

United Nations Development Programme

Country: Tajikistan

Project Document

Communities Programme 2010-2012¹

UNDAF Outcomes: Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions; improved access for the vulnerable to quality basic services in health, education and social protection; and more sustainable management of the environment and energy and natural resources.

Expected Country Program Outcome(s): Poverty reduction: Poverty reduction and economic development programmes are enhanced, with particular focus on the rural poor, women and marginalized people. Good governance: National and local levels of government have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner. Energy and Environment: Improved environmental protection, sustainable natural resources management, and increased access to alternative renewable energy. Crises prevention and recovery: Decreased risk of natural and human-made hazards to rural and urban livelihoods; infrastructure and recovery mechanisms in place. Health: Sustainable and efficient multi-sectoral response structures are established to halt the spread of HIV-AIDS and TB epidemics and eliminate malaria by 2015 in line with MDGs.

Expected Output(s) of the Communities Program:

1. Sub-national level government have the capacity to plan, budget and implement development and provide public services are strengthened (especially benefiting poor and women);
2. Capacities of private sector and civil society are enhanced to develop, participate in decision-making, partner with government, exercise influence and hold governments accountable;
3. Policies, reforms and regulatory frameworks in the areas of poverty reduction, local governance, aid coordination and CP focus areas (rural economic development, environment and energy, crisis prevention/mitigation and health) are improved.

Implementing Partner/Executing Entity:

UNDP Communities Programme

Responsible Parties/Implementing Agencies:

UNDP Communities Programme/ Government of Tajikistan

Programme Period: January 2010- December 2012
CPAP Programme Component: Poverty Reduction and MDGs
Programme Title: Communities Programme
Atlas Award ID: _____
Start date: _____
End Date _____
PAC Meeting Date _____

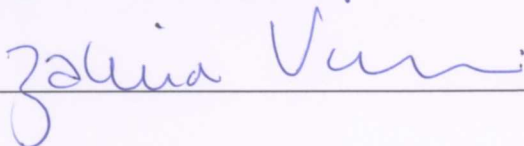
Total resources required	USD32,190,202
Total allocated resources:	USD 5,854,078
Regular	USD 2,950,923
• Other:	
○ Donor (Norway)	USD 500,000
○ Donor (Finland)	USD 387,415
○ Donor (EU)	USD 1,557,417
○ Donor (ADB)	USD 133,728
○ Donor (GEF)	USD 324,595
○ Government	
Unfunded budget:	USD 26,336,124
In-kind Contributions	_____

Agreed by (Government)



Agreed by (Implementing Partner/Executing Entity);

Agreed by (UNDP):



¹ Although given document envisages activities and inputs required for 3 years (2010-2012), it is expected that the Programme will function under given ProDoc until 2015, with a prior review to take place in late 2012 to ensure its continued relevance to country's development context.

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LIST OF ACRONYMS

ABD	Area-based development
ACTED	Agency for Technical Cooperation and Development
ADB	Asian Development Bank
ADF	Association of Dekhan Farms
AIDS	Acquired Immune Deficiency Syndrome
AWP	Annual Work Plan
AO	Area Office
BCPR	Bureau for Crisis Prevention and Recovery
BAIC	Business Advisory and Information Centre
BOMCA	Border Management Programme for Central Asia
CACILM	Central Asian Countries Initiative for Land Management
CBO	Community-Based Organizations
CIDA	Canadian International Development Aid
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CRC	Citizen Report Cards
CSO	Civil Society Organization
DDC	District Development Committee
DEC	District Employment Centre
DEX	Direct Execution Modality
DGTTF	Democratic Governance Thematic Trust Fund
DFID	Department for International Development (UK Government)
DOTs	Directly Observed Treatment
DRR	Disaster Risk Reduction
DRMP	Disaster Risk Management Programme
EC	European Commission
EU	European Union
GDP	Gross Domestic Product
GEF	Global Environment Facility
GFATM	The Global Fund to Fight AIDS, TB and Malaria
GMS	General Management Support
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HIV	Human Immune Deficiency Virus
ISS	Implementation Support Services
ILO	International Labour Organization
IOM	International Organization for Migration
ICST	Institute for Civil Servants Training
IWRM	Integrated Water Resource Management
JRC	Jamoat Resource Centre
JCPS	Joint Country Partnership Strategy
MDG	Millennium Development Goal
MEDT	Ministry of Economic Development and Trade

