



**Project Document  
Tajikistan**

**Project Title:** "Support to Institutional Strengthening of the Ministry of Foreign Affairs of RT, Phase VI"  
**Project Number:** 00137360  
**Implementing Partner:** Ministry of Foreign Affairs of the Republic of Tajikistan  
**Start Date:** 01 August 2021 **End Date:** 31 December 2022  
**LPAC Meeting date:** 22 July 2021

**Brief Description**

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

The Phase V of the project is completed in December 2020, which aimed at enhancing capacity development opportunities of young diplomats through internships at Tajik Embassies and Consulates abroad, provision of foreign language courses, postgraduate studies in Diplomatic Foreign Diplomatic Academies, lectures by the distinguished professors, experienced diplomats, and strengthening the technical (ICT) base of MFA RT.

During the bilateral meetings of UNDP and MFA RT the high relevance and contribution of the project in implementation of Tajikistan's Foreign Policy was reiterated. Considering the importance of the project and its valuable contribution to the capacity development of young diplomats, especially young female diplomats, UNDP has allocated additional resources to initiate the Phase VI of the Project. The nature of project activities will remain the same, however some minor changes in the scope are envisaged aimed at improvement of the MFA Human Resource Management processes and systems related to competency frameworks, learning and development plans, performance management etc.

<p><b>UNSDCF/CPD Outcome:</b> People in Tajikistan have their rights protected and benefit from improved access to justice and quality services delivered by accountable, transparent, and gender-responsive legislative, executive and judicial institutions at all levels.</p> <p><b>Indicative Output(s) with gender marker:</b> GEN2</p>	<b>Total resources required:</b>	USD 100,000	
	<b>Total resources allocated (2021):</b>	USD 40,000	
		<b>UNDP TRAC:</b>	USD 40,000
	<b>Government:</b>	In kind contribution	
<b>Unfunded</b>	USD 60,000		

Agreed by (signatures):

Government	UNDP
<p><b>Mr Sirojiddin Muhridin,</b> Minister of Foreign Affairs of the Republic of Tajikistan</p>  	<p><b>Ms Pratibha Mehta,</b> Resident Representative, UNDP Tajikistan</p>  
Date:	Date: 27/7/2021

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## I. DEVELOPMENT CHALLENGE

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

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

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

Young staff of MFA RT are seen as the future of Tajik diplomacy. As of April 2021, out of total 345 civil servants working for the Ministry of Foreign Affairs of the Republic of Tajikistan and Tajikistan's Embassies and Consulates abroad, 196 or 57% are young diplomats aged from 18 to 35, including approximately 31% female. The total number of civil servants working for MFA Central Administration comprise 198 people, including 103 or 52% young diplomats aged from 18 to 35. In total, female diplomats comprise approximately 31% of the young civil servants<sup>2</sup>. The overall trend observed is that the proportion of young diplomats is growing and so is the proportion of female diplomats.

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

### *UNDP Contribution:*

The '**Support to Institutional Strengthening of MFA RT, Phase VI**' project builds on the achievements of the previous Phase of the project implemented in 2017-2020. During this period, UNDP has invested USD 223,000 of TRAC funds to achieve the following key results:

- Provision of language courses: 533 young diplomats, including 82 women were covered with different language courses. The level of language proficiency of young diplomats has increased by an average of 21%.
- Courses on diplomacy: 188 young diplomats, including 67 women were covered with different courses provided by experienced senior diplomats, renowned academics, politicians and civil servants from various ministries and committees.
- Overseas internships and short-term professional qualification courses at foreign countries: 54 young diplomats, including 17 women benefited from the internships in diplomatic missions of Tajikistan abroad, underwent short-term professional development courses at the foreign diplomatic academies and participated in various international diplomatic forums and events etc.

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<sup>1</sup> Concept of the Foreign Policy of the Republic of Tajikistan, available online: <https://mfa.tj/ru/main/view/4255/kontseptsiya-vneshnei-politiki-respubliki-tadzhikistan>. Accessed on: 09 May 2021

<sup>2</sup> Human Resources Department of the Ministry of Foreign Affairs of the Republic of Tajikistan data, 2021

- Technical upgrade of MFA RT: The following key activities were performed within Phase V i) Creation of the new database for the Human Resources Department of MFA RT to enhance its security and facilitate the management of human resources, operational processes and data; ii) upgrade of the mail server of the MFA to enhance its security and expand storage space; iii) improvement of the MFA website and promotion of accounts in social networks. iv) Purchase of equipment for the MFA Center on Advanced Studies and Retraining with training and educational facilities (IT equipment) to effectively and interactively convene seminars, language courses and other learning sessions.
- Publication: Support in preparation and publication of the "Tajikistan Diplomacy", which highlights foreign policy activities of the country (2017-2019), "Tajikistan is a country of mountains" on Tajikistan's tourism potential (2020), procurement of 889 books for MFA library (2020) etc.
- TOEFL tests: Coverage of costs for TOEFL tests passed by 4 diplomats.

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## II. STRATEGY

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

- 1) **Empowerment of women**: Despite the fact the female diplomats comprise more than 1/3 of all diplomats working for MFA RT and foreign diplomatic missions of Tajikistan, the actual number of female covered by the project was still significantly smaller. Phase VI of the project will set up quotas to ensure that share of female diplomats benefitting from the project is at least equivalent to the share of the female diplomats working for MFA RT eg 30%;
- 2) **M&E, reporting, communication and visibility**: During the previous phases of the project, monitoring and evaluation as well as reporting and visibility of the project were rather weak. During Phase VI while collecting project related data, MFA RT will provide statistics and else information that is gender and age segregated. Moreover, it will be mandatory for trainees to undergo pre- and post training assessments which would help UNDP to measure the real impact of the project on the qualification of project beneficiaries, including female. As well, the communication and visibility of the project outcomes will be strengthened and existing communication platforms such as MFA RT website and Facebook pages will be extensively used.
- 3) **Audit**: Despite the fact the audit of Phase IV of the project was rated as 'satisfactory' there were certain observations which require due consideration during implementation of Phase VI of the project. This specifically will cover procurement related aspects of the project.

The Phase VI builds on the following Theory of Change:

***If young male and female diplomats are well equipped with the required level of knowledge and skills including on SDG,s in line with the priorities of Tajikistan's Foreign Policy; and if the project investments are focused both on young male and female diplomats and female diplomats are more active in implementation of the Foreign Policy; then MFA will be able to effectively and timely respond to emerging foreign policy challenges of the country in line with SDGs, specifically SDG17.***

The present initiative contributes to the following UNSDCF/CPD outcome: ***People in Tajikistan have their rights protected and benefit from improved access to justice and quality services delivered by accountable, transparent, and gender-responsive legislative, executive and judicial institutions at all levels.*** The project directly contributes to SDGs 17 (global partnerships) and also to SDGs 5 (gender equality), 10 (inequalities), and 16 (peace, justice and responsive institutions).

The project's main strategy is to build on the past achievements and ensure continuity of interventions successfully accomplished during Phases I-V. During Phase VI stronger emphasis on empowerment of female diplomats and close monitoring of their inclusion and participation in

capacity development opportunities within the project, will be made. For the learning opportunities of young diplomats at Tajikistan's Diplomatic missions abroad, clear criteria will be established and applied to ensure that young male and female diplomats have equal opportunities for professional growth.

