evaluation endeavour and will be responsible for quality assurance.

The Initiation Phase Report will be prepared at the end of the Initiation Plan, using the standard format available in the [Executive Snapshot](#).

IV. WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		2021 (Jul-Dec)	2022 (Jan – Dec)		Funding Source	Amount	
<p>Output 1: Capacities of NDC Secretariat and its technical WGs for effective planning, monitoring, and reporting of the national strategic documents and SDGs strengthened.</p> <p><i>Baseline</i> (end of 2020): 1.1 – 0; 1.2 – 0; 1.3 – 0; 1.4. – 0.</p> <p><i>Target:</i> 1.1 – 14; 1.2 – 3; 1.3 – 28; 1.4. – 200 (including at least 60 women).</p> <p><i>Indicators:</i> 1.1 - # of NDC WGs operationalizing/functioning; 1.2 - # of NDC Secretariat staff has skills to facilitate monitoring and reporting of NDS-2030, MtDP and SDGs; 1.3 - # of NDC WG meetings/workshops on monitoring</p>	1.1. Provide support to NDC Secretariat for coordination functions (development of ToRs, support to positions in NDC Secretariat, on-job training and guidance).	\$24,300	\$39,000	UNDP, MEDT	UNDP (TRAC 2) \$24,300 (year 1); UNDP (TRAC 1) \$19,000; <u>TBM - \$20,000 (year 2)</u>	\$63,300.00	
	1.2. Support NDC Secretariat with operationalization of 14 NDC TWGs to improve coordination, monitoring and reporting on NDS-2030, MTDP and SDGs (consultancy, roundtables, workshops).	\$15,700	\$15,000	UNDP, MEDT	UNDP (TRAC 2) \$15,700 (year 1); UNDP (TRAC 1) \$ 15,000 (year 2)	\$30,700	
	1.3. Conduct series of trainings and knowledge sharing, and SSC/TrC events to strengthen institutional capacity of the NDC Secretariat and WG members on coordination, monitoring and reporting.		\$20,000	UNDP, MEDT	TBM – \$20,000 (year 2)	\$20,000	
	1.4. Provide support to NDC High level annual meetings and conferences.	-	20,000	UNDP, MEDT	UNDP (TRAC 1) \$ 20,000 (year 2)	\$20,000	
	Sub-total for Output 1		\$40,000	94,000			\$134,000.00

and reporting facilitated by NDC Secretariate; 1.4 - # of staff with improved capacity on coordination, monitoring and reporting. Gender marker: 2						
Output 2. National capacities for monitoring and reporting of NDS-2030, MtDP and SDGs enhanced. Baseline: (end of 2020) 2.1 – 1; 2.2 – 0; 2.3 – 1; 2.4 – 0. Target: 2.1 – 1; 2.2 – 200 (including at least 60 women). 2.3 – 2; 2.4 – 1. Indicators: 2.1 - # of tools elaborated for quality Monitoring and reporting of MTDP 2025 and SDGs; 2.2 - # of staff trained on monitoring and reporting; 2.3 - # of reports/review on SDG and NDS-2030 implementation prepared; 2.4 - # of reports on Voluntary Development Review (including	2.1. Develop methodology and tools for data collection, analysis and reporting on MtDP-2025 and SDG implementation.	\$10,000	\$9,000	UNDP, MEDT	UNDP (TRAC 2) \$10,000 (year 1) UNDP (TRAC 1) \$9,000 (year 2)	\$19,000
	2.2. Conduct trainings on monitoring and reporting for NDC Secretariat and TWG members.	\$15,000	\$ 30,000	UNDP, MEDT	UNDP (TRAC 2) \$15,000 (year 1) UNDP (TRAC 1) \$15,000; <u>TBM - \$15,000</u> (year 2)	\$45,000.00
	2.3. Support MEDT to partner with academia and research institutions to do analytical studies and research in specific development areas (incl. MtDP-2020 review).	\$16,800	\$25,000	UNDP, MEDT, academia institutions	UNDP (TRAC 2) \$10,000; (TRAC 1) 6,800 (year 1) <u>TBM - \$25,000</u> (year 2)	\$41,800
	2.4. Support the process of Voluntary Development Review / review of MTDP progress (stakeholder consultations,	-	\$80,000	MEDT, media, dev partners	<u>TBM – \$80,000</u> (year 2)	\$80,000.00