MoF	Ministry of Finance
MLF	Microloan Fund
MLSP	Ministry of Labour and Social Protection
MWRLR	Ministry of Water Resources and Land Reclamation
MTEF	Mid-Term Expenditure Framework
M&E	Monitoring and Evaluation
NADF	National Association of Dekhan Farms
NDRM	National Disaster Risk Management
NDS	National Development Strategy
NEX	National Execution Modality
NGO	Non-Governmental Organization
PM	Programme Manager
PRS	Poverty Reduction Strategy
PSC	Programme Steering Committee
QPR	Quarterly Progress Report
RWSS	Rural Water Supply and Sanitation
SBAA	Standard Basic Assistance Agreement
SDC	Swiss Development Cooperation
SIDA	Swedish International Development Cooperation Agency
SME	Small Medium Enterprise
CP	Communities Programme
SSC	State Statistics Committee
ACIS	Technical Aid to the Commonwealth of Independent States
TB	Tuberculosis
TMAC	Tajikistan Mine Action Centre
TTF	Thematic Trust Fund
UN	United Nations
UNCU	United Nations Coordination Unit
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDRMP	United Nations Disaster Risk Management Project
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
USAID	United States Agency for International Development
USD	United States dollars
WB	World Bank
WFD	Water Framework Directive
WFP	World Food Programme
WHO	World Health Organisation
WUA	Water User Association

I SITUATION ANALYSIS

Since the collapse of the Soviet Union in 1991, Tajikistan has been undergoing a transformation process on the pathway to development. Its transition from central rule to market economy and increasing political stability is further convoluted due to the need to overcome the post-conflict legacy of the civil war of 1992-1997, which resulted in the displacement of over million people, took the lives of over 50,000 people; stagnating the reduction of poverty and significantly delaying the development process.

Tajikistan is a landlocked country with rather difficult geographical conditions whereby 93% of the land is mountainous terrain. It is highly prone to seasonal and natural disasters. Poverty in Tajikistan is wide spread and it scores as the lowest in Human Development Index (HDI) amongst the countries of the former Soviet Union. Following the increase of political stabilization and strong economic growth, development activities have recently shifted from a short-term humanitarian approach addressing post-conflict issues towards a longer term development strategy.

Development in Tajikistan is still heavily dependent on international and humanitarian assistance. Following the signing of the Millennium Declaration, in 2007 the government adopted the National Development Strategy (NDS) for 2007-2015² and PRS for 2007-2009³ which are framed under the Millennium Development Goals (MDG). In the support of the NDS, UNDP together with other UN agencies in Tajikistan, such as Asian Development Bank (ADB), World Bank (WB), UK Department for International Development (DFID) and the Swiss Government, developed a Joint Country Partnership Strategy (JCPS) for 2010-2012⁴, which concentrates on developing regional cooperation for economic growth. The Poverty Reduction Strategy (PRS) will conclude at the end of 2009 and the Government has initiated the process of revising the existing PRS and extending its duration (2010-2012). The new PRS will build on it's the original priorities declared in PRA 2007-09.

I.1 Economy

With **macro-economic** stability on the rise since 2000, Tajikistan's economy has grown significantly. The growth of the annual Gross Domestic Product (GDP) has increased by 9 percent since 2000. Recent GDP growth was driven principally by cotton and aluminium exports, as well as remittance incomes from Tajik migrants working abroad. In 2008, 33% of the economically active population were engaged in external labour migration and remittances from these individuals represented approximately 50% of GDP. Since the onset of the global economic crisis in late 2008 however, Tajikistan's short and medium-term economic outlook has deteriorated considerably. It remains very fragile, with slowing GDP growth, rapidly rising inflation (due, in part, to increasing energy and food prices), and growing energy and water insecurities as a result of climatic fluctuations. The impact of the financial crisis has already had ripple effects in Tajikistan through the reduction in export revenues, foreign capital flows, and remittance flows. It is estimated that remittance flows have reduced by 30% since September 2008.

Production in Tajikistan is mainly of non-manufacturing nature: primary agricultural goods (cotton, tobacco, hides and skins), services, and industries (aluminium). To the country's detriment, export supply has not adapted well to the increasing market demand for high quality food and manufacturing products. Due to its narrow base of the economy, Tajikistan is vulnerable to macro-economic shocks.

The **development of private sector** is constrained by an unfavorable business climate characterized by weaknesses in the protection of private investments, constraints linked to starting a business, trading across borders, dealing with tax authorities, access to financial credit, widespread corruption practices, and a lack of supportive physical, social and economic infrastructure at the local level.

As Tajikistan's entrepreneurship spirit is still in its early stages, self-employment and income generating opportunities among rural people is developing slowly.