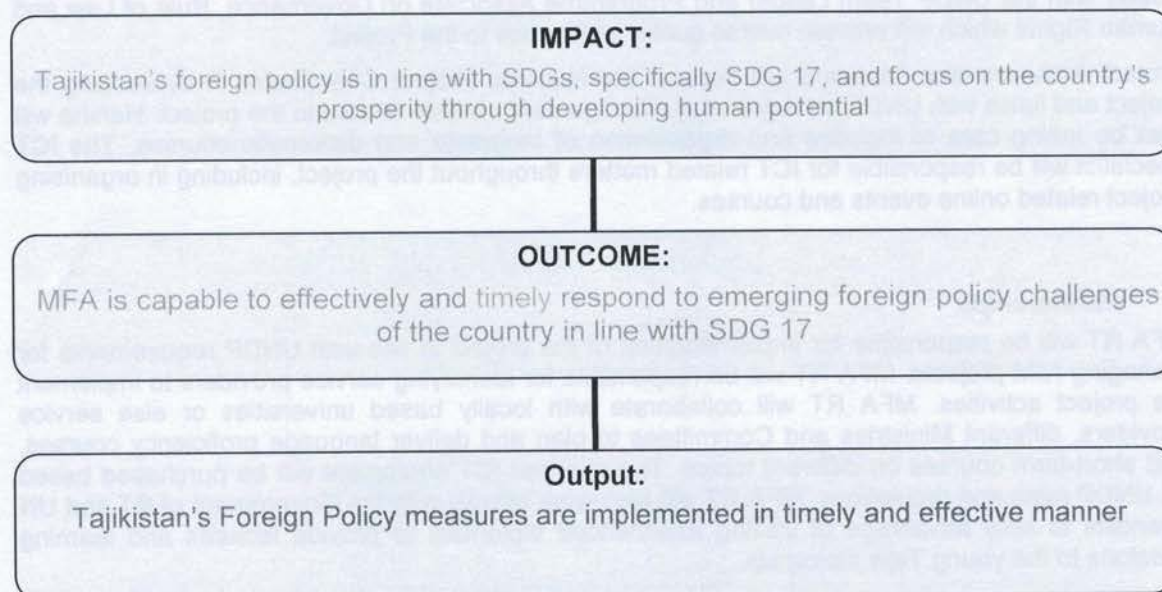
The project management will also be guided by the outcomes of the Phase IV audit undertaken by UNDP in March 2017. Although the audit was completed as 'satisfactory', there were certain observations which will be taken into account to ensure the project takes risk informed decisions.

### III. RESULTS AND PARTNERSHIPS

#### *Expected Results*

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

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



By the end of the project, the following results will be achieved:

- Language proficiency of at least 100 young diplomats, including at least 35 female will be enhanced. The language proficiency courses will cover English, Russian, Arabic, German and Portugal languages (different levels of proficiency).
- Level of knowledge of at least 100 young diplomats, including at least 35 female on priority diplomatic themes will be enhanced. The selected topics will be in line with the priorities of Tajikistan's Foreign Policy and will also be used as an opportunity to create awareness on SDGs in general and on gender and inequalities in particular. MFA young professionals might benefit from the learning sessions and workshops on SDG theme organized by other UNDP projects in partnership with MEDT, MoF, MoJ and other entities.
- Opportunities for at least 10 young diplomats, including at least 4 female will be made available to attend diplomacy related courses and on-job trainings at the Tajik Diplomatic Missions abroad, online courses in diplomacy academies etc.

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

The total project cost is 100,000 USD, which will be borne by UNDP (TRAC). Total financial resource allocated for 2021 is USD 40,000. The remaining 60,000 USD is subject to availability of UNDP TRAC funds in 2022 or attracting new resources from potential funding partners. In addition, MFA RT will provide in-kind contributions such as premises and equipment for conducting language proficiency courses. As well, MFA will co-fund the travel costs of the nominated MFA staff to attend internships or else learning opportunities abroad. The estimated financial equivalent of MFA contribution comprises USD 15 000 per annum. The MFA RT will provide in-kind contribution in the form of office premises, office furniture and equipment, office telephone lines and support towards telecommunication costs.

MFA RT and UNDP will make efforts to attract additional donors for the project to ensure its sustainability and scaling up.

UNDP Team Leader and Associate responsible for Governance, Rule of Law and Human Rights portfolio will oversee the project activities. The total estimated time is 20%. For this reason, UNDP will charge at least USD 5 000 from the total allocated amount in the form of Direct Project Costs per annum.

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

Project Administrative Assistant will support the National Project Coordinator in overseeing the project and liaise with UNDP on day-to-day management matters related to the project. He/she will also be taking care of logistics and organisation of language and diplomatic courses. The ICT specialist will be responsible for ICT related matters throughout the project, including in organising project related online events and courses.

### ***Partnerships***

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

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

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

The total project cost is USD 100,000 and therefore it is not subject to socio-economic screening. Please see project Risk Log for the list of risks identified during the design of the project.

### ***Stakeholder Engagement***

Target group of the project are the staff of MFA RT, specifically young male and female diplomats. Latter comprise approximately 31% of those diplomats aged 18-35. Therefore, the project quota for young female diplomats will comprise at least 30% to ensure that both male and female diplomats equally benefit from the career advancement opportunities provided by the project. The target group will be directly engaged in the design of the language proficiency and

other courses. To the extent possible, peer-to-peer learning opportunities will be made available for better knowledge management and dissemination within MFA RT.

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

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

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

### ***Knowledge***

During the previous phases, MFA RT has published different books related to diplomacy. These included the Code for Professional Ethics in Diplomatic Service and Diplomats' Handbook. These books are available for young Tajik diplomats. Building on this lessons, the Phase VI of the project will support publication of similar books and guidelines to equip young diplomats to professionally implement their daily functions, while making sure that the knowledge is disseminated widely within and beyond MFA. Moreover, the project will support the development of the Learning management and e-library System to allow local staff in Central Administration and located abroad in Tajik missions to benefit from different online/electronic courses.

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

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

As mentioned in preceding sections, the present project is small scale, however has high returns of investments. Only during Phase V, the project has supported enhancing language proficiency of at least 533 young diplomats, including 82 women. In addition, 54 young diplomats, including 17 women have had an opportunity to strengthen their diplomacy skills and competencies through training and study tours abroad. All of them have been promoted and are currently working in Central Administration and overseas missions. During Phase V, a server was purchased which is now used for maintenance of MFA website [www.mfa.tj](http://www.mfa.tj). The project also provided support to upgrading internal email communication system and this has significantly enhanced internal business processes within MFA RT.

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

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## **IV. PROJECT MANAGEMENT**

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

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

The project administrative costs are minimal and include the salary of Administrative assistant who will support the National Project Coordinator in overseeing the project and liaise with UNDP on day-to-day management matters related to the project. He/she will also be taking care of logistics and organisation of language courses. Other costs directly contributing to project activities are the costs of ICT specialist who will be responsible for ICT related matters throughout the project, including in organising project related events. The salary of Administrative assistant and ICT specialist is considerably lower as compared to similar assignments/functions within UNDP.

### **Project Management**

The present project will be implemented through the national implementing modality (NIM) in accordance with UNDP rules and regulations. Standard letter of Agreement between UNDP and MFA will be signed with respect to the provision of support services by the UNDP CO for the Project. The project will be based at the Ministry of Foreign Affairs of the Republic of Tajikistan. The MFA RT will provide in-kind contribution in the form of office premises, office furniture and equipment, office telephone lines and support towards telecommunication costs.

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

## **IV. PROJECT MANAGEMENT**

### **Cost Efficiency and Effectiveness**

The project will apply cost-saving approach in implementing the language courses. For instance, the learning resources and short-term courses will be organised at the premises of MFA RT and in-kind contribution for the project investments for the training of the project staff. The project will also ensure that the equipment for delivering the training

## V. RESULTS FRAMEWORK

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

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

Applicable Output(s) from the UNDP Strategic Plan: *Strengthen effective, inclusive and accountable governance*

Project title and Atlas Project Number: *Support to Institutional Strengthening of the MFA RT, Phase VI; 00137360*

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	FINAL	
Output 1: Enhanced professional capacity of young male and female diplomats to implement the measures and priorities of the Foreign Policy of Tajikistan	1.1 Level of the language proficiency of the young diplomats covered by the language proficiency course (gender segregated)	Language training pre- and post-training tests	0	2020	At least 20% improvement annually (gender segregated)	At least 20 % improvement (gender segregated)	The level of trainee's language proficiency will be tested before and after the course to define the level of progress (segregated by gender and language taught) Semi-annual project progress report on indicators No risks identified
	1.2 # of Tajik young diplomats from MFA RT benefiting from internships and other learning opportunities abroad (gender segregated);	Project Reports	0	2020	0	At least 17, including at least 5 female	Special log will be prepared to list all young diplomats (gender segregated) attending internships and/or else learning opportunities abroad. Also the career growth log will be prepared to describe the professional development of each intern after the internships Semi-annual project progress report on indicators
	1.3 # of young diplomats has improved knowledge of key diplomacy and political themes in line with the priorities of the Foreign Policy of RT;		0	2020	At least 50, including at least 15 female	At least 100, including at least 30 female	Semi-annual project progress report on indicators No risks identified



