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

**SUPPORT TO SUSTAINABLE AID COORDINATION AND
EFFECTIVE COOPERATION FOR DEVELOPMENT
(AUGUST - DECEMBER 2015)**

PROJECT DOCUMENT

**United Nations Development Programme
Country: TAJIKISTAN
Project Document**

Project Title Support to Sustainable Aid Coordination and Effective Cooperation for Development

UNDAF Outcome(s): Outcome 1: Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions
Outcome 2: National and local levels of government have the capacity to implement democratic governance practices, grounded in international standards and law. These governments can effectively and strategically plan, finance, and implement development initiatives in an inclusive and participatory manner.

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

Expected Output(s): State Committee on Investments and State Property Management of the Republic of Tajikistan (SCISPM)

Implementing Partner: SCISPM and other relevant Government bodies

Responsible Parties:

Brief Description

Within the project support will be provided on strengthening the national capacity on aid coordination through supporting (a) SCISPM that is the key authorized body of the Government in this area, as well as (b) other national players - ministries, departments, regional structures. Capacity development based on using the national Aid Information Management System (AIMS) will be carried out in full compliance with the principles of Busan Agreement on partnership (BP) and Global Partnership on effective development cooperation (GPEDC), which also envisage further implementation of the provisions and principles of Paris Declaration (PD) and Accra Agenda for Action (AAA). Preliminary budget for the project, for the period August-December 2015 is US \$ 78,000. This project period is also considered as a transition phase, during which mobilization efforts shall be undertaken to attract additional resources for launch of the full-fledged project in January 2016.

Programme Period:	Aug-Dec 2015	2015 AWP budget:	\$ 78,000
Key Result Area (Strategic Plan):	Good Governance	Total resources required	\$ 78,000
Atlas Award ID:	_____	Total allocated resources:	\$ 78,000
Start date:	01/08/2015	• Regular	\$28,000
End Date	31/12/2015	• Other:	
PAC Meeting Date	27/07/2015	o Donor (SDC)	\$ 50,000
Management Arrangements	NIM	o Government	_____
		In-kind Contributions:	
		(SCISPM will provide: office premise, tel. lines, furniture, conference hall, LAN, office equipment)	

Agreed by SCISPM:

[Signature]
Mr. Qodiri Qisim, Chairman State Committee on Investments and State Property Management of the Republic of Tajikistan

Agreed by UNDP:

[Signature]
Mr. Norimasa Shimomura, UNDP Country Director

04 August 2015



I. Situation Analysis

The poverty alleviation oriented reforms of the Government of Tajikistan led to positive economic growth of the country with an average annual GDP growth of 7 percent. The poverty rate reduced from 53 percent in 2007 to 32 percent in 2014¹. Such progress in development of Tajikistan, to the great extent, will rely on aid provided by development partners.

In 2014, the Republic of Tajikistan received assistance in the amount of US\$ 392.3 mln., which consists 15% of the national budget and 4.3% of the GDP. Country's development is supported by 76 states and international organizations. The largest share of aid to Tajikistan was provided in 2009 whereas the annual volume of disbursements reached US\$ 587, 6 mln. Since 2010 aid tended to decline and in 2014 reduced by 33, 2% and 19.1% as compared to 2009 and 2013 respectively. Decline in the volume of foreign aid emerges the need to enhance aid effectiveness and its targeted use². This, in turn, calls for a sustainable national aid coordination system enabling Tajikistan to (a) remain active in international aid effectiveness processes, and (b) better link the foreign aid with national priorities.

Tajikistan's national aid coordination system:

Since 1990s, Tajikistan's national aid coordination system has been evolving from an-ad hoc to the nation-wide system consisting of:

(a) Series of legal acts, including The Law of RT On the State and Guaranteed State Loans and Debts (1999), The Regulation on the State Committee on Investments and State Property Management of the Republic of Tajikistan (2006, 2011 additions and amendments), The Guidelines on Aid Attraction, Use, Coordination and Monitoring in the Republic of Tajikistan (2010), etc. were adopted.

(b) Authorized state body: State Committee on Investments and State Property Management (SCISPM) was established in December 2006. In 2011, SCISPM mandate has expanded and the new management structure for SCISPM was approved, as part of which Department on aid coordination and projects monitoring was established.

The mandate of SCISPM includes overall coordination of foreign aid to support implementation of country's development strategies (NDS, PRS, PIP etc.). For details, please see *Annex 1 – SCISPM authority and functions*.

(c) Coordination, monitoring and reporting mechanisms: an effective Aid Information Management System (AIMS) was established in 2012 in order to enhance accountability and transparency of foreign aid, as well as to ensure effective implementation of the *Guidelines on Aid Attraction, Use, Coordination and Monitoring in the Republic of Tajikistan* (<http://aims.gki.tj>) was developed with the support of UNDP and DFID. For better aid orientation to country's priorities, SCISPM facilitated expansion of AIMS by developing second subsystem - AIMS-II, which enables to automatically cover all stages of project cycle from project initiation to its completion.

(d) Series of professional annual reports and other information resources (<http://amcu.gki.tj>) including annual Foreign Aid Reports and Development Partner Profiles published annually based on the updated AIMS information.

In addition, having signed the Paris Declaration (2005), Tajikistan joined the international aid effectiveness process. In November 2009, GoT and development partners signed the Joint Country Partnership Strategy (JCPS) for 2010-2012 based on five fundamental principles of the Paris Declaration for closer cooperation and improved aid effectiveness. In 2011, Tajikistan participated in

¹ <http://president.tj/en/node/8141>

² Aid Management Information System of SCISPM, <http://aims.gki.tj>

the Paris Declaration Monitoring Survey, through which progress in implementation of the Paris Declaration indicators in Tajikistan was assessed.

In 2011, the Delegation from Tajikistan took part in the IV High Level Forum on Aid Effectiveness in Busan. To successfully implement, the Busan Partnership agreement the

Shared Principles for Cooperation between the GoT and development partners were signed at the Development Forum in Tajikistan (2012).

In 2013, Tajikistan was one of 46 countries that joined the international Global Partnership monitoring process³, designed to assess implementation of Global partnerships indicators at the national and international levels noting Tajikistan's positive achievements under indicators on annual predictability of foreign aid reaching 89.1%, and mutual accountability of development partners (100%).

Challenges:

Despite the positive achievements above, challenges remain for the national aid coordination system to become sustainable. The Global Partnership Monitoring (2013) revealed shortcomings in (a) mid-term predictability of foreign aid, and (b) use of Public Finance Management and Procurement systems in state investment projects. Besides that, according to AIMS, in 2013 only 42% of total volume and 26% of aid projects were aligned with the priority measures outlined in the Living Standards Improvement Strategy for 2013-2015 (LSIS) actions⁴. Therefore, a better orientation of the foreign aid with the national priorities is required.