² <http://www.untj.org/library/>

³ <http://www.untj.org/library/>

⁴ <http://www.untj.org/library/>

Although more than two thirds of the Tajik population live in rural areas, only a small proportion of GDP comes from the agriculture sector. Employment and income opportunities in rural areas are extremely limited due to the mountainous nature of the country's terrain. According to IOM, some 600,000 migrant workers from Tajikistan work in the Russian Federation⁵ as well as in Kazakhstan. As a result of massive labour migration, which is predominantly the male population, a large number of women headed households are left behind. Hence, women play a key role in the economic development in Tajikistan. Stability of migrant labour markets is subject to changes of migration related policies of destination countries and the impact of the global economic crisis.

Incomplete agrarian reform constrains growth of the agricultural sector. Despite privatization of the agricultural sector, farmers do not have access to secure land use rights and local government authorities continue to influence crop production.

Cotton farms owe approximately USD 600 million in debt to futures companies, which is a major constraint for the sector and requires urgent resolution. This is compounded by the fact that agricultural markets are underdeveloped and there is a significant capital investment deficit. In recent years, farmers, including women, have increasingly gained access to individual plots. Dekhan farms in cotton producing regions have started to seek diversification of their production to improve their economic outcomes. Farmers lack knowledge however in new crop applications animal husbandry practices and farm management. Furthermore, there are significant limitations with accessibility to input supplies, including the availability of functional farm machinery and access to affordable agricultural finance credit.

1.2 Environment and Energy

Livelihoods in Tajikistan are highly dependent on **natural resources**. More than 70% of the country's population rely on mountain pasture and rain fed or irrigated arable agriculture for their livelihoods. Similarly, most rural communities are largely dependant on fuel wood for cooking and winter heating. Many communities benefit from the rich biodiversity of the country for food, medicines and income generation. Environmental conditions are holistically linked to energy sources, livelihoods development, and national economic development.

Tajikistan is also crucial for **regional water resource management** within the wider Central Asian Region, being one of the major water catchments areas. Millions of people across the Central Asian population engaged in irrigated agricultural production from downstream countries such as Uzbekistan, Turkmenistan and Afghanistan, depend almost entirely on rivers originating from Tajikistan for their water supply.

Unfortunately, Tajikistan is naturally prone to rapid **degradation of land** as it is mostly arid in landscape and extremely mountainous. Over the past 60 years and particularly within the previous two decades, the land fragility has been heavily affected by substantial impacts made by human interventions, which have caused extensive degradation and subsequently pose an increasing threat to the sustainability of livelihoods in the country. It is estimated that land degradation currently affects approximately 97.6% of arable land in the country.⁶

Water management remains an issue in Tajikistan with only 20% of the rural population (700,000) using water from centralized water supply systems (as compared to 1.5 million - or 87% - of urban residents). This leaves nearly 4.2 million people using water from springs, wells, irrigation canals, and other unsanitary sources.

Similarly **deforestation and overgrazing** on fragile steep mountain slopes, combined with changing rainfall patterns which are causally linked to **climate change**, is accelerating the erosion process, reducing water quality and reliability, and impacting on dams, roads and other infrastructure. The legacy of the Soviet era centralized irrigation management system has made it difficult for local level populations to be adequately equipped to adapt and manage such changes.

Tajikistan is dependent on unreliable energy sources that are imported from neighbouring countries. The majority of citizens, especially in rural areas, have little or no access to adequate energy supply. During winters each year, the country faces **an energy crisis** which is largely due to the fact that Tajikistan continues to have a high dependency on unreliable electricity imports. These energy deficits often leave rural communities with limited and intermittent access to electricity, sometimes for only four hours per day in some areas. Unreliable electricity supply has a direct impact and constraints on

⁵ Unofficial estimates are higher, at 1,5 million people

⁶ National Action Plan to Combat Desertification, Prof. Khukmatullo Akhmadov, Independent Expert, 1997

economic development and environmental sustainability for communities. Livelihood activities and **severe consequences to environmental issues** (e.g. de-forestation, soil degradation, limited water access, and food insecurity, the use of biomass and fossil fuels by population in order to meet basic energy needs), requires immediate solutions to alternative energy solutions in rural areas. The use of alternative and sustainable energy sources is a serious development challenge for the country.

As one solution, the country has a potential for small hydro-power plants and solar energy. The energy efficiency improvement potential is significant and has not yet been fully explored. Renewable sources and efficient electricity use alone cannot solve current electricity supply issues, but it can certainly play an important role as an intermediate strategy in energy crisis alleviation.

The current system for the **sustainable use of biodiversity**, including the Protected Areas System, was developed in the Soviet era, and fails to provide effective ecosystems conservation, protection of hydrological systems and benefit to rural communities. The rural population lacks the ability and knowledge to take full advantage of the globally unique biodiversity and landscape resources available to them in a sustainable manner due to limited access to knowledge, technology and deficit of investments.

The **uranium tailings** in northern Tajikistan present another threat for environment and livelihoods. Landslides, flooding, and earthquakes can result from radioactive uranium wastes being washed into water sources used for consumption and irrigation.