	1.4 % of young diplomats advancing in their career after completing language proficiency courses, internships and short term courses (as per the amended Law on Diplomatic Service of the Republic of Tajikistan as of 31 Dec.2014)	Pre- and post-training evaluation forms	0	2020	At least 15% of young diplomats including 5% of female diplomats benefiting from the project will move up in their diplomatic rank (gender segregated)	At least 30% of young diplomats, including 10% of female diplomats benefiting from the project will move up in their diplomatic rank (gender segregated)	The level of trainee's proficiency of the priority diplomacy and political themes will be tested before and after the courses to define the level of progress (segregated by gender and diplomacy themes) Also the career growth log will be prepared to describe the professional development of each intern after the internships and short-term courses. Semi-annual project progress report on indicators No risks identified
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INDICATORS	UNIT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Number of young diplomats completing language proficiency courses	persons	0	0	0	0	0	0	0	0	0	0	0	0
Number of young diplomats completing internships	persons	0	0	0	0	0	0	0	0	0	0	0	0
Number of young diplomats completing short-term courses	persons	0	0	0	0	0	0	0	0	0	0	0	0
Number of young diplomats moving up in their diplomatic rank	persons	0	0	0	0	0	0	0	0	0	0	0	0
Number of young diplomats moving up in their diplomatic rank (gender segregated)	persons	0	0	0	0	0	0	0	0	0	0	0	0

INDICATOR: The level of trainee's proficiency of the priority diplomacy and political themes will be tested before and after the courses to define the level of progress (segregated by gender and diplomacy themes)

UNIT: persons

2019: 0

2020: 0

2021: 0

2022: 0

2023: 0

2024: 0

2025: 0

2026: 0

2027: 0

2028: 0

2029: 0

2030: 0

## VI. MONITORING AND EVALUATION

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Semi-annually	National Project Coordinator will send progress reports on semi-annual basis (July and December)	MFA RT	N/A
<b>Monitor and Manage Risk</b>	Project Risk Log will be updated regularly and the observations resulting from Phase IV project audit will be used for quality assurance.	At least 2 times per year	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MFA RT	
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Regularly	Relevant lessons are captured by the project team and used to inform management decisions.	MFA RT	
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	QA will be done at the design, implementation and closure stages	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MFA RT	
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MFA RT	
<b>Project Report</b>	Project Progress Reports will be prepared annually in December to capture the project progress, achievements, challenges, lessons learnt and the way forward.	Annually	The National Project Coordinator will prepare the report and will finalise it based on the comments from UNDP.	MFA RT	
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project. At the end of the project, the Project Board shall hold	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to	MFA RT	

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

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

## VII. MULTI-YEAR WORK PLAN<sup>3</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 2021	Y2 2022 <sup>4</sup>		Funding Source	Budget Description	Amount
<p><b>Output 1:</b> Enhanced professional capacity of young male and female diplomats to implement the measures and priorities of the Foreign Policy of Tajikistan</p> <p>Baseline:</p> <ol style="list-style-type: none"> <li>Limited foreign language proficiency of young diplomats;</li> <li>Weak professional capacity of MFA RT in issues related to diplomacy;</li> <li>Staff of MFA RT have limited opportunities for experience and knowledge exchange with experienced diplomats.</li> <li>Staff of MFA RT have limited opportunities to advance in their career;</li> </ol> <p>Indicators:</p> <ol style="list-style-type: none"> <li>Level of the language proficiency of the young diplomats covered by the language proficiency</li> </ol>	<p><b>Activity Result 1.1:</b> Provision of language courses for 150 young diplomats, including at least 35% women.</p> <ul style="list-style-type: none"> <li>English language, pre-intermediate level –150 hours;</li> <li>English language intermediate level –150 hours;</li> <li>English language upper –intermediate level –150 hours;</li> <li>English for Lawyers –150 hours.</li> <li>English for Diplomats –150 hours.</li> <li>Russian language courses –150 hours.</li> <li>German language courses –150 hours.</li> <li>Arabic language courses 100 hours.</li> <li>Portuguese language course 100 hours.</li> </ul> <p><b>Activity Result 1.2.</b> TOEFL tests</p> <p>Coverage of TOEFL tests of at least 10 young diplomats including at least 3 women annually.</p>	USD 9,000	USD 18,000	MFA, UNDP	UNDP TRAC	Contractual services – companies	USD 27,000

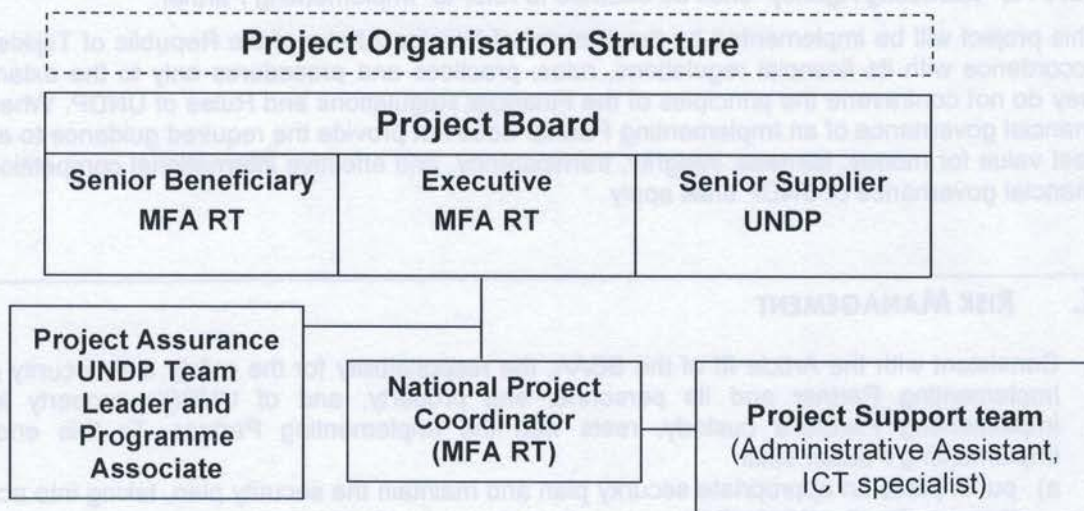
<sup>4</sup> Subject to availability of UNDP TRAC funds or new resources from potential funding partners in 2022.