Moreover, the long-term National Development Strategy of the Republic of Tajikistan (NDS) and the LSIS are coming to end in 2015. This will require SCISPM to undertake the final monitoring of foreign aid to assess the foreign aid impact on implementation of national strategies and to use its findings for (a) formulation of new post-2015 long-term and mid-term strategies of GoT, and (b) development of the required methodological approaches and legal acts for better foreign aid orientation to country priorities. However, the current capacity of SCISPM to undertake the above measures without external support is rather insufficient.

The major lesson from the previous interventions is that capacity building efforts related to aid coordination and efficiency must go beyond SCISPM and also cover the staff of the relevant Ministries, Project Implementations Units (PIUs) and more importantly the sub-national structures. Yet, there is a limited number of specialists at the sectoral and regional levels, with sound knowledge of project management cycle as well as policies and procedures of the donor organizations.

Some highlights from the Global Partnership Monitoring 2013:

Indicator 5a – Development co-operation is more predictable (annual): donor funding for the public sector in 2012 represented 89.1 percent of commitments made for the year.

Indicator 7 – Mutual accountability strengthened through inclusive reviews: 100 per cent, suggesting a high level of mutual assessment of progress in the country.

*Country spreadsheet, Global Partnership Monitoring in Tajikistan (2013).
http://amcu.gki.tj/eng/images/tajikistan_country_spreadsheet_en.pdf*

At present, the state institutions (line ministries, departments and local executive authorities) annually develop and submit project applications to be supported via foreign aid. As a result, a huge number of applications must be reviewed and assessed in a short period of time. The exercise is time and labour intensive and the responsible state authorities have to do the work manually. This means that during the following year, the state institutions must undergo the same process every year. This results in inefficient and additional transaction costs.

To ensure the above process is transparent and more efficient, there is a need for (a) a clear mechanism for preparation and prioritization of the incoming project proposals, (b) harmonizing the content with the requirements of the potential donors, and more importantly (c) better orientation of the foreign aid projects with national, sectoral and regional priorities.

³ Global report "Making development cooperation more effective: 2014 Progress Report" (<http://effectivecooperation.org/progress>)
Aid Management Information System, <http://aims.gki.tj>

Monitoring of implementation progress of portfolio of the state investment projects and fiduciary procedures (through drafting and oversight over implementation of annual work and financial plans, as well as procurement plans) needs to be improved. There are also some problems with implementation of the joint action plans of the Government with the main donors. Furthermore, there is a need to enhance the monthly, quarterly and annual reporting procedures for these projects through greater use of AIMS and continued support in conducting joint reviews of implementation of portfolio of joint investment projects of the GoT and donors.

The present project, therefore, bears a critical importance in addressing the existing capacity gaps for sustainable development outcomes in coordination of foreign aid.

II. Strategy

Given the limited capacity of SCISPM and the challenges outlined above, it is extremely important to build on past capacity building efforts to create effective and sustainable aid coordination in Tajikistan. This in turn will require:

- Developing legal frameworks and institutional capacities of SCISPM to play a greater role in national aid coordination and in international aid effectiveness initiatives;
- Ensuring more effective coordination at different levels and between (a) SCISPM as an authorized government body in charge of aid coordination and the Ministry of Economic Development and Trade – the authorised government body in charge of development planning and management through more substantive information sharing and use on the outcomes of external aid monitoring, including the linkages with the long-term and mid-term strategies of the Government and support in formulation and implementation of the State Investment Programme, (b) traditional and emerging donors in monitoring and conducting joint reviews with the Government; and (c) aid coordination and other national systems to better harmonize the external aid cycle with the planning cycles (in the framework of the development and implementation of new strategies, PIP) and budgeting (financing joint investment projects, the state external loans program, medium-term public expenditure program, and etc.).
- Enhancing national aid information management system for evidence based planning and decision making.

Building on the past achievements in the area of aid effectiveness and effective cooperation for development, the present concept makes a case for a longer-term support to SCISPM and the aid coordination and management processes in Tajikistan as a strategic entry point for broader reforms preparing the country to ‘graduate’ from aid relationship and build a sustainable model of development finance.

The present initiative is focused on enhancing national capacity in the following main directions:

- Facilitating effective participation of Tajikistan in international initiatives on aid effectiveness and development cooperation, including through the South-South and triangular cooperation and
- Assisting the Government of Tajikistan in enhancing the analysis and improving management of foreign aid and its better orientation with strategic priorities for a more targeted and efficient aid distribution

2.1 Tajikistan effectively participates in international initiatives on aid effectiveness and development cooperation, to improve the forms and methods of cooperation for development, including through South-South and triangular cooperation

Supporting implementation of Busan commitments and continued participation of Tajikistan in the Global Partnership for Effective Development Cooperation remains of high relevance. Building on the experience and outcomes of Paris Declaration Monitoring Survey (2011) and Global Partnership Monitoring (2014), support will be required in participation of Tajikistan in the second Global Partnership Monitoring in 2015-2016.

At present, international dialogue on preparations to the second high-level meeting of the Global Partnership are underway. By participating at the above events, Tajikistan will be able to apply the mechanisms and tools based on best practices in line with Paris, Accra and Busan aid effectiveness principles for more effective cooperation including through the South-South and triangular cooperation which involves new donors. This in turn will require support in (a) holding the second Global Partnership monitoring at the national level, and (b) preparation and participation of Tajikistan in the Second High-Level Meeting of the Global Partnership for Effective Development Cooperation. For better compliance with Busan commitments, it is also essential to support implementation of the “*Shared principles for cooperation between the GoT and development partners*” (further – Shared principles) accepted at the Development Forum of Tajikistan in December 2012.

2.2 Assisting the Government in enhancing the analysis and improving management of foreign aid and its better orientation with strategic priorities

2015 is the final year of the implementation of the main strategic documents of the country, namely the long-term NDS and mid-term LSIS. Thus, it is essential to render technical assistance to SCISPM in undertaking the final monitoring of foreign aid aimed at supporting implementation of these strategies. This in turn will require updating AIMS and using the outcomes to assess the foreign aid impact on implementation of national strategies, as well as to (a) guide formulation of new post-2015 long-term and mid-term strategies of GoT, and (b) introduce the required legal and methodological adjustments for better foreign aid orientation to country’s priorities.

Given the limited capacity of SCISPM, the project will continue rendering technical assistance in updating AIMS and consequent publication of annual guides “*Development Partner Profiles*” and “*Foreign Aid Report*” as well as in conducting aid reviews by sectors and regions will be essential project elements.