I.3 Disaster and Conflict Risks

Being a predominantly mountainous country with difficult terrain, Tajikistan is prone to various **natural and post-conflict related disasters**. The most widely spread are floods, avalanches, mud flows, earthquakes and landslides. In addition, landmines left from the civil war still represent a danger for the population. Approaches and capacity in dealing with disaster reduction at all levels needs to be strengthened substantially.

Disaster threats are exacerbated by the recent **climate change** affecting Tajikistan. Global climate change heavily affects residents of mountainous communities through failed crops, soil degradation, and the increasing occurrence of landslides, which has potentially fatal consequences. Glacier melt contributes to up to 20% of the run-off to local rivers which in turn are critical to Tajikistan's hydropower, agriculture and provision of safe drinking water. Consequently, the country's agricultural biodiversity which is vital to the livelihoods of rural communities, to the local agriculture and economy and a long-term food security is under threat.

Tajikistan is a country with the **potential for conflicts** and instability caused by different internal and external factors. Insecurities over limited resources exist, there is a high poverty rate, and insufficient infrastructure can potentially result in conflicts both within the country and in the cross-border areas. Conflict problems over resources such as water and land in Fergana Valley (particularly in the areas bordering with Kyrgyzstan) have been causing conflicts between the bordering communities over recent years. The potential for these types of conflicts to occur within Tajikistan is high in the remote areas which are located distantly from government control and policed areas that were affected in the civil war (such as Rasht Valley and Western Khatlon Region).

I.4 Health

The country's health system has been severely affected by the impacts of the civil war, economic collapse and a dramatic decline in public financing. Poor access and quality of health infrastructure, coupled with outdated health management practices, and the potential spread of HIV/AIDS, tuberculosis (TB) and malaria are becoming the issues of concern in Tajikistan.

There is a risk of an exponential increase in HIV/AIDS in Tajikistan as over the last decade, the number of HIV cases increased from 119 in 2000 to 1,422 in 2009. The disease is spreading not only among drug users, sex workers and prisoners, but also among labour migrants and young people. Societal attitudes toward people who are living with HIV and AIDS remain considerably discriminatory and taboo. There is a significant task ahead in community education and raising awareness of HIV.

Tajikistan has the highest morbidity rate of TB in the World Health Organisation (WHO) European Region and a very low detection rate. Among concerns is the multi-drug resistant TB (MDR-TB), for a successful treatment of which establishing of bacteriological testing labs, provision of 2nd line TB drugs and improvement of conditions for inpatient and outpatient treatment are required, as well as DOTS implementation.

Malaria remains one of the main health challenges in Tajikistan, in particular for communities along the Afghan border. Through the national malaria control efforts supported by the Global Fund for AIDS, TB and malaria (GFATM), the number of cases has decreased significantly (from 3,588 in 2004 to 312 in 2008) but sustainable pro-active mechanisms of tackling the malaria problem still needs to be put in place.

Building the capacity of sub-national authorities and service providers to pay adequate attention to preventative health care at all levels, including shifting a focus to prevention in budgetary allocation as a part of national health policies,-- still requires substantial intervention support.

I.5 Governance Challenges

Government institutions within Tajikistan currently have the limited capacity to formulate and implement sound macro-economic and sectoral **policies and reforms**. Structural changes, reforms and new approaches are much needed, especially in the areas of agriculture and natural resources management.

Working toward improvements in development, such as the implementation of sound public policies based on good governance principles and respect for human rights, **corruption** still remains a serious threat in Tajikistan. Corrupt practices undermine the notion of democratisation of public institutions, ethical values and the Rule of Law, which jeopardizes sustainable development.

In addition, **aid coordination** remains a crucial area of good governance where capacity remains limited at both the national and sub-national levels. Effective **anti-corruption policies** are still missing.

Tajikistan's government administration and decision making bodies remain heavily centralized. There is a need for the redistribution of responsibilities and strengthening local governance (decentralization or de-concentration). Until recently, local governance at the hukumat (district) and jamoat (sub-district) levels is represented by State administration with the heads of the local executive (appointed from the upper government level), performing the role of chairpersons for the local councils. The only real form of self-governance is at the level of villages (mahalla and/or kishlak committees) but these self-government units lack resources and decision making powers, and in many localities are often confused with the institute of the elderly authority.

With the adoption of the new *Law on Local Self-Governance* in August 2009, the democratic nature and accountability of jamoats is supposed to be enhanced through the direct election of jamoat council members for the fixed term of five years. Following the elections, it is anticipated that jamoat executive of councils will have its own budget.