<p>course segregated) (gender)</p> <p>2. # of Tajik young diplomats from MFA RT benefiting from internships and other learning opportunities abroad (gender segregated);</p> <p>3. # of young diplomats has improved knowledge of key diplomacy and political themes in line with the priorities of the Foreign Policy of RT;</p> <p>4. % of young diplomats advancing in their career after completing language proficiency courses, internships and short term courses.</p> <p><b>Targets:</b></p> <ol style="list-style-type: none"> <li>1. At least 20% improvement</li> <li>2. At least 17, including at least 5 female</li> <li>3. At least 100 young diplomats, including at least 30 female</li> <li>4. At least 30 % of young diplomats, including 10% female diplomats;</li> </ol>	<p><b>Activity Result 2.1:</b> Qualification based training for young male and female diplomats of MFA RT:</p> <p><b>Internships (to be conducted in 2022):</b></p> <ul style="list-style-type: none"> <li>- Support overseas internships for at least 5 young diplomats, including at least 1 female, to diplomatic missions of Tajikistan and international institutions abroad by covering the cost of airfare, health insurance and reduced DSA.</li> <li>- Support participation of at least 12 MFA staff, including at least 4 female, in short-term professional qualification courses at Foreign Diplomatic Academies by covering the cost of airfares and DSA.</li> </ul> <p><b>Sort-term courses and lectures:</b></p> <ul style="list-style-type: none"> <li>- Support provision of short-term courses and lectures on diplomatic and political themes (also covering SDG and gender related aspects) for at least 100 young diplomats, including at least 30 female by national and international experts (both physical and online), 400 hours annually.</li> <li>- Support the formation of the Club of Young Diplomats and organization of at least 10 interactive events to discuss issues related to diplomacy, international relations, and UN work to promote logical and critical thinking, teamwork, and leadership skills.</li> </ul>	<p>USD 9,000</p>	<p>USD 16,000</p>			<p>International travel</p>	<p>USD 25,000</p>
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	<b>Activity Result 3: Technical upgrade of MFA RT.</b> <ul style="list-style-type: none"> <li>- Content improvement of the MFA website and promotion of accounts in social networks etc.</li> <li>- Development and constant upgrade of the Learning management and e-library System (LMS) to provide online/electronic courses for staff.</li> <li>- Technical modernization of the MFA education class to conduct online lectures/courses in an interactive manner.</li> </ul>	USD 14,000	USD 16,000	IT Equipment	USD 4,000
				Contractual services	USD 14,000
				Project personnel (Administrative Assistant, ICT specialist)	USD 12,000
	<b>Activity Result 4: Publication and procurement of books</b> Publication and procurement of books, bulletins, journals on foreign policy and international relations.	USD 5,000	USD 5,000	Publications	USD 10,000
	DPC (UNDP)	USD 3,000	USD 5,000	DPC (UNDP)	USD 8,000
	<b>Sub-Total for Output 1</b>			2021: USD 40,000 2022: USD 60,000 (unfunded)	
	<b>TOTAL</b>				USD 40,000 (funded) USD 60,000 (unfunded)

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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



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

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

The Project Board will:

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

The Project Board shall also have the power to approve expenditures that are outside of an Annual Work Plan of the project, if such expenditures are deemed useful and appropriate to the project's goals. Requests for such expenditures may be raised by project management at a Board meeting or, if time sensitive, then in writing submitted to every member of the Board.

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

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## IX. LEGAL CONTEXT

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

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

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## X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/qa\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml).
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.



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

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

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

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

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard

Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

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## XI. ANNEXES

### 1. Risk Analysis. [Risk Log template](#)

## Annex 1 – Project Risk Log

#	Description	Date Identified	Type	Impact & Probability (1= low, 5= high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political destabilisation, insurgency and armed conflict.	11 May 2021	Political	Probability 1 Impact 5	Maintain neutrality and conflict-sensitivity in action: adapt programme to the complex context.	Yusufjon Kholov	Yusufjon Kholov	2021	
2	Insufficient number of female diplomats in language proficiency and thematic courses and in trainings	11 May 2021	Organizational	Probability 2 Impact 3	Set quotas to ensure coverage of female diplomats in line with RRF and monitor compliance of the project with the quotas	Yusufjon Kholov	Yusufjon Kholov	2021	
3	Delayed delivery of the project due to COVID-19 pandemic	11 May 2021	Financial	Probability 2 Impact 3	Close monitoring of project delivery in line with the approved project work plan. The project will put mechanisms in place so that it regularly monitors the situation regarding the virus and is able to react and respond swiftly. E.g. in case of cancellation of internships, the project will make budget revision to reprogramme funds for implementation other activities (online internship etc.)	Yusufjon Kholov	Yusufjon Kholov	2021	
4	SDGs and gender related topics are not sufficiently covered at the thematic courses	11 May 2021	Project management	Probability 2 Impact 3	Meet with the selected lectors and ensure their level of awareness of SDGs and gender issues in line with the foreign policy of RT is at the adequate level. If not, UNDP will provide resources and materials to ensure the lectures duly covers the above topics during the training.	Yusufjon Kholov	Yusufjon Kholov	2021	
5	Audit observations not followed during the project	11 May 2021	Project management	Probability 2 Impact 3	The audit observations will be in general (within the boundaries of confidentiality) presented to MFA RT and will be closely monitored from UNDP side to ensure due follow up throughout Phase V.	Yusufjon Kholov	Yusufjon Kholov	2021	



Empowered lives.  
Resilient nations.

**Project Document  
Tajikistan**

**Project Title:** "Support to Institutional Strengthening of the Ministry of Foreign Affairs of RT, Phase VI"  
**Project Number:** 00137360  
**Implementing Partner:** Ministry of Foreign Affairs of the Republic of Tajikistan  
**Start Date:** 01 August 2021 **End Date:** 31 December 2022  
**LPAC Meeting date:** 22 July 2021

**Brief Description**

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

The Phase V of the project is completed in December 2020, which aimed at enhancing capacity development opportunities of young diplomats through internships at Tajik Embassies and Consulates abroad, provision of foreign language courses, postgraduate studies in Diplomatic Foreign Diplomatic Academies, lectures by the distinguished professors, experienced diplomats, and strengthening the technical (ICT) base of MFA RT.

During the bilateral meetings of UNDP and MFA RT the high relevance and contribution of the project in implementation of Tajikistan's Foreign Policy was reiterated. Considering the importance of the project and it's valuable contribution to the capacity development of young diplomats, especially young female diplomats, UNDP has allocated additional resources to initiate the Phase VI of the Project. The nature of project activities will remain the same, however some minor changes in the scope are envisaged aimed at improvement of the MFA Human Resource Management processes and systems related to competency frameworks, learning and development plans, performance management etc.

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

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

<b>Total resources required:</b>	USD 100,000	
<b>Total resources allocated (2021):</b>	USD 40,000	
	<b>UNDP TRAC:</b>	USD 40,000
	<b>Government:</b>	In kind contribution
<b>Unfunded</b>	USD 60,000	

Agreed by (signatures):

Government	UNDP
<b>Mr Sirojiddin Muhridin,</b> Minister of Foreign Affairs of the Republic of Tajikistan	<b>Ms Prathiba Mehta,</b> Resident Representative, UNDP Tajikistan
	
Date:	Date: 27/7/2021

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## I. DEVELOPMENT CHALLENGE

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

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

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

Young staff of MFA RT are seen as the future of Tajik diplomacy. As of April 2021, out of total 345 civil servants working for the Ministry of Foreign Affairs of the Republic of Tajikistan and Tajikistan's Embassies and Consulates abroad, 196 or 57% are young diplomats aged from 18 to 35, including approximately 31% female. The total number of civil servants working for MFA Central Administration comprise 198 people, including 103 or 52% young diplomats aged from 18 to 35. In total, female diplomats comprise approximately 31% of the young civil servants<sup>2</sup>. The overall trend observed is that the proportion of young diplomats is growing and so is the proportion of female diplomats.

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

### *UNDP Contribution:*

The **'Support to Institutional Strengthening of MFA RT', Phase VI** project builds on the achievements of the previous Phase of the project implemented in 2017-2020. During this period, UNDP has invested USD 223,000 of TRAC funds to achieve the following key results:

- Provision of language courses: 533 young diplomats, including 82 women were covered with different language courses. The level of language proficiency of young diplomats has increased by an average of 21%.
- Courses on diplomacy: 188 young diplomats, including 67 women were covered with different courses provided by experienced senior diplomats, renowned academics, politicians and civil servants from various ministries and committees.
- Overseas internships and short-term professional qualification courses at foreign countries: 54 young diplomats, including 17 women benefited from the internships in diplomatic missions of Tajikistan abroad, underwent short-term professional development courses at the foreign diplomatic academies and participated in various international diplomatic forums and events etc.

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<sup>1</sup> Concept of the Foreign Policy of the Republic of Tajikistan, available online: <https://mfa.tj/ru/main/view/4255/kontseptsiya-vneshnei-politiki-respubliki-tadzhikistan> . Accessed on: 09 May 2021

<sup>2</sup> Human Resources Department of the Ministry of Foreign Affairs of the Republic of Tajikistan data, 2021

- Technical upgrade of MFA RT: The following key activities were performed within Phase V i) Creation of the new database for the Human Resources Department of MFA RT to enhance its security and facilitate the management of human resources, operational processes and data; ii) upgrade of the mail server of the MFA to enhance its security and expand storage space; iii) improvement of the MFA website and promotion of accounts in social networks. iv) Purchase of equipment for the MFA Center on Advanced Studies and Retraining with training and educational facilities (IT equipment) to effectively and interactively convene seminars, language courses and other learning sessions.
- Publication: Support in preparation and publication of the "Tajikistan Diplomacy", which highlights foreign policy activities of the country (2017-2019), "Tajikistan is a country of mountains" on Tajikistan's tourism potential (2020), procurement of 889 books for MFA library (2020) etc.
- TOEFL tests: Coverage of costs for TOEFL tests passed by 4 diplomats.