MtDP progress with consideration of gender dimensions).	media campaign, surveys, data collection and analysis, etc).					
Gender marker: 2	Sub-total for Output 2	41,800	144,000			\$185,800.00
Output 3: Capacity of sectoral ministries and agencies on planning, monitoring, reporting and analytics improved. <i>Baseline:</i> (end of 2020) 3.1 – 0; 3.2 – 0; 3.3 – 0. <i>Target:</i> 3.1 – 3; 3.2 – 150 (including at least 45 women); 3.3. – 3. <i>Indicators:</i> 3.1 - # of sectoral policies aligned with SDGs and MtDP 2025; 3.2 - # of staff trained on strategic planning, monitoring, and reporting of SDGs, MTDP; 3.3. # of sectoral programs developed.	3.1. Review current progress in at least 3 selected sectors and analysis of gaps and needs for improved sectoral planning and monitoring.	\$10,000	\$10,000.00	UNDP Tajikistan MEDT	UNDP (TRAC 2) \$10,000 (year 1) UNDP (TRAC 1) \$10,000 (year 2)	\$20,000
	3.2. Strengthen capacity of selected sectoral ministries and agencies and relevant TWG on development planning, monitoring and mainstreaming of SDGs in sectoral plans and programs (trainings, working sessions, on-job guidance);	\$ 10,000	\$15,000	UNDP Tajikistan MEDT	UNDP (TRAC 2) 5,000; (TRAC 1) 5,000 (year 1) <u>TBM - \$15,000</u> (year 2)	\$25,000
	3.3. Develop at least 3 sectoral programs aligned with NDS-2030, MtDP and nationalized SDGs.	\$5,000	\$55,000	UNDP Tajikistan MEDT	UNDP (TRAC 2) 5,000 (year 1) <u>TBM - \$55,000</u> (year 2)	\$60,000
Gender marker: 2	Sub-total for Output 3	\$25,000	80,000			\$105,000
Output 4: SDGs and NDS-2030/MTDP localized at the district levels by including SDGs and NDC/MTDP-related issues into	4.1. Conduct analysis of existing local development planning and monitoring process, and identify gaps and needs.	\$17,000	\$10,000	UNDP Tajikistan MEDT	UNDP (TRAC 1) 17,000 (year 1) and 10,000 (year 2)	\$27,000

<p>district plans and projects and advocating their importance for local development NDS.</p> <p>Baseline: (as for the end of 2020) 4.1 – 0; 4.2 – 0; 4.3 – 2; 4.4 – 10; 4.5 – 0.</p> <p>Target: 4.1 – 2; 4.2 – 1; 4.3 – 1; 4.4 – 6; 4.5 – 1.</p> <p>Indicators: 4.1 - # of analytical documents on local development processes; 4.2 - # of methodologies on local planning updated; 4.3 - # of oblast program developed; 4.4 – # of district development programs elaborated; 4.5. - # of methodologies/tools for stakeholder engagement in planning, monitoring and reporting of DDPs developed.</p> <p>Gender marker: 2</p>	4.2. Review and update of methodology for the regional/oblast and local development planning	\$9,000	\$30,000	UNDP Tajikistan MEDT	UNDP (TRAC 1) \$9,000 (year 1) <u>TBM - \$30,000</u> (year 2)	\$39,000
	4.3. Provide technical support to MEDT and local authorities with development/update at least 1 programme at the level of oblast or big city.	-	\$30,000	UNDP Tajikistan MEDT	<u>TBM - \$30,000</u> (year 2)	\$30,000
	4.4. Provide technical support to MEDT and local authorities for development of at least 6 district development programs/DDPs.	\$10,000	\$25,000	UNDP Tajikistan MEDT	UNDP (TRAC 2) \$10,000; (year 1) <u>TBM - \$25,000</u> (year 2)	\$35,000
	4.5. Develop methodology and tools for public hearings, prioritization, stakeholder engagement, and monitoring at the local level to ensure participation of different stakeholders in planning, monitoring and reporting of DDPs.	\$10,000	\$10,000	UNDP Tajikistan MEDT	UNDP (TRAC 2) \$10,000 (year 1) <u>TBM - \$10,000</u> (year 2)	\$20,000
	Sub-total for Output 4	\$46,000	\$105,000			\$151,000