Despite improvements, vertical (between various levels of government) and horizontal (between line ministries) division of responsibilities remain blurred, leading to uncoordinated development initiatives, poor public finance management, and weak delivery of core **public services**. Hence, access to health and education facilities, drinking water and sanitation, irrigation and transport infrastructure remains very poor in rural areas. Planning and decision-making of public policy and financing continues to be highly centralized. Public participation mechanisms have recently been introduced in some areas and represent an inclusive approach to decision-making, which is innovative for communities in Tajikistan

Service provision in rural areas is poor and this is due to dysfunctional and dilapidating infrastructure, lack of resources for capital investment and proper maintenance, and a limited capacity of public institutions to manage public services.

The process of localizing MDGs and improving local governance structures for better accountability to citizens has its challenges. Since the adoption of a Public Administration Reform Strategy in 2006 by the Government, reform implementation has been slow. Current public administration reform has not yet dealt with local governance issues adequately. Despite existing regulatory

adjustment initiatives (which is supported by the international community), the concept for local governance reform has not yet been elaborated in Tajikistan to date.

Active, political **participation of women** has considerably decreased since independence. In the 2005 Parliamentary elections, only 11 women were elected to the Majlisi Namoyandagon (national Parliament), representing 18% of the total and 12% in the Majlisi Milli (oblast assemblies). The percentage of women in local government is even lower: 4%, 7%, and 11% at the oblast, district and municipal levels, respectively⁷. Enhancing women's role in the economic sphere remains a challenging task. The government requires ongoing and substantial support putting into practice the *Law in Tajikistan on Gender Equality of Women and Men and Equal Opportunities for both (2005)* at all levels.

All efforts undertaken to develop sound public policies based on principle of good governance are only possible, providing that there is a stable security situation in the country. **Border Management** has emerged at the forefront of Tajikistan's domestic and foreign policy agenda, largely as a result of the increasingly unstable situation in Afghanistan, which is now moving through northern Afghanistan.

II UNDP COMMUNITIES PROGRAMME BACKGROUND

Improving living standards and quality of life in Tajikistan requires a concentrated effort from both the highest levels of government to the community level. Expanding on its well-established Reconstruction Rehabilitation and Development Programme, in 2004 UNDP began implementing a community-driven programme (the CP) to ensure the sustainable development of the most marginalized communities throughout the country. This shift represented a programming change from a predominantly humanitarian and stabilization-focused programme to one that emphasizes sustaining long-term change in the economic and social conditions at the community-level.

Today, UNDP and other UN Agencies operating in Tajikistan support the government in the implementation of development strategies including PRS and NDS, designed to achieve the MDGs. The UNDP CP in Tajikistan is aligned with the UN country and agency-wide assistance strategy, the *United Nations Development Assistance Framework (UNDAF)* and the *Country Programme Action Plan (CPAP)*. The focus of the CP builds on the strategic priorities of the country and outlines specific areas of development assistance intended to support the government including advancing economic and democratic reform while fostering civil society participation. Previously, the two UNDAF outcomes contributed towards by the CP fall within two areas identified by the Framework: Transforming Livelihoods and Good Governance.

CP will be implemented also in the framework of the Joint Country Partnership Strategy (JCPS) elaborated by leading development agencies active in Tajikistan. The main JCPS themes and sectors include: a) support for broad-based economic growth by increasing productivity in agriculture, realizing export potential in energy, improving connectivity in transport, and strengthening other physical infrastructure required to enable growth; b) support for human development by enhancing education and health and by addressing vulnerability through improved social protection; c) support for good governance by reforming public administration (including the civil service and wages) and public financial management, promoting private and financial sector development, and strengthening the rule of law.

Since 2004, CP has helped the most marginalized to address their needs by building capacity to identify common priorities, mobilize local capital and resources, and foster community ownership. It has closely engaged with poverty reduction and local governance issues, operating at the local level through its five area offices in Soughd, Khatlon, and the Rasht and Zarafshan Valleys. Previous activities of CP have focused on fostering employment and income-generation opportunities, improving the quality and accessibility of public services and making local governments more accountable and representative of its constituents.

Through a strong network of local and international partners, CP worked in 40 districts throughout the country. CP's key partners in implementation have been and continue to be the Jamoat

⁷ Asian Development Bank, Country Gender Assessment, 2006

Resource and Advocacy Centres (JRCs) and District Development Councils (DDCs), at the jamoat and district levels. The Programme has also made a concerted effort to strengthen its partnership with the formal government structure at the jamoat, district, regional, and central levels. The latter is reflected in the agreements signed between UNDP and the Ministry of Economic Development and Trade (MEDT), the Strategic Research Centre (SRC), Institute for the Civil Servants Training (ICST), Ministry of Finance (MoF), State Statistic Committee (SSC), the Ministry of Labour and Social Protection (MLSP) and the Parliament. Moreover, CP has also sought to engage private firms and non-governmental organisations (NGOs) in its activities by subcontracting their implementation through competitive tender processes.