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## II. STRATEGY

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

- 1) **Empowerment of women**: Despite the fact the female diplomats comprise more than 1/3 of all diplomats working for MFA RT and foreign diplomatic missions of Tajikistan, the actual number of female covered by the project was still significantly smaller. Phase VI of the project will set up quotas to ensure that share of female diplomats benefitting from the project is at least equivalent to the share of the female diplomats working for MFA RT eg 30%;
- 2) **M&E, reporting, communication and visibility**: During the previous phases of the project, monitoring and evaluation as well as reporting and visibility of the project were rather weak. During Phase VI while collecting project related data, MFA RT will provide statistics and else information that is gender and age segregated. Moreover, it will be mandatory for trainees to undergo pre- and post training assessments which would help UNDP to measure the real impact of the project on the qualification of project beneficiaries, including female. As well, the communication and visibility of the project outcomes will be strengthened and existing communication platforms such as MFA RT website and Facebook pages will be extensively used.
- 3) **Audit**: Despite the fact the audit of Phase IV of the project was rated as 'satisfactory' there were certain observations which require due consideration during implementation of Phase VI of the project. This specifically will cover procurement related aspects of the project.

The Phase VI builds on the following Theory of Change:

***If young male and female diplomats are well equipped with the required level of knowledge and skills including on SDG,s in line with the priorities of Tajikistan's Foreign Policy; and if the project investments are focused both on young male and female diplomats and female diplomats are more active in implementation of the Foreign Policy; then MFA will be able to effectively and timely respond to emerging foreign policy challenges of the country in line with SDGs, specifically SDG17.***

The present initiative contributes to the following UNSDCF/CPD outcome: ***People in Tajikistan have their rights protected and benefit from improved access to justice and quality services delivered by accountable, transparent, and gender-responsive legislative, executive and judicial institutions at all levels.*** The project directly contributes to SDGs 17 (global partnerships) and also to SDGs 5 (gender equality), 10 (inequalities), and 16 (peace, justice and responsive institutions).

The project's main strategy is to build on the past achievements and ensure continuity of interventions successfully accomplished during Phases I-V. During Phase VI stronger emphasis on empowerment of female diplomats and close monitoring of their inclusion and participation in

capacity development opportunities within the project, will be made. For the learning opportunities of young diplomats at Tajikistan's Diplomatic missions abroad, clear criteria will be established and applied to ensure that young male and female diplomats have equal opportunities for professional growth.

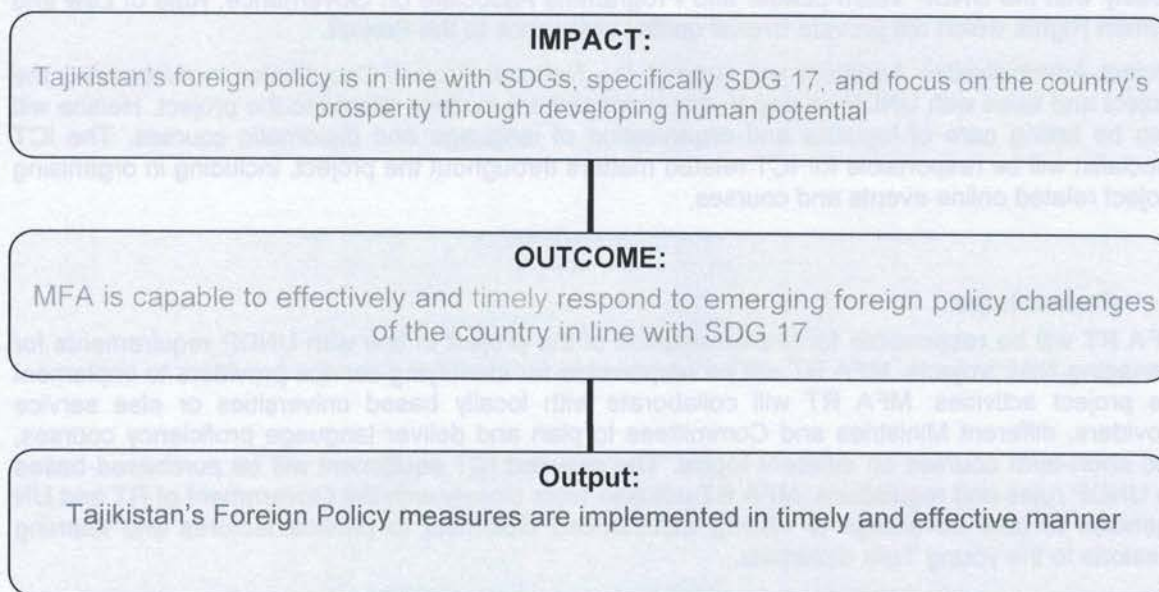
The project management will also be guided by the outcomes of the Phase IV audit undertaken by UNDP in March 2017. Although the audit was completed as 'satisfactory', there were certain observations which will be taken into account to ensure the project takes risk informed decisions.

### III. RESULTS AND PARTNERSHIPS

#### *Expected Results*

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

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



By the end of the project, the following results will be achieved:

- Language proficiency of at least 100 young diplomats, including at least 35 female will be enhanced. The language proficiency courses will cover English, Russian, Arabic, German and Portugal languages (different levels of proficiency).
- Level of knowledge of at least 100 young diplomats, including at least 35 female on priority diplomatic themes will be enhanced. The selected topics will be in line with the priorities of Tajikistan's Foreign Policy and will also be used as an opportunity to create awareness on SDGs in general and on gender and inequalities in particular. MFA young professionals might benefit from the learning sessions and workshops on SDG theme organized by other UNDP projects in partnership with MEDT, MoF, MoJ and other entities.
- Opportunities for at least 10 young diplomats, including at least 4 female will be made available to attend diplomacy related courses and on-job trainings at the Tajik Diplomatic Missions abroad, online courses in diplomacy academies etc.

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

The total project cost is 100,000 USD, which will be borne by UNDP (TRAC). Total financial resource allocated for 2021 is USD 40,000. The remaining 60,000 USD is subject to availability of UNDP TRAC funds in 2022 or attracting new resources from potential funding partners. In addition, MFA RT will provide in-kind contributions such as premises and equipment for conducting language proficiency courses. As well, MFA will co-fund the travel costs of the nominated MFA staff to attend internships or else learning opportunities abroad. The estimated financial equivalent of MFA contribution comprises USD 15 000 per annum. The MFA RT will provide in-kind contribution in the form of office premises, office furniture and equipment, office telephone lines and support towards telecommunication costs.

MFA RT and UNDP will make efforts to attract additional donors for the project to ensure its sustainability and scaling up.

UNDP Team Leader and Associate responsible for Governance, Rule of Law and Human Rights portfolio will oversee the project activities. The total estimated time is 20%. For this reason, UNDP will charge at least USD 5 000 from the total allocated amount in the form of Direct Project Costs per annum.

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

Project Administrative Assistant will support the National Project Coordinator in overseeing the project and liaise with UNDP on day-to-day management matters related to the project. He/she will also be taking care of logistics and organisation of language and diplomatic courses. The ICT specialist will be responsible for ICT related matters throughout the project, including in organising project related online events and courses.

### ***Partnerships***

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

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

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

The total project cost is USD 100,000 and therefore it is not subject to socio-economic screening. Please see project Risk Log for the list of risks identified during the design of the project.

### ***Stakeholder Engagement***

Target group of the project are the staff of MFA RT, specifically young male and female diplomats. Latter comprise approximately 31% of those diplomats aged 18-35. Therefore, the project quota for young female diplomats will comprise at least 30% to ensure that both male and female diplomats equally benefit from the career advancement opportunities provided by the project. The target group will be directly engaged in the design of the language proficiency and



other courses. To the extent possible, peer-to-peer learning opportunities will be made available for better knowledge management and dissemination within MFA RT.