The project will build on past achievements, and thus will offer assistance in drafting and promoting priority project proposals and promoting for more active role of line ministries and agencies in needs assessment for aid and in better coordination between national participants and international aid providers.

Comprehensive capacity (information, training, etc.) gaps assessment of SCISPM will be conducted and response measures developed and implemented to enable SCISPM to independently manage foreign aid processes in post project period. The important distinction of the present project is its focus on sustainable aid coordination, as well as the capacity building packages going beyond SCISPM for better integration of sectoral and sub-national levels with the national aid coordination system.

The project will carry out an analysis of management processes and implementation of joint investment projects of the Government and donors, as well as develop recommendations for their improvement.

The above is believed to result in the following overall benefits:

- Improved legal, institutional and analytical capacity of SCISPM and other state institutions [horizontally covering the concerned development sectors, vertically covering national and sub-national levels] for sustainable national aid coordination;
- Enhanced coordination between the Government and development partners (through South-South and triangular cooperation), including emerging donors and improved interactions primarily

between MEDT, SCISPM and Ministry of Finance and other line ministries to strengthen the linkages between foreign aid and national priorities, including between national planning, budgeting and foreign aid systems which also envisages targeted aid assistance to most vulnerable population segments;

- Availability of a sustainable mechanism for monitoring, analysis and forecasting of foreign aid that would provide reliable and up to date information on foreign aid and would minimise reporting [and thus transaction costs] by the development partners and state institutions;
- Putting in place 'best practices' for future replication within and beyond Central Asian and Eastern European countries where the work on foreign aid is less advanced.

Results and Activities

The present project is aimed at *supporting the GoT in implementing commitments under the Busan Agreement and Global Partnership* through capacity development efforts focused in the following major directions:

- Effective participation of Tajikistan at the Global Partnership and its monitoring through the South-South and triangular cooperation, between the Government and development partners, including the new donors;
- Effective mechanisms for coordination of foreign aid and its correlation with other national systems (planning, budgeting etc.) in line with country's development priorities;
- Improved mechanisms of aid orientation to strategic priorities and enhancement of its targeting and rational distribution based on AIMS-II;
- Improved aid management, its sector and regional coordination through better use of the Aid Information Management System;

Afore-mentioned goal will be achieved through the following chain of results:

<u>Impact</u>	<i>Sustainable national capacities for more effective development cooperation and foreign aid coordination</i>
<u>Outcome</u>	<i>Improved coordination mechanisms and analytical capacities in aid management in line with national priorities.</i>
<u>Output</u>	<i>Enhanced capacity of SCISPM for attracting and effectively coordinating foreign aid, and development cooperation through South-South and triangular cooperation [by using the Global partnership monitoring results and advanced AIMS]</i>
<u>Activity Result 1:</u>	<p><i>Facilitating participation of Tajikistan in international initiatives on aid effectiveness to improve the forms and methods of development cooperation, including through South-South and triangular cooperation</i></p> <ul style="list-style-type: none"> - Assist in participation of Tajikistan in the Global Partnership activities and use of international experience and knowledge sharing for implementation of principles of the Busan Partnership, development of forms of cooperation (South-South and triangular cooperation) and improvement of aid effectiveness at the national level; - Assist in holding the second Global Partnership monitoring at the national

	<p>level;</p> <ul style="list-style-type: none"> - Assist in preparation and participation of Tajikistan in the Second High-Level Meeting of the Global Partnership for Effective Development Cooperation; - Use of outcomes of the second GPEDC monitoring and Second High Level Meeting of the GPEDC for strengthened mechanisms of cooperation (<i>South-South and triangular cooperation</i>) between the government and development partners, as well as for improvement of aid effectiveness;
<p><u>Activity</u> <u>Result 2:</u></p>	<p><i>Assisting the Government of Tajikistan in enhancing the analysis and improving management of foreign aid and its better orientation with strategic priorities for a more targeted and efficient aid distribution</i></p> <ul style="list-style-type: none"> - Assist in annual update of information in AIMS-I by all stakeholder users for the reporting period; - Analyze state of aid in the reporting year at national and sector levels through AIMS-1; draft and discuss reviews; develop and disseminate information materials (reports, guides, etc.); - Analyze alignment of foreign aid with implementation of LSIS priority measures for 2013-2015 and the National Development Strategy for the period up to 2015 using AIMS-I: summary, experience and lessons learned; - Assist in organization of joint reviews of implementation progress of joint investment projects by the Government, donors and international financial institutions, holding joint meetings on portfolio related discussions, preparing joint plans and their implementation; - Assist in development of priority project proposals by sectors and regions, their prioritization and promotion through AIMS-II, for better aid targeting; - Improve mechanisms of aid attraction and orientation to national priorities in line with the new long-term and post-2015 mid-term development strategies through use of AIMS-II; - Analyze foreign aid management on national, sectoral and regional levels and develop recommendations for their improvement including through the extensive use of improved AIMS; - Assist in capacity building activities of SCISPM staff, other involved ministries, departments and regional structures in the area of aid coordination and effectiveness, including issues related to improved AIMS (organization and participation in conferences, round tables, workshops, trainings, including abroad;

III. PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome: Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions</p>
<p>Outcome indicator:</p>
<p>Indicator 1: rate of economic growth in country based on MDG and NDS targets</p> <p>Indicator 2: capacity of national and local government to implement development initiatives in an inclusive, participatory and democratic manner.</p>
<p>Applicable Key Result Area (from 2013-2015 Strategic Plan):</p> <ul style="list-style-type: none"> Poverty reduction and economic development conditions re improved, with particular focus on the rural poor, women and marginalized people; National and local levels of government and local self-governing bodies have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner.
<p>Partnership Strategy: The project will be nationally implemented with the State Committee on Investment and State Property Management (SCISPM) as an implementing partner, whose capacity will be built to promote investment and coordinate foreign aid in Tajikistan. The project will attempt to strengthen development partnerships between the development actors (business community, local NGOs, media and donors) in Tajikistan and the SCISPM throughout the project implementation.</p>
<p>Project specific output: Project title and ID (ATLAS Award ID): Support to Sustainable Aid Coordination and Effective Cooperation for Development</p>