Among the CP's international partners are other UN Agencies (WFP, ILO, UNFPA, UNIFEM, IOM, UNICEF, UNCU, WB, DGTTF, TTF), other UNDP projects (UNDRMP, TMAC, BOMCA, HIV,TB and Malaria Control Programme), and international organizations/donors such as German Agro Action, Aga Khan Foundation, Urban Institute, RosAgroFond, ACTED, Counterpart International, Caritas Switzerland, Gesellschaft fuer Technische Zusammenarbeit (GTZ, Germany), Oxfam GB, Swiss Agency for Development and Cooperation (SDC), Canadian International Development Agency (CIDA), European Commission Technical Assistance for Commonwealth of Independent States (EC TACIS), DFID, ADB, WB, Swedish International Development Agency (SIDA), United States Agency for International Development (USAID). CP will build on the alignment principles (mainly referring to joint strategies and monitoring and evaluation frameworks) agreed by key international agencies and the Government and specified in JCPS.

Since the Programme inception in 2004, many achievements as well as emerging challenges and opportunities have created new dynamics for the future directions of CP. To aid the strategic thinking behind future directions setting, in mid-2009 an Outcome Evaluation was conducted for CP. Priority setting and future directions have been identified under the framework of good governance and economic development thematic areas for the next phase.

Strengthening Local Governance Structures

The Outcome Evaluation of CP revealed that ***under the local governance component***, the principle strengths of CP included: self-organization of local communities around development issues, solid experience with the elaboration of the methodology of district participatory planning with the MEDT and its application at the district level; improved understanding of government capacity which can assist in the formulation of local development processes and planning; ability to attract contributions from various actors; and the ability to link local level experiences in the field with national level institutions and policy dialogue.

Introduction of the participatory district development planning initiative by MEDT was the first governmental initiative to localize national development strategies. The methodology promotes bottom-up planning and encourages extensive mobilization of both external and local resources. Introduction of the new planning approach was accompanied with the assistance to SSC) in upgrading data collection systems at sub-national levels and linking it with PRSP targets. The MEDT has established a monitoring unit responsible for the production of an annual PRS Monitoring Report. There are still however, significant data gaps in PRS monitoring which is caused by weaknesses within monitoring indicators, data collection and data management systems, and of the monitoring framework of the PRS itself.

As a result of the interventions of CP, participatory strategic planning and monitoring capacities of 15 targeted district governments within Tajikistan has improved. To date, seven district governments have already elaborated and approved their development plans. Civil society institutions, including NGOs, community-based organizations (CBOs) and private sector representatives were engaged in the planning process.

Since 2001, the UNDP CP has supported the local level community governance through the development of JRCs that are non-governmental, community based civil society organisations, comprising of community elected representatives who actively participate in community decision making processes and the management of community initiated and led projects. 120 JRC across the Republic of Tajikistan have been established - which have been a support to CP activities proved to be an effective vehicle for implementation of CP at the local level. At the times when formal community and sub-district governance structures were very weakly organised, JRCs are involved in the improvement of social and community services, including education, health, water, sanitation, and infrastructure. The strengthening of JRCs and local level development has

provided increased opportunities for local authorities to take ownership of local development and have created greater synergies with empowered civil societies. With the recent legislative changes however, the adoption of the *Law on Local Self-Initiative (2008)* and the *Law on Local Self-Governance (2009)*, there will now be higher expectations on formal community (kishlak and mahalla) self-governing structures and for sub-district (jamoat) local government bodies. This calls for review of approaches in local governance related interventions in the next phase of the Programme.

The Outcome Evaluation recommended that in the new phase the Programme, the governance strategy should, *firstly*, continue focusing on strengthening communities and civil society engagement in local governance activities but focusing more on enhancing abilities of mahalla and kishlak committees as the true form of local self-governance at the community level and supporting existing forms of civil society associations (especially groups and organizations working with and/or for women) and strengthening further JRCs in cases where they still have a niche and a sustainability perspective under the changed circumstances (i.e. a stronger role that will be assumed in the future by the community organizations and jamoat authorities). *Secondly*, the Programme should continue to improve the capacity of local governments and service providers to respond to citizens' demands, create spaces for constructive interaction with civil society and private actors and organize sustainable public services and management. *Thirdly*, the Programme can increase its national level leverage and impact through the establishment of links between local development planning and the budgetary process, as well as improvements to local governance practices at the local level and the public administration reform processes at the national level. This shift in the strategy will have to be accompanied by more rigorous monitoring of the impact of interventions on the development of the local governance system and strengthening the role of local and national partners as "driving forces" and advocates of local governance reforms.