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

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

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

### ***Knowledge***

During the previous phases, MFA RT has published different books related to diplomacy. These included the Code for Professional Ethics in Diplomatic Service and Diplomats' Handbook. These books are available for young Tajik diplomats. Building on this lessons, the Phase VI of the project will support publication of similar books and guidelines to equip young diplomats to professionally implement their daily functions, while making sure that the knowledge is disseminated widely within and beyond MFA. Moreover, the project will support the development of the Learning management and e-library System to allow local staff in Central Administration and located abroad in Tajik missions to benefit from different online/electronic courses.

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

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

As mentioned in preceding sections, the present project is small scale, however has high returns of investments. Only during Phase V, the project has supported enhancing language proficiency of at least 533 young diplomats, including 82 women. In addition, 54 young diplomats, including 17 women have had an opportunity to strengthen their diplomacy skills and competencies through training and study tours abroad. All of them have been promoted and are currently working in Central Administration and overseas missions. During Phase V, a server was purchased which is now used for maintenance of MFA website [www.mfa.tj](http://www.mfa.tj). The project also provided support to upgrading internal email communication system and this has significantly enhanced internal business processes within MFA RT.

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

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## **IV. PROJECT MANAGEMENT**

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

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

The project administrative costs are minimal and include the salary of Administrative assistant who will support the National Project Coordinator in overseeing the project and liaise with UNDP on day-to-day management matters related to the project. He/she will also be taking care of logistics and organisation of language courses. Other costs directly contributing to project activities are the costs of ICT specialist who will be responsible for ICT related matters throughout the project, including in organising project related events. The salary of Administrative assistant and ICT specialist is considerably lower as compared to similar assignments/functions within UNDP.

### **Project Management**

The present project will be implemented through the national implementing modality (NIM) in accordance with UNDP rules and regulations. Standard letter of Agreement between UNDP and MFA will be signed with respect to the provision of support services by the UNDP CO for the Project. The project will be based at the Ministry of Foreign Affairs of the Republic of Tajikistan. The MFA RT will provide in-kind contribution in the form of office premises, office furniture and equipment, office telephone lines and support towards telecommunication costs.

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

## **IV - PROJECT MANAGEMENT**

### **Cost Efficiency and Effectiveness**

The project will ensure cost-effectiveness by implementing the envisaged activities for limited time and resources and strict cost control will be exercised at the Ministry of MFA. It and its national counterpart, ensure the project investment for the training do not include the cost of purchase of equipment or building the training.

## V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: People in Tajikistan have their rights protected and benefit from improved access to justice and quality services delivered by accountable, transparent, and gender-responsive legislative, executive and judicial institutions at all levels (SDG 17)										
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: <i>World Governance Indicators on Government Effectiveness</i>										
Applicable Output(s) from the UNDP Strategic Plan: <i>Strengthen effective, inclusive and accountable governance</i>										
Project title and Atlas Project Number: Support to Institutional Strengthening of the MFA RT, Phase VI; 00137360										
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS			
			Value	Year	Year 1	FINAL				
Output 1: Enhanced professional capacity of young male and female diplomats to implement the measures and priorities of the Foreign Policy of Tajikistan	1.1 Level of the language proficiency of the young diplomats covered by the language proficiency course (gender segregated).	Language training pre- and post-training tests	0	2020	At least 20% improvement annually (gender segregated)	At least 20 % improvement (gender segregated)	The level of trainee's language proficiency will be tested before and after the course to define the level of progress (segregated by gender and language taught) Semi-annual project progress report on indicators No risks identified	Special log will be prepared to list all young diplomats (gender segregated) attending internships and/or else learning opportunities abroad. Also the career growth log will be prepared to describe the professional development of each intern after the internships Semi-annual project progress report on indicators	At least 17, including at least 5 female	At least 100, including at least 30 female
	1.2 # of Tajik young diplomats from MFA RT benefitting from internships and other learning opportunities abroad (gender segregated);	Project Reports	0	2020	0	At least 17, including at least 5 female				
	1.3 # of young diplomats has improved knowledge of key diplomacy and political themes in line with the priorities of the Foreign Policy of RT;		0	2020	At least 50, including at least 15 female	At least 100, including at least 30 female				

	<p>1.4 % of young diplomats advancing in their career after completing language proficiency courses, internships and short term courses (as per the amended Law on Diplomatic Service of the Republic of Tajikistan as of 31 Dec. 2014)</p>	<p>Pre- and post-training evaluation forms</p>	<p>0</p>	<p>2020</p>	<p>At least 15% of young diplomats including 5% of female diplomats benefiting from the project will move up in their diplomatic rank (gender segregated)</p>	<p>At least 30% of young diplomats including 10% of female diplomats benefiting from the project will move up in their diplomatic rank (gender segregated)</p>	<p>The level of trainee's proficiency of the priority diplomacy and political themes will be tested before and after the courses to define the level of progress (segregated by gender and diplomacy themes) Also the career growth log will be prepared to describe the professional development of each intern after the internships and short-term courses. Semi-annual project progress report on indicators No risks identified</p>
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## VI. MONITORING AND EVALUATION

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Semi-annually	National Project Coordinator will send progress reports on semi-annual basis (July and December)	MFA RT	N/A
<b>Monitor and Manage Risk</b>	Project Risk Log will be updated regularly and the observations resulting from Phase IV project audit will be used for quality assurance.	At least 2 times per year	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MFA RT	
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Regularly	Relevant lessons are captured by the project team and used to inform management decisions.	MFA RT	
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	QA will be done at the design, implementation and closure stages	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MFA RT	
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MFA RT	
<b>Project Report</b>	Project Progress Reports will be prepared annually in December to capture the project progress, achievements, challenges, lessons learnt and the way forward.	Annually	The National Project Coordinator will prepare the report and will finalise it based on the comments from UNDP.	MFA RT	
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project. At the end of the project, the Project Board shall hold	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to	MFA RT	

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

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

## VII. MULTI-YEAR WORK PLAN<sup>3</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 2021	Y2 2022 <sup>4</sup>		Funding Source	Budget Description	Amount
<p><b>Output 1:</b> Enhanced professional capacity of young male and female diplomats to implement the measures and priorities of the Foreign Policy of Tajikistan</p> <p>Baseline:</p> <ol style="list-style-type: none"> <li>Limited foreign language proficiency of young diplomats;</li> <li>Weak professional capacity of MFA RT in issues related to diplomacy;</li> <li>Staff of MFA RT have limited opportunities for experience and knowledge exchange with experienced diplomats.</li> <li>Staff of MFA RT have limited opportunities to advance in their career.</li> </ol> <p>Indicators:</p> <ol style="list-style-type: none"> <li>Level of the language proficiency of the young diplomats covered by the language proficiency</li> </ol>	<p><b>Activity Result 1.1:</b> Provision of language courses for 150 young diplomats, including at least 35% women.</p> <ul style="list-style-type: none"> <li>English language, pre-intermediate level –150 hours;</li> <li>English language intermediate level –150 hours;</li> <li>English language upper-intermediate level –150 hours;</li> <li>English for Lawyers –150 hours.</li> <li>English for Diplomats –150 hours.</li> <li>Russian language courses –150 hours.</li> <li>German language courses –150 hours.</li> <li>Arabic language courses 100 hours.</li> <li>Portuguese language course 100 hours.</li> </ul> <p><b>Activity Result 1.2:</b> TOEFL tests</p> <ul style="list-style-type: none"> <li>Coverage of TOEFL tests of at least 10 young diplomats including at least 3 women annually.</li> </ul>	USD 9,000	USD 18,000	MFA, UNDP	UNDP TRAC	Contractual services—companies	USD 27,000

<sup>4</sup> Subject to availability of UNDP/TRAC funds or new resources from potential funding partners in 2022.