<p>Output 5. Monitoring and reporting systems for effective planning, monitoring and reporting of SDGs, MTDp, and local plans digitized, operate uninterruptedly and applied accordingly.</p> <p>Baseline: (end of 2020) 5.1 – 0; 5.2 – 0; 5.3 – 80; 5.4 – 1; 5.5 – 0.</p> <p>Target: 5.1 – 1; 5.2 – 1; 5.3 – 20 (incl. 7 women); 5.4 - 200 (including 70 women); 5.5. – 50.</p> <p>Indicators: 5.1 - # of analysis of best practice for digitalization; 5.2 - # of digital platform (Information Management System) existing; 5.3 – # of staff trained on using the platform; 5.4 - # of sectoral staff trained; 5.5. - # of ministries and/or local authority administrations equipped for using digital platform.</p> <p>Gender marker: 2</p>	<p>5.1. Conduct analysis of existing best practices for digitalization of development monitoring process, needs assessment in Tajikistan and elaborate recommendations for the Government of Tajikistan/MEDT (including development of ToR for AIMS system).</p>	\$15,000	\$10,000	UNDP	UNDP (TRAC 2) \$15,000; (year 1) <u>TBM \$10,000</u> <u>(year 2)</u>	\$25,000
	<p>5.2. Create a digital platform (Information Management System) for data collection, analysis and reporting on Mtdp, local development and sectoral programmes aligned with SDGs.</p>		\$80,000	UNDP, MEDT	<u>TBM - \$80,000</u> <u>(year 2)</u>	\$80,000
	<p>5.3. Ensure capacity development of NDC Secretariat on using and operationalizing of the platform.</p>	-	\$10,000	UNDP, MEDT	<u>TBM - \$10,000</u> <u>(year 2)</u>	\$10,000
	<p>5.4. Ensure capacity development at the sectoral level on using platform.</p>	-	\$50,000	UNDP	<u>TBM - \$50,000</u> <u>(year 2)</u>	\$50,000
	<p>5.5. Procure equipment for NDC Secretariate, sectoral ministries and agencies and local government.</p>	-	\$165,000	UNDP, MEDT	<u>TBM - \$165,000</u> <u>(year 2)</u>	\$165,000

	Sub-total for Output	\$15,000	\$315,000			\$330,000
	Direct management cost UNDP for 2 years (Advisory Hub, travels, communication, miscellaneous, etc).	\$43,500	\$120,000		UNDP (TRAC 2) \$30,000; \$13,500 (TRAC 1) (year 1); UNDP (TRAC 1) \$60,000; TBM - \$60,000 (year 2).	\$ 163,500
	UNDP contribution	TRAC 1 - \$51,300 TRAC 2 - \$160,000	TRAC 1 - 158,000		Year 1: 211,300 Year 2: 158,000 Total: 369,300	
	To be mobilized (including GMS) – 8%	-	\$700,000 + (56,000 GMS)			\$756,000
	Sub-total for project	\$211,300	\$914,000			
					TOTAL	USD 1,125,300