Intended Outputs	Output Targets for 2015	Indicative Activities (<i>deliverables</i>)	Responsible parties	Inputs (\$)
<p>Output: Enhanced capacity of SCISPM for attracting and effectively coordinating foreign aid, and development cooperation through South-South and triangular cooperation [by using the Global partnership monitoring results and advanced AIMS]</p> <p>Baseline:</p> <ul style="list-style-type: none"> Tajikistan participated the First High Level meeting of the Global Partnership; Tajikistan joined the Busan Partnership Agreement and Global Partnership for Effective Development Cooperation; Adopted Shared principles of cooperation between the Government and international development partners; <p>Indicators:</p> <ul style="list-style-type: none"> participation of SCISPM in preparatory activities for the second 	<p>Targets:</p> <ul style="list-style-type: none"> SCISPM carried out preparatory activities for conducting the GP monitoring in Tajikistan; to develop the country-led Global Partnership monitoring methodology using AIMS; at least 20 staff of national and international stakeholder organizations participated in a workshop on Global Partnership monitoring procedures; involved national and international participants are aware about the second round of GP monitoring and associated procedures; 	<p>ACTIVITY RESULT 1. Facilitating participation of Tajikistan in international initiatives on aid effectiveness to improve the forms and methods of development cooperation, including through South-South and triangular cooperation;</p> <ul style="list-style-type: none"> Assist in participation of Tajikistan in the Global Partnership activities and use of international experience and knowledge sharing for implementation of principles of the Busan Partnership, development of forms of cooperation (<i>South-South and triangular cooperation</i>) and improvement of aid effectiveness at the national level; Assist in holding the second Global Partnership monitoring at the national level; 	<p>SCISPM UNDP Contractors, Involved national and International organizations,</p>	<p>Local Consultants 2 700 Contractual Services - Individ 5 730 Contractual Services-Companies 5 135 Communic& Audio Visual Equip 600 Supplies 200 Rental & Maintenance-Premises 250 Rental & Maint of Other Equip 150 Audio Visual&Print Prod Costs 500 Miscellaneous Expenses 350 Training, Workshops and Confer 400 Total Activity 1: 16 015</p>

<p>round of the country-led Global Partnership monitoring (GP);</p> <ul style="list-style-type: none"> - methodology of the second round of GP monitoring is in place; - number of staff of national and international stakeholders involved in a workshop on Global Partnership monitoring procedures; - awareness of national and international participants about the second round of GP monitoring; 	<p>Baseline:</p> <ul style="list-style-type: none"> - AIMS covers all stages of project implementation cycle; - Inadequately developed mechanisms of aid orientation to country priorities; - The need to ensure final monitoring of the links between foreign aid and LSIS 2013-2015; <p>Indicators:</p> <ul style="list-style-type: none"> - operation and maintenance of AIMS and RDPIS; - access of stakeholders to AIMS; - number of workshops devoted to discussions around the state of affairs in foreign aid sphere across priority economy sectors of Tajikistan; - provision of information on foreign aid by SCISPM to national and international stakeholders on their request; - application of RDPIS in pilot sectors; - volume of funds mobilized for the next project phase; 	<p>Targets:</p> <ul style="list-style-type: none"> - operation and improvement of AIMS and RDPIS supported; - at least 10 new users to AIMS/RDPIS have granted access; - at least three workshops devoted to state of affairs in some economy sectors of Tajikistan and development of recommendations facilitated; - SCISPM prepared and submitted at least 5 aid reports through AIMS as per requests from the Government, ministries and agencies, and development partners; - RDPIS used in at least three pilot sectors; - SCISPM analyzed foreign aid alignment with the LSIS and disseminated reports among stakeholders; - mobilization of not less than US\$ 700 000 for project expansion; 	<p>ACTIVITY RESULT 2. Assisting the Government of Tajikistan in enhancing the analysis and improving management of foreign aid and its better orientation with strategic priorities for a more targeted and efficient aid distribution</p> <ul style="list-style-type: none"> • Assist in annual update of information in AIMS-1 by all stakeholder users for the reporting period; • Analyze state of aid in the reporting year at national and sector levels through AIMS-1; draft and discuss reviews; develop and disseminate information materials (reports, guides, etc.); • Analyze alignment of foreign aid with implementation of LSIS priority measures for 2013-2015 and the National Development Strategy for the period up to 2015 using AIMS-1: summary, experience and lessons learned; • Assist in capacity building activities of SCISPM staff, other involved ministries, departments and regional structures in the area of aid coordination and effectiveness, including issues related to improved AIMS (organization and participation in conferences, round tables, workshops, trainings, including abroad; 	<p>SCISPM UNDP involved national and International organizations,</p> <p>Local Consultants 11 746 Contractual Services - Individ 17 920 Contractual Services-Companies 21 065 Communic& Audio Visual Equip 2 100 Supplies 250 Rental & Maintenance-Premises 500 Rental & Maint of Other Equip 600 Audio Visual&Print Prod Costs 2 000 Miscellaneous Expenses 900 Training, Workshops and Confer 1 200 Total Activity 2: 58 281</p>	
			<p>Facilities and Administration</p>	<p>3 7040</p>	
			<p>Total Budget</p>	<p>\$ 78 000</p>	

4. Annual Work Plan, 2015 (August-December)

Project - Support to Sustainable Aid Coordination and Effective Cooperation for Development

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET			
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)		
<p><i>CPAP Output:</i> Output 3- Ensuring government authorities capacity at national and local levels to implement democratic governance practices, and effectively and strategically plan, finance and implement initiatives.</p> <p>Output 2: Enhanced capacity of SCISPM for attracting and effectively coordinating foreign aid, and development cooperation through South-South and triangular cooperation [by using the Global partnership monitoring results and advanced AIMS]</p>											
<p>Baseline:</p> <ul style="list-style-type: none"> - Tajikistan participated the First High Level meeting of the Global Partnership; - Tajikistan joined the Busan Partnership Agreement and Global Partnership for Effective Development Cooperation; - Adopted Shared principles of cooperation between the Government and international development partners; - AIMS covers all stages of project implementation cycle; - Inadequately developed mechanisms of aid orientation to country priorities; - The need to ensure final monitoring of the links between foreign aid and LSIS 2013-2015; <p>Indicators:</p> <ul style="list-style-type: none"> - participation of SCISPM in preparatory activities for the second round of the country-led Global Partnership monitoring (GP); - methodology of the second round of GP monitoring is in place; - number of staff of national and international stakeholders involved in a workshop on Global Partnership monitoring procedures; 	<p>ACTIVITY RESULT 1.</p> <p>Facilitating participation of Tajikistan in international initiatives on aid effectiveness to improve the forms and methods of development cooperation, including through South-South and triangular cooperation;</p> <ul style="list-style-type: none"> • Assist in participation of Tajikistan in the Global Partnership activities and use of international experience and knowledge sharing for implementation of principles of the Busan Partnership, development of forms of cooperation (South-South and triangular cooperation) and improvement of aid effectiveness at the national level; • Assist in holding the second Global Partnership monitoring at the national level; 				X	X		SDC, UNDP	SCISPM UNDP Contractors, Involved national and International organizations, Sector and regional structures	Local Consultants	2 700