The mobilization of communities for improvement and maintenance of **rural infrastructure** (including co-financing contributions from both communities and local governments) has contributed significantly to enhancing local social and economic development opportunities. Rehabilitation of dilapidated community infrastructure has been a priority for CP since the programme inception. Since inception, the Programme has helped to enable infrastructure rehabilitation, through providing rural households across Tajikistan with access to safe drinking water, functional irrigation, sanitation and power supply facilities, schools and health related infrastructure. The lessons learned from the previous phase of CP show that for improving rural infrastructure, CP should: continue to foster a high level of local contribution and engagement and community and government balanced ownership. Furthermore, the lessons have shown that CP should continue to promote the promotion of know-how and innovative partnership arrangements for public infrastructure, including its maintenance and management and regulatory support where required. Organizational capacity building support to citizen associations participating in maintenance arrangements, along with improvement of technical abilities of operating organisations will need to ensure appropriate ownership and sustainability of public infrastructure

Rural Economic Development

CP has assisted in the realization of significant impacts of agricultural development to local communities.

Among CP's major achievements at the local level is supporting the establishment of six micro-credit finance organisations across Tajikistan, with provision of accessible loans in rural areas. Over the last six years, CP has enabled access to micro-financing for 60,253 direct beneficiaries (31 % female).

CP's support to agricultural infrastructure transpires through provision of capacity building support to ADFs and to business advisory and information services, mainly for farmers). Over the past few year, CP interventions in this area has resulted in increased agricultural productivity and farmers' income, particularly in Sughd region (north) and Khatlon region (south) in Tajikistan.. Within a 12 month period in 2008, , more than 30,000 people accessed various BAIC services supported by CP, including: legal services, veterinary clinical services, training in agro-economics, computer literacy, accounting, book-keeping and technical training in agricultural production.

CP has previously and continues to address the needs of outgoing labour migrants and other individuals within intervention target areas, who are facing unemployment. This support is

translated into UNDP's support to the MLSP in establishing Modular Centres for Education and increasing the capacity and effectiveness of District Employment Centres (DEC) to meet labour market demands. This demand includes training prospective labour migrants in marketable vocational skills training and equipping graduates with a pathway towards employment. Over recent years with UNDP support, the Centres have trained over 1,380 individuals (44 % women).

With the aim to consolidate these achievements, the 2009 CP Outcome Evaluation recommended that, in the next program phase, CP should continue to concentrate on developing opportunities which enable access for rural communities into agricultural development initiatives, micro credit, infrastructure and entrepreneurship skills but with the use of stronger conceptual approaches in this area. Hence, to advance entrepreneurship abilities, work should be undertaken to further upscale and strengthen business and advisory services, improve economic analysis of the different approaches to agro processing workshops and market analysis for the processed goods, as well as increase the impact of skills training workshops for women (sustainable employment pathways). Through securing farmers' access to sustainable agriculture development opportunities, CP will have to enter strategic partnership with other stakeholders and projects to ensure sustainability of its agricultural interventions, including linking local level activities with meso - and macro level. This should include: making a solid contribution to improvement of agricultural sector policies, enabling the development and dissemination of innovative approaches to service provision and building essential support services. To further enhance access to micro-credit, support should still be provided to the regional MLF's for enhancing their performance, financial and information management, business planning, and provision of micro-lending schemes and policies. It will be critical that in supporting MLF development, their social mission is upheld.

Sustainable Environment and Energy

Through its initiatives in the agricultural sector, CP began to build awareness amongst farmers on environmentally sustainable practices, which includes climate resilient approaches. It supported a number of projects implemented jointly by local government and communities to demonstrate approaches and techniques for addressing land degradation problems, joint resource planning and use. Some examples of projects include: establishment of a committee on joint tugai forest management, land degradation units, support to water user associations, and field farmer schools. The initiatives on energy efficiency introduced by CP are now being self-replicated by the communities themselves.

At the local level, CP has supported the improvement of management practices applied to **protected areas** and surrounding areas through capacity building to relevant government institutions and civil society organisations in management planning, monitoring and financing promotion of biodiversity conservation, and support to communities in the efforts to build environmentally sustainable livelihoods in and around protected areas.

Crisis Prevention and Mitigation

In the past, CP supported local level government and communities to carry out priority projects in prevention of natural disasters in disaster prone areas (e.g. riverbanks reinforcements). The Programme has previously piloted a number of cross border initiatives with the involvement of local authorities and civil society, which aimed at tackling tensions found border communities. These border tensions are often focussed around commonly used infrastructure/services (like health facilities and water), limited social contacts between communities and intercultural exchange.