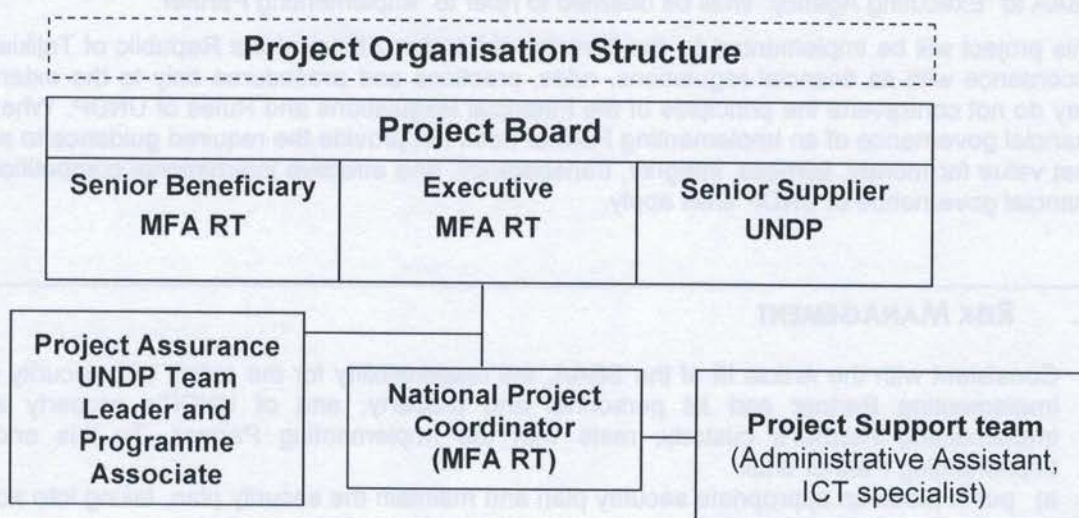
<p>course (gender segregated)</p> <p>2. # of Tajik young diplomats from MFA RT benefiting from internships and other learning opportunities abroad (gender segregated);</p> <p>3. # of young diplomats has improved knowledge of key diplomacy and political themes in line with the priorities of the Foreign Policy of RT;</p> <p>4. % of young diplomats advancing in their career after completing language proficiency courses, internships and short term courses;</p> <p>Targets:</p> <ol style="list-style-type: none"> <li>1. At least 20% improvement</li> <li>2. At least 17, including at least 5 female</li> <li>3. At least 100 young diplomats including at least 30 female</li> <li>4. At least 30 % of young diplomats, including 10% female diplomats;</li> </ol>	<p><b>Activity Result 2.1:</b> Qualification based training for young male and female diplomats of MFA RT:</p> <p><b>Internships (to be conducted in 2022):</b></p> <ul style="list-style-type: none"> <li>- Support overseas internships for at least 5 young diplomats, including at least 1 female, to diplomatic missions of Tajikistan and international institutions abroad by covering the cost of airfare, health insurance and reduced DSA;</li> <li>- Support participation of at least 12 MFA staff, including at least 4 female, in short-term professional qualification courses at Foreign Diplomatic Academies by covering the cost of airfares and DSA.</li> </ul> <p><b>Sort-term courses and lectures:</b></p> <ul style="list-style-type: none"> <li>- Support provision of short-term courses and lectures on diplomatic and political themes (also covering SDG and gender related aspects) for at least 100 young diplomats, including at least 30 female by national and international experts (both physical and online), 400 hours annually.</li> <li>- Support the formation of the Club of Young Diplomats and organization of at least 10 interactive events to discuss issues related to diplomacy, international relations, and UN work to promote logical and critical thinking, teamwork, and leadership skills.</li> </ul>	<p>USD 9,000</p>	<p>USD 16,000</p>	<p>International travel</p>	<p>USD 25,000</p>
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<p><b>Activity Result 3: Technical upgrade of MFA RT.</b></p> <ul style="list-style-type: none"> <li>- Content improvement of the MFA website and promotion of accounts in social networks etc.</li> <li>- Development and constant upgrade of the Learning management and e-library System (LMS) to provide online/electronic courses for staff.</li> <li>- Technical modernization of the MFA education class to conduct online lectures/courses in an interactive manner.</li> </ul>	USD 14,000	USD 16,000		<p>IT Equipment</p> <p>Contractual services</p> <p>Project personnel (Administrative Assistant, ICT specialist)</p>	USD 4,000 USD 14,000 USD 12,000
<p><b>Activity Result 4: Publication and procurement of books</b></p> <p>Publication and procurement of books, bulletins, journals on foreign policy and international relations.</p>	USD 5,000	USD 5,000		Publications	USD 10,000
<p><b>DPC (UNDP)</b></p>	USD 3,000	USD 5,000		DPC (UNDP)	USD 8,000
<p><b>Sub-Total for Output 1</b></p>				<p>2021: USD 40,000 2022: USD 60,000 (unfunded)</p>	
<b>TOTAL</b>				<p>USD 40,000 (funded) USD 60,000 (unfunded)</p>	

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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



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

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

The Project Board will:

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

The Project Board shall also have the power to approve expenditures that are outside of an Annual Work Plan of the project, if such expenditures are deemed useful and appropriate to the project's goals. Requests for such expenditures may be raised by project management at a Board meeting or, if time sensitive, then in writing submitted to every member of the Board.

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

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## IX. LEGAL CONTEXT

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

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

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## X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

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

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

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

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

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard

Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

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## XI. ANNEXES

### 1. Risk Analysis. [Risk Log template](#)

## Annex 1 – Project Risk Log

#	Description	Date Identified	Type	Impact & Probability (1= low, 5= high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political destabilisation, insurgency and armed conflict.	11 May 2021	Political	Probability 1 Impact 5	Maintain neutrality and conflict-sensitivity in action: adapt programme to the complex context.	Yusufjon Kholov	Yusufjon Kholov	2021	
2	Insufficient number of female diplomats in language proficiency and thematic courses and in trainings	11 May 2021	Organizational	Probability 2 Impact 3	Set quotas to ensure coverage of female diplomats in line with RRF and monitor compliance of the project with the quotas	Yusufjon Kholov	Yusufjon Kholov	2021	
3	Delayed delivery of the project due to COVID-19 pandemic	11 May 2021	Financial	Probability 2 Impact 3	Close monitoring of project delivery in line with the approved project work plan. The project will put mechanisms in place so that it regularly monitors the situation regarding the virus and is able to react and respond swiftly. E.g. in case of cancellation of internships, the project will make budget revision to reprogramme funds for implementation other activities (online internship etc.)	Yusufjon Kholov	Yusufjon Kholov	2021	
4	SDGs and gender related topics are not sufficiently covered at the thematic courses	11 May 2021	Project management	Probability 2 Impact 3	Meet with the selected lecturers and ensure their level of awareness of SDGs and gender issues in line with the foreign policy of RT is at the adequate level. If not, UNDP will provide resources and materials to ensure the lecturers duly covers the above topics during the training.	Yusufjon Kholov	Yusufjon Kholov	2021	
5	Audit observations not followed during the project	11 May 2021	Project management	Probability 2 Impact 3	The audit observations will be in general (within the boundaries of confidentiality) presented to MFA RT and will be closely monitored from UNDP side to ensure due follow up throughout Phase V.	Yusufjon Kholov	Yusufjon Kholov	2021	




**STANDARD LETTER OF AGREEMENT BETWEEN UNITED NATIONS DEVELOPMENT  
PROGRAMME AND THE MINISTRY OF FOREIGN AFFAIRS OF THE REPUBLIC OF TAJIKISTAN**