<p>- awareness of national and international participants about the second round of GP monitoring;</p> <p>- operation and maintenance of AIMS and RDPIS;</p> <p>- access of stakeholders to AIMS;</p> <p>- number of workshops devoted to discussions around the state of affairs in foreign aid sphere across priority economy sectors of Tajikistan;</p> <p>- provision of information on foreign aid by SCISPM to national and international stakeholders on their request;</p> <p>- application of RDPIS in pilot sectors;</p> <p>- volume of funds mobilized for the next project phase;</p>						<p>Contractual Services - Individ</p> <p>Contractual Services- Companies</p> <p>Communic & Audio Visual Equip</p> <p>Supplies</p> <p>Rental & Maintenance- Premises</p> <p>Rental & Maint of Other Equip</p> <p>Audio Visual&Print Prod Costs</p> <p>Miscellaneous Expenses</p> <p>Training, Workshops and Confer</p>	<p>5 730</p> <p>5 135</p> <p>600</p> <p>200</p> <p>250</p> <p>150</p> <p>500</p> <p>200</p> <p>400</p>
<p>ACTIVITY RESULT 2. Assisting the Government of Tajikistan in enhancing the analysis and improving management of foreign aid and its better orientation with strategic priorities for a more targeted and efficient aid distribution;</p>						<p>Total Activity 1</p> <p>Local Consultants</p>	<p>16 015</p> <p>11 746</p>
<p>Targets for 2015</p> <p>- SCISPM carried out preparatory activities for conducting the GP monitoring in Tajikistan;</p> <p>- to develop the country-led Global Partnership monitoring methodology using AIMS;</p> <p>- at least 20 staff of national and international stakeholder organizations participated in a workshop on Global Partnership monitoring procedures;</p> <p>- involved national and</p>						<p>Contractual Services - Individ</p> <p>Contractual Services- Companies</p> <p>Communic & Audio Visual Equip</p> <p>Supplies</p> <p>Rental & Maintenance- Premises</p> <p>Rental & Maint of Other Equip</p> <p>Audio Visual&Print Prod Costs</p> <p>Miscellaneous Expenses</p> <p>Training, Workshops and Confer</p>	<p>17 920</p> <p>21 065</p> <p>2 100</p> <p>250</p> <p>500</p> <p>600</p> <p>2 000</p> <p>900</p> <p>1 200</p>
						<p>Contractual Services - Individ</p> <p>Contractual Services- Companies</p> <p>Communic & Audio Visual Equip</p> <p>Supplies</p> <p>Rental & Maintenance- Premises</p> <p>Rental & Maint of Other Equip</p> <p>Audio Visual&Print Prod Costs</p> <p>Miscellaneous Expenses</p> <p>Training, Workshops and Confer</p>	<p>17 920</p> <p>21 065</p> <p>2 100</p> <p>250</p> <p>500</p> <p>600</p> <p>2 000</p> <p>900</p> <p>1 200</p>
						<p>Contractual Services - Individ</p> <p>Contractual Services- Companies</p> <p>Communic & Audio Visual Equip</p> <p>Supplies</p> <p>Rental & Maintenance- Premises</p> <p>Rental & Maint of Other Equip</p> <p>Audio Visual&Print Prod Costs</p> <p>Miscellaneous Expenses</p> <p>Training, Workshops and Confer</p>	<p>17 920</p> <p>21 065</p> <p>2 100</p> <p>250</p> <p>500</p> <p>600</p> <p>2 000</p> <p>900</p> <p>1 200</p>
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<p>international participants are aware about the second round of GP monitoring and associated procedures;</p> <ul style="list-style-type: none"> - operation and improvement of AIMS and RDPIS supported; - at least 10 new users to AIMS/RDPIS have granted access; - at least three workshops devoted to state of affairs in some economy sectors of Tajikistan and development of recommendations facilitated; - SCISPM prepared and submitted at least 5 aid reports through AIMS as per requests from the Government, ministries and agencies, and development partners; - RDPIS used in at least three pilot sectors; - SCISPM analyzed foreign aid alignment with the LSIS and disseminated reports among stakeholders; - mobilization of not less than US\$ 700 000 for project expansion; 	<p>materials (reports, guides, etc.);</p> <ul style="list-style-type: none"> • Analyze alignment of foreign aid with implementation of LSIS priority measures for 2013-2015 and the National Development Strategy for the period up to 2015 using AIMS-I: summary, experience and lessons learned; • Assist in capacity building activities of SCISPM staff, other involved ministries, departments and regional structures in the area of aid coordination and effectiveness, including issues related to improved AIMS (organization and participation in conferences, round tables, workshops, trainings, including abroad; 	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>		<p>Total Activity 2</p>	<p>58 281</p>		
								<p>Facilities and Administration</p>	<p>3 704</p>	
									<p>TOTAL:</p>	<p>78 000</p>

5. MANAGEMENT ARRANGEMENTS

This Project is designed as one of the expected outputs for UNDP Country Project Action Plan (CPAP 2010 – 2015) approved by the Government. Therefore the project will follow management arrangements, which are common for the whole CPAP - it will be overseen by UNDP and be implemented by SCISPM on behalf of National Project Coordinator (NPC). The Project will implement according to UNDP procedures applied for NIM projects.

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

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

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

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

Local and International Consulting services will be acquired as needed for implementing project activities. To support office work relevant additional support staff shall be hired. The required staff, recruited in the previous project phase, will continue to provide services under the new phase.

The project will receive extended support from the CO on all procurement and human resources issues. A project financial management system will be established to provide for accountability, and annual audits will be performed. UNDP will conduct expenditure from requisition through to disbursement with no cash being transferred to the Implementing Partner (IP).

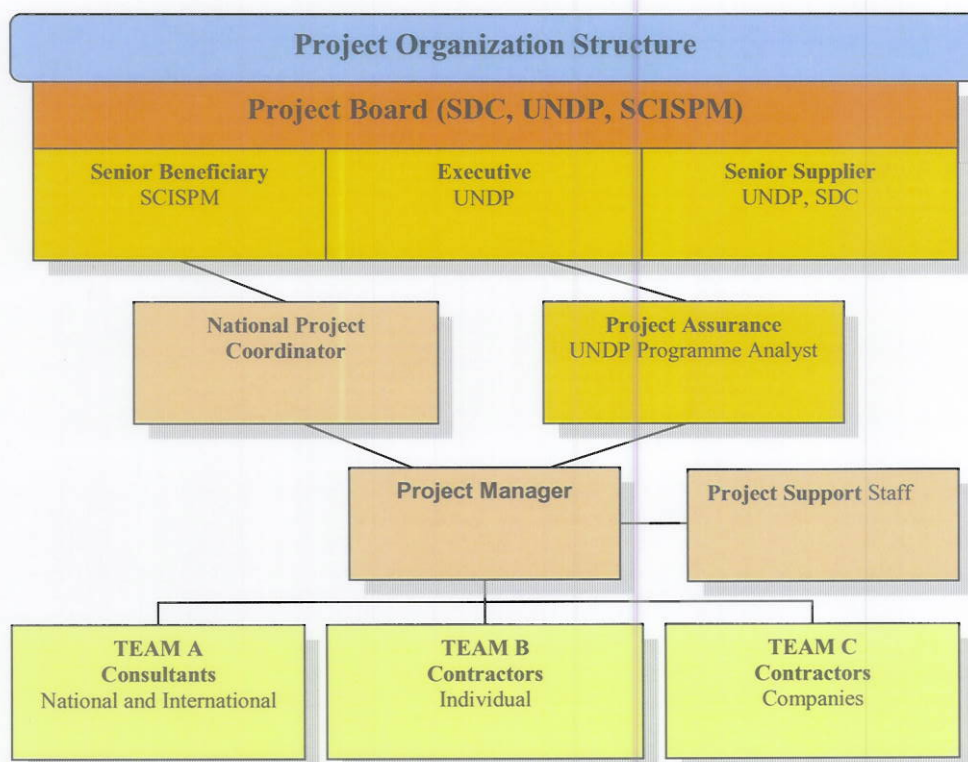
UNDP will procure directly all items above \$10,000 in accordance with its own rules and procedures. UNDP will delegate the procurement of items below US\$10,000 to the Project team although UNDP will have overall responsibility for all procurement and direct supervision of procurement under US\$10,000.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

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

The SCISPM will provide in-kind contribution towards project costs in the form of: Office premises; Office furniture; Installed office telephone lines and support towards telecommunication costs.

The Project Board (PB) consisted of SDC, UNDP and SCISPM will be established for strategic project activity management to ensure achievement of results on the primary outcomes and that these outcomes are in line with the national priorities. The frequency of meetings will be determined as needed, but will be held at least once between August - December 2015.

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



6. MONITORING AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- Quarterly Progress Reports (QPRs) reflecting all aspects of project implementation will be prepared and submitted to UNDP.
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Reports covering the period of August - December 2015 with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. If the project duration is not more than 1 year, then this review will be asserted as a final assessment. This review will be driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being done towards outputs, and ensure their relevance towards the outcomes.



Quality Management for Project Activity Results

Output 1: Enhanced capacity of SCISPM for attracting and effectively coordinating foreign aid, and development cooperation through South-South and triangular cooperation [by using the Global partnership monitoring results and advanced AIMS]		
Activity Result 1 (Atlas Activity ID)	Facilitating participation of Tajikistan in international initiatives on aid effectiveness to improve the forms and methods of development cooperation, including through South-South and triangular cooperation	Start Date: 01/08/15 End Date: 31/12/15
Purpose	- Preparation process for the second Global Partnership monitoring assisted at the country level; - Priority measures of the Shared principles of cooperation are implemented;	
Description	<ul style="list-style-type: none"> • Assist in participation of Tajikistan in the Global Partnership activities and use of international experience and knowledge sharing for implementation of principles of the Busan Partnership, development of forms of cooperation (<i>South-South and triangular cooperation</i>) and improvement of aid effectiveness at the national level; • Assist in holding the second Global Partnership monitoring at the national level; 	
Quality Criteria	Quality Method	Date of Assessment
Participation at the discussion of methodology of the second Global Partnership Monitoring indicators at the country level	Determining focal points from Tajikistan for the second Global Partnership monitoring establishing contacts with the UNDP/OECD Joint Support Team	During the second half of 2015
Effective cooperation of the Government and development partners	Assessment Shared principles of cooperation implementation process	During the second half of 2015
Group of qualified specialists on Global Partnership monitoring	Analysis of contribution of specialists to preparation for the second Global Partnership monitoring	after completion of monitoring

Output 1: Enhanced capacity of SCISPM for attracting and effectively coordinating foreign aid, and development cooperation through South-South and triangular cooperation [by using the Global partnership monitoring results and advanced AIMS]		
Activity Result 2 (Atlas Activity ID)	Assisting the Government of Tajikistan in enhancing the analysis and improving management of foreign aid and its better orientation with strategic priorities for a more targeted and efficient aid distribution	Start Date: 01/08/15 End Date: 31/12/15
Purpose	- AIMS is annually updated and used by stakeholders;	

	<i>- Improving aid effectiveness and development cooperation;</i>	
Description	<ul style="list-style-type: none"> • Assist in annual update of information in AIMS-I by all stakeholder users for the reporting period; • Analyze state of aid in 2015 at national and sector levels through AIMS-1; draft and discuss reviews; develop and disseminate information materials (reports, guides, etc.); • Analyze alignment of foreign aid with implementation of LSIS priority measures for 2013- the reporting year and the National Development Strategy for the period up to 2015 using AIMS-I: summary, experience and lessons learned; • Assist in capacity building activities of SCISPM staff, other involved ministries, departments and regional structures in the area of aid coordination and effectiveness, including issues related to improved AIMS (organization and participation in conferences, round tables, workshops, trainings, including abroad; 	
Quality Criteria	Quality Method	Date of Assessment
Interested stakeholders are trained and have access to AIMS	Facilitation of training activities and consultations, registration of stakeholders in AIMS	During the second half of 2015
Improved AIMS fits with needs of stakeholders in aid flows assessment and decision-making	The quality of the preparation of project proposals meet the needs of sectors and regions	During the second half of 2015
Better orientation and targeted aid attraction in accordance with country's priorities	Analysis of state of affair in foreign aid sphere and its links with LSIS	During the second half of 2015

7. LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Government of the Republic of Tajikistan and the United Nations Development Project (UNDP), signed by the parties on 1 October 1993. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The UNDP Resident Representative in Dushanbe, Tajikistan is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the Project Steering Committee and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this Project Document

This project document exists in English and Russian languages. In case of conflict, the English version takes precedence.