Your Excellency, Mr. Sirojiddin Muhridin,

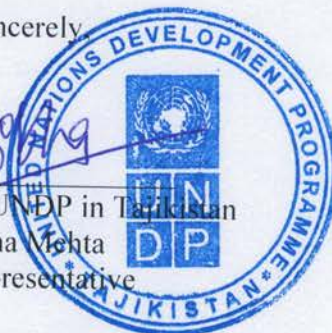
1. Reference is made to consultations between officials of the Ministry of Foreign Affairs of the Republic of Tajikistan (hereinafter referred to as "the MFA RT") and officials of UNDP with respect to the provision of support services by the UNDP Country Office for nationally managed project titled "**Support to Institutional Strengthening of the Ministry of Foreign Affairs of RT, Phase VI**", **Project ID: 00137360**, (hereinafter referred to as "the Project"). UNDP and the MFA RT hereby agree that the UNDP Country Office may provide such support services at the request of the MFA RT, as described below.
2. The UNDP Country Office may provide support services for assistance with direct payments. In providing such support services, the UNDP Country Office shall ensure that the capacity of the MFA RT is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP Country Office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the project:
  - (a) Procurement of goods and services, for the amount above US\$ 50,000;
  - (b) Facilitation of international travel, payment of daily subsistence allowances and settlement of travel claims pertaining to international travel (F10).
4. The procurement of goods and services and the recruitment of project personnel by the UNDP Country Office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a project, the annex to the project document is revised with the mutual agreement of the UNDP Resident Representative and the MFA RT.
5. The relevant provisions of the **Standard Basic Assistance Agreement between the Government of the Republic of Tajikistan and UNDP signed on 03 December 1993**, (the "SBAA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The MFA RT shall retain overall responsibility for the nationally managed project. The responsibility of the UNDP Country Office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.
6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP Country Office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP Country Office in providing the support services described in paragraph 3 above shall be specified in the annex to the project document.
8. The UNDP Country Office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.
10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between the MFA RT and UNDP on the terms and conditions for the provision of support services by the UNDP Country Office for nationally managed programmes and projects.

Yours sincerely,



Signed on behalf of UNDP in Tajikistan  
Dr. Pratibha Mehta  
Resident Representative



For the Ministry of Foreign Affairs of the Republic of Tajikistan  
H.E., Mr. Sirojiddin Muhriddin  
Minister of Foreign Affairs of the Republic of Tajikistan





Attachment

**DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES AND UNDP FEES**

1. Reference is made to consultations between the Ministry of Foreign Affairs of the Republic of Tajikistan (MFA RT) and officials of UNDP with respect to the provision of support services by the UNDP Country Office for the nationally managed project titled “**Support to Institutional Strengthening of the Ministry of Foreign Affairs of RT, Phase VI**”, (Project ID: 00137360) or “*the Project*”.

2. In accordance with the provisions of the letter of agreement signed on 26 July 2021 and the **project document**, the UNDP Country Office shall provide support services for the **Project** as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
<b>1. Finance</b>			
a) Payment to vendor and staff	Daily/Monthly	33.77	4052.40
b) Issue check only (Atlas Agencies only)	Ad hoc	15.68	626
c) Vendor profile only (Atlas Agencies only)	As per the working plan	17.77	888.50
<b>AR Management Process</b> (create/apply receivable pending item – Atlas Agencies only)	As per the working plan	29.43	294.30
a) Issue/Apply Deposits Only	As per the working plan	18.06	180.60
Total			<b>6,041.80</b>
<b>2. Procurement</b>			
a) Procurement not involving CAP – below US\$ 50,000			
- Identification and selection	As per the working plan	87.97	527.82
- Issue Purchase Order	As per the working plan	43.98	219.90
- Follow up	As per the working plan	43.98	263.88
Total, Procurement			<b>1011.60</b>
<b>3. Admin Support</b>			

Travel cost estimates – Simple	As per the working plan	13.90	236.30
Travel request or authorization	As per the working plan	22.24	378.08
Travel claim or F10 settlement	As per the working plan	19.46	330.82
Total, Admin Support			<b>945.20</b>
<b>Total DPC</b>			<b>7, 998.60</b>

4. Description of functions and responsibilities of the parties involved:

As the national implementing partner, the **Ministry of Foreign Affairs of the Republic of Tajikistan (MFA RT)** will oversee all aspects of project implementation. MFA RT will appoint National Coordinator (NPC) to oversee the project implementation.

Overall governance of the project will be carried out by the **Project Steering Committee**, which will include MFA RT and UNDP Senior Management. The National Project Coordinator will serve as Chair of the Project Steering Committee, with assistance from UNDP in organizing and running all meetings and other exchanges of information. Meetings of the Project Steering Committee will take place at least once annually in time for approval of the following year's Annual Work Plan. Additional meetings may be called as needed by the National Project Coordinator.

**UNDP** will join the MFA RT in managing the project and providing quality assurance, in accordance with plans approved by the Project Steering Committee. Most of UNDP's work for the project will be based in its Country Office in Dushanbe, under supervision of the Team Leader on Governance, Rule of Law and Human Rights.

The day-to-day operations of the project will be carried out by 3 full-time project staff, headed by the Project National Coordinator. NPC will be responsible for carrying out the activities of the project as set forth in this Project Document and any revisions approved by the Project Steering Committee. At least one month in advance of the start of each project year, the NPC will prepare Annual Work Plans.

UNDP Country Office staff will assist the NPC in all the administrative work of the project, including logistics. In addition, the Country Office will provide administrative support to MFA RT with regard to various specific administrative functions, whose costs will be billed as Direct Project Costs according to this Letter of Agreement.

Maximum DPC amount to be charged is USD 8,000.



## STANDARD LETTER OF AGREEMENT BETWEEN UNITED NATIONS DEVELOPMENT

### PROGRAMME AND THE MINISTRY OF FOREIGN AFFAIRS OF THE REPUBLIC OF TAJIKISTAN

Your Excellency, Mr. Sirojiddin Muhridin,

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3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the project:
  - (a) Procurement of goods and services, for the amount above US\$ 50,000;
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4. The procurement of goods and services and the recruitment of project personnel by the UNDP Country Office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a project, the annex to the project document is revised with the mutual agreement of the UNDP Resident Representative and the MFA RT.
5. The relevant provisions of the **Standard Basic Assistance Agreement between the Government of the Republic of Tajikistan and UNDP signed on 03 December 1993**, (the "SBAA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The MFA RT shall retain overall responsibility for the nationally managed project. The responsibility of the UNDP Country Office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.
6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP Country Office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

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Yours sincerely,



Signed on behalf of UNDP in Tajikistan  
Dr. Pratibha Mehta  
Resident Representative



For the Ministry of Foreign Affairs of the Republic of Tajikistan  
H.E. Mr. Sirojiddin Muhridin  
Minister of Foreign Affairs of the Republic of Tajikistan

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- Issue Purchase Order	As per the working plan	43.98	219.90
- Follow up	As per the working plan	43.98	263.88
Total, Procurement			<b>1011.60</b>
<b>3. Admin Support</b>			

Travel cost estimates – Simple	As per the working plan	13.90	236.30
Travel request or authorization	As per the working plan	22.24	378.08
Travel claim or F10 settlement	As per the working plan	19.46	330.82
Total, Admin Support			<b>945.20</b>
<b>Total DPC</b>			<b>7,998.60</b>

4. Description of functions and responsibilities of the parties involved:

As the national implementing partner, the **Ministry of Foreign Affairs of the Republic of Tajikistan (MFA RT)** will oversee all aspects of project implementation. MFA RT will appoint National Coordinator (NPC) to oversee the project implementation.

Overall governance of the project will be carried out by the **Project Steering Committee**, which will include MFA RT and UNDP Senior Management. The National Project Coordinator will serve as Chair of the Project Steering Committee, with assistance from UNDP in organizing and running all meetings and other exchanges of information. Meetings of the Project Steering Committee will take place at least once annually in time for approval of the following year's Annual Work Plan. Additional meetings may be called as needed by the National Project Coordinator.

**UNDP** will join the MFA RT in managing the project and providing quality assurance, in accordance with plans approved by the Project Steering Committee. Most of UNDP's work for the project will be based in its Country Office in Dushanbe, under supervision of the Team Leader on Governance, Rule of Law and Human Rights.

The day-to-day operations of the project will be carried out by 3 full-time project staff, headed by the Project National Coordinator. NPC will be responsible for carrying out the activities of the project as set forth in this Project Document and any revisions approved by the Project Steering Committee. At least one month in advance of the start of each project year, the NPC will prepare Annual Work Plans.

UNDP Country Office staff will assist the NPC in all the administrative work of the project, including logistics. In addition, the Country Office will provide administrative support to MFA RT with regard to various specific administrative functions, whose costs will be billed as Direct Project Costs according to this Letter of Agreement.

Maximum DPC amount to be charged is USD 8,000.