VIII. ANNEXES

ANNEX I - RISK LOG

Project Title: Support to Sustainable Aid Coordination and Effective Cooperation for Development							Award ID:		Date: July 2015	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status	
1	Change in the SCISPMs' management	July 2015	Organizational Political Strategic	The occurrence of the risk would limit dramatically the impact of the project. If the risk occurs, the project will fail to achieve its results BP=3 B=5	The political situation would be thoroughly assessed and contingency plan ensured.	Zoirjon Sharipov	Zoirjon Sharipov			
2	High staff rotation within SCISPM and other relevant Government bodies/ departments impedes efficient and sustainable capacity building	July 2015	Organizational Strategic	The occurrence of the risk would affect the effectiveness of the project activities and project sustainability BP=2 B=5	During the selection of the target groups the necessity of establishing long term cooperation will be clearly explained to the practitioners. Approval and adoption of measures with SCISPM to reduce staff turnover	Zoirjon Sharipov	Zoirjon Sharipov			
3	The currency fluctuation might determine lack of resources for the project activities	July 2015	Financial	The occurrence of the risk will force the downscaling of the activities BP=3 B=3	Slight over-budgeting of key activities to ensure a contingency provision	Zoirjon Sharipov	Zoirjon Sharipov			
4	Work of SCISPM experts contributing to project implementation is not paid as consultancy and rather regarded as partnership. This can narrow their interest and liabilities on	July 2015	Organizational	The occurrence of the risk shall negatively impact the project provided services on capacity building and shall increase work load on project staff. BP=4	Assigned expert shall be thoroughly instructed on requirements for project participation and quality of the expected outputs.	Zoirjon Sharipov	Zoirjon Sharipov			

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
5	quality of service provision. Timely achievement of results is jeopardized due to inadequate participation of target groups in improvement of sector and regional coordination.	July 2015	Organizational	B=4 The occurrence of the risk shall negatively impact the project provided services and shall increase work load on project staff. BP=4 B=4	Project activities shall be implemented in close cooperation with target groups for which necessary work and explanatory activities ensuring their interested participation, shall be carried out.	Zoirjon Sharipov	Zoirjon Sharipov		

Comparative scenario for continuing/discontinuing donor support to enhancing national aid coordination

There are two alternative options for continuing or discontinuing donor support to enhancing national aid coordination in Tajikistan:

1. The first option assumes '*continued donor support*' to the process of the aid coordination at the national, sectoral and regional (territorial) levels, through delivering the set targets towards building sustainable capacity of SCISPM and other involved ministries and agencies in national aid coordination;
2. The second option assumes '*discontinued donor support*' whereas the development partners do not support any more national capacity development on aid coordination, and do not assist SCISPM in fulfilling its mandate at the international, national and sub-national levels.

A. Option 1 – continued donor funding:

The given option entails continued provision of support from donors side on strengthening the national capacity on aid coordination through supporting (a) SCISPM that is the key authorized body of the Government in this area, as well as (b) other national players - ministries, departments, regional structures. Capacity development based on using the national aid management system will be carried out in full compliance with the principles of Busan Agreement on partnership (BP) and Global Partnership on effective cooperation for development (GPECD), which also envisage further implementation of the provisions and principles of Paris Declaration (PD) and Accra Agenda for Action (AAA).

Capacity building will include the following measures:

- Technical support in due participation of Tajikistan in the international process of implementation of the Busan Agreement and Global Partnership. In particular, support will be provided in undertaking the second monitoring of Global Partnership in Tajikistan and participation of Tajikistan delegation on second Global Partnership high level meeting planned during 2015-2017;
- Use of the outcomes of the 2nd GPECD monitoring and 2nd High Level Meetings on GPECD for enhancing the cooperation mechanisms between the government and development partners as well as for improvement of aid effectiveness;
- Enhancing institutional and legal framework and scaling up the mechanisms and tools of the foreign aid coordination and monitoring on national, sectoral and regional levels;

The use and strengthening of development countries' systems remains central to our efforts to build effective institutions. We will build on our respective commitments set out in the Paris Declaration and Accra Agenda for Action to:

a) Use country systems as the default approach for development co-operation in support of activities managed by the public sector, working with and respecting the governance structures of both the provider of development cooperation and the developing country.

b) Assess jointly country systems using mutually agreed diagnostic tools. Based on the results of these assessments, providers of development cooperation will decide on the extent to which they can use country systems. Where the full use of country systems is not possible, the provider of development co-operation will state the reasons for non-use, and will discuss with government what would be required to move towards full use, including any necessary assistance or changes for the strengthening of systems. The use and strengthening of country systems should be placed within the overall context of national capacity development for sustainable outcomes.

*Busan Partnership for Effective Development Co-operation,
Fourth High Level Forum on Aid Effectiveness, Busan, Republic of
Korea, 29 November-1 - December 2011,*

<http://effectivecooperation.org>

- Ensure greater and more substantive use of the Aid Information Management System (AIMS) for (a) the monitoring of ongoing projects and (b) review of the foreign aid for better alignment of the aid with the country's development priorities. The task is of high relevance given the completion of NDS and LSIS in 2015 and the need for final analysis of the foreign aid impact on the implementation of the NDS and LSIS priorities;
- Enhancing interactions between SCISPM and MEDT, MoF and other line ministries and departments in attraction, coordination and monitoring of the foreign aid through (a) better linking of the foreign aid with the new long-term and medium-term strategies covering the period beyond 2015, (b) enhancing management of the foreign aid projects, including joint investment projects of the Government and donor/International Finance Institutes.

B. Option 2 – discontinued donor funding: The option suggests termination of the donor support for national aid coordination. In this case SCISPM will have to independently manage and coordinate foreign aid related activities at the international, national, and sub-national levels.

This approach would illustrate donors deviation from commitments to implementation of the provisions and principles of PD, AAA, BP и GPEDC, as well as the Shared Principles of Cooperation between the Government of Tajikistan and Development Partners. This in turn, will significantly weaken the opportunities of SCISPM in: a) participation of Tajikistan in international processes of aid effectiveness and Global Partnership; b) undertaking the analysis over the monitoring and aid coordination; that ultimately will c) affect the effective and purposeful attraction and utilization of aid in the country.

C. Appraisal of options

Option 1: the interventions envisage enhancement of the institutional and staff capacities as well as development of interaction mechanisms between the respective state institutions including but not limited to SCISPM, MEDT, MoF, etc. While doing so, major emphasis will be made on enhancing the analytical capacity of the public institutions and local authorities for better linkages of the foreign aid with the national priorities.

According to the AIMS, only 42% of total volume and 26% of aid projects in 2013 were aligned with LSIS priority actions⁵. For better aid orientation towards country's priorities, the procedures must be harmonized, while the roles and responsibilities of line ministries in attracting foreign aid for sectoral priorities must be enhanced. This will result in increased organizational effectiveness and improvement of business processes for greater cooperation of SCISPM with other state institutions to enhance the ownership of development results.

Interventions under the first option will build on past achievements and will also be focused on establishment of a comprehensive national system for attraction, coordination and monitoring of foreign aid. As well, efforts will be paid to improve the linkages between the national aid coordination with other national systems such as planning, budgeting, statistics, procurement and etc.

Donor support will ensure the implementation of the four principles of the Busan Partnership: (a) *Ownership of development priorities*, (b) *focus on results*, (c) *large-scale partnership* and (d) *transparency and accountability*. Implementation of these four principles with the donor support will enhance aid efficiency and transparency, and will significantly reduce potential duplication and corruption.

Option 2: no support from the donors in post July 2015 period can result in declines (a) of results achieved with donor's support to date, (b) of partnerships between state bodies and development partners, (c) in systemic forecasts on foreign aid flows due to insufficient analytical capacity of the government institutions, (d) in transparency of foreign aid flows. Without continuation of donors'

Aid Management Information System, <http://aims.gki.tj>

support will negatively affect Tajikistan's participation in the global process of aid effectiveness and Global partnership and will minimise opportunities for Tajikistan to acquire and apply the best international practices on aid effectiveness and development cooperation.

D. Conclusions

The above development options suggest that Tajikistan requires continued donor support in building sustainable aid coordination capacities. Continuation of donor support in this direction will demonstrate donors' ownership towards implementation of the principles of the Paris Declaration and Busan agreement, and also the Common partnership principles between the Government of Tajikistan and development partners. Specifically, the 1st Principle envisages, that "The Tajik authorities will take the lead in coordinating development partner assistance in support of and aligned with the priorities of NDS and LSIS. Development partners will provide support to enhance Government's capacity for coordination".

Strategy

The ultimate objective of aid is to build sustainable national capacity to manage development agenda and generate funds for its financing. In Tajikistan it will require systematic planning of transformation that would reduce the role of aid. A '*sustainability strategy*'⁶ to be implemented over the following years would help the country to manage this transition more effectively. Such strategy would not only plan for reducing volumes of aid, but also encourage using approaches focusing on sustainability and development outcomes, that would create conditions for reducing reliance on external financing, at the same time opening market opportunities. Current support mostly focuses on technical side of aid delivery and to a much lesser extent concerns policy side. End of support would mean that capacity development activities would stop without reaching strategic goals that could potentially maximize aid impact on creation of favorable conditions and opportunities for sustainable socio-economic progress and wealth growth for population of Tajikistan.

The new project outlines investment to achieve two objectives: 1) a transition from supporting the SCISPM in carrying out its mandate in aid coordination to a fully functional and sustainable national capacity and 2) preparation of the SCISPM to effectively play its role in the new post-2015 long-term and mid-term strategies also in line with the Sustainable Development Goals (SDG).

The project will provide technical support in participation of Tajikistan in the international aid effectiveness process and Global Partnership, scaled up use and expanded coverage of the Aid Information Management System, policy analysis and advice and strengthened sector and regional coordination. The project will focus on strengthening institutional capacity of national aid coordination including (a) optimizing organizational design, (b) ensuring systems, technology, policies and processes are in place, and (c) the right staff are in the right positions with the right skills.

The role that the SCISPM will need to play in monitoring new post-2015 long-term and mid-term strategies will be multi-faceted. SCISPM will need to scale up and improve information provision processes, joint reviews and providing better policy analysis to the donor community. The above will substantively build on the previous achievements of development partners in strengthening regulatory framework and establishing national aid monitoring systems in line with international standards and agreements which provide a solid basis for developing sustainable national capacity in aid coordination and management.

Current strategic importance of the Central Asia for the international community can present an opportunity for fostering development partnerships in Tajikistan. Seizing opportunities of the aid environment and confronting its challenges require strong national capacities.

⁶ More widely used term 'exit strategy' may be less appropriate in Tajikistan's context, because of its relatively low aid dependence

Building on the past achievements in the area of aid effectiveness and effective cooperation for development, the present proposal makes a case for a longer-term support to SCISPM and the aid coordination and management processes in Tajikistan as a strategic entry point for broader reforms preparing the country to 'graduate' from aid relationship and build a sustainable model of development finance.

TERMS OF REFERENCE

PROJECT FINANCE/ADMINISTRATIVE ASSISTANT

Country: Tajikistan

Duty station: Dushanbe

Duration of appointment: 5 months with possible extension

Description of duties

The Project Assistant (PA) is responsible for the support provided day-to-day management, coordination and supervision of the project implementation in accordance with UNDP rules and procedures. The PA will report to UNDP and the Programme Manager (PM).

The incumbent's specific duties include:

Support to Management:

- Assist in finalizing the detailed work plan for the project and have it approved by the PM;
- Assist in developing work plans, briefs and concepts, subject to approval by the PM and further on by Project Board on:
 - Coordination with other UNDP projects and programmes;
 - Resource mobilization
- Assist in finalizing the terms of reference, and handle the recruitment of national experts
- Assist in finalizing the terms of reference, identifying/contracting the subcontractors and individuals for provision of the following services: substantive, literary and style editing, translation; typesetting; printing; mailing and dissemination.
- providing support to the work to be done by the national experts and contracted companies;
- organizing the translation of the project related documents;
- controlling the quality of the translation and print out;
- preparing necessary requests for direct payments, recruitment and procurement.

Coordination:

- Organizing the work of the Project Board, including by:
- Circulating the draft agenda and working papers in advance of each meeting;
- Collecting views of the non-attending Project Board members on the agenda items, incorporating those views in the Meeting Records;
- Keeping records of the Project Board meetings, circulating those records among all Project Board members;

Communication:

- Maintaining the project correspondence;
- Disseminating public information materials on the project;
- Arranging an electronic debate forum for the exchange of views on the project related documents between involved interlocutors

Public information:

- Assisting in distribution, promotion and follow-up discussions around project related publications
- Organizing the launch of the publications
- Provide media briefing materials for the launch and follow-up events and responds to queries from the media

Monitoring and reporting:

- Assist in preparing analytical reports evaluating the project's progress against agreed effectiveness criteria;
- Assist in collecting all appropriate data and information required by involved interlocutors.

In addition to the above, the PA will also undertake other duties in connection with project activities to ensure its effective implementation, which are within his/her competence as the Project Assistant.

Qualifications

- 1) University degree in international development, economics or other relevant areas
- 2) Excellent command and drafting skills in English, Russian and Tajik
- 3) Experience of working in public information or the media
- 4) At least two years experience of managing technical assistance projects
- 5) Strong analytical and management skills
- 6) Excellent knowledge of the computer