Health

In the area of health, CP has been investing into rehabilitation of health infrastructure and building capacity of communities and service providers to conduct health promotion activities, such as awareness raising and educational programmes.

Women's Empowerment

Gender is a cross-cutting theme across all CP interventions. Bringing gender into the focus of development activities however, remains a challenge which will require a rigorous and systematic approach to gender mainstreaming in both operational and programmatic areas of CP interventions. CP will need to continue its support to initiatives which encourage experience exchange between women, capacity development of women's organizations, (national level to

grass roots level networks), linking women's organizations with government structures and vertical state programs, and ensuring gender sensitive monitoring.

Experience from the previous phase of CP revealed a need to bridge from a project based to a **programme approach** and to strengthen strategic orientations and the methodological base in supporting local governance system and economic and social development.

III CP STRATEGY

III.1 General Approach

In the new phase of strategy within 2010-2012 CP will consolidate and build on its previous achievements but will considerably strengthen its focus on sustainability of its interventions. Further CP will place emphasis in building strong linkages between the local level and assistance at the regional levels, and national level policy reforms.

Moreover, CP will become the main vehicle for the delivery of the UNDP Country Programme 2010-15. The new CP 2010-2012 will contribute to the following **UNDP Country Programme Outcomes**:

- *Good governance* - National and local levels of government have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner;
- *Poverty reduction* - Poverty reduction and economic development programmes are enhanced, with particular focus on the rural poor, women and marginalized people;
- *Crisis prevention and recovery* – Decreased risk of natural and human-made hazards to rural and urban livelihoods; infrastructure and recovery mechanisms in place;
- *Energy and Environment* - Improved environmental protection, sustainable natural resource management, and increased access to alternative renewable energy; and,
- *Health* – Sustainable and efficient multi-sectoral response structures are established to prevent the spread of HIV-AIDS and TB epidemics and eliminate malaria by 2015 in line with MDGs.

The expected results for CP 2010-2012 are in line with benchmarks set by Tajikistan's NDS/PRS to halve extreme poverty, eradicate gender inequality, and halve the number of people without access to drinking water by 2015, targets set within the MDGs. CP will also work in supporting the realization of several UNDAF outcomes: increased agricultural productivity, food security, and economic opportunities; better access to clean drinking water; natural resources management; and increased responsiveness and accountability of decision-making structures. These UNDAF outcomes correspond to the CPAP outcomes related to poverty reduction and economic development (Outcome 1); elimination of the spread of HIV/AIDS, malaria and TB (Outcome 2); good governance (Outcome 3); crisis prevention and recovery (Outcome 4); sustainable natural resource management, including environment protection and energy (Outcome 5).

Over 2010-2012, UNDP CP will continue its **concentration on rural areas**, primarily due to:

- Tajikistan is predominantly rural and, on large, the country's rural population is more deprived from access to development opportunities, resources and basic services;
- Area-based development in rural areas is emerging as key expertise of UNDP;
- UNDP's longer term commitment in Tajikistan and ability to mobilize resources from multiple sources, including the national level sources, is among UNDP's key comparative advantages that many other development agencies do not possess, which is imperative for engagement into rural development.

A focus on strengthening governance systems and enhancing economic and social development through an Area-Based Development (ABD) approach and integrated planning and management, which will be applied within the CP 2010-2012 strategy, which is in accordance with remains highly

relevant in the context of the current challenges faced by Tajikistan. In cohesion with this focus, is the country's commitment to the MDGs and the role assigned to local governance and local level development in pursuing the targets of PRS.

The Program will continue focusing on the local level where the interface between the state and its citizens is the most extensive and demanding in terms of delivering developmental goals. To maximise its sustainability and impact, the CP will ensure solid linkages between its local level field experiences and policy making processes at the national level. It will continue its partnership and collaboration with different levels of government in Tajikistan in strengthening the governance system and capacity building to stimulate economic and social development.

In doing so, the CP will focus on **three main components**:

1. Strengthening sub-national level government capacity to plan, budget and implement development activities and improved provision of public services, especially benefiting poor and women.
2. Enhancing the capacity of private sector and civil society to develop, participate in decision-making, partner with government, exercise influence and hold governments accountable;
3. Improving policies, reforms and regulatory frameworks in the areas of poverty reduction, local governance, aid coordination and other UNDP Country Programme focus areas (rural economic development, environment and energy, crisis prevention/mitigation and health).

CP will address these four components in a balanced manner throughout the Program implementation.

Through pursuing these components, CP will become a local level implementing mechanism for the following sectoral areas of the UNDP Country Programme:

- Rural Economic and Agricultural Development;
- Sustainable Environment and Energy;
- Crises Prevention and Recovery;
- Health (mainly related to response to HIV/AIDS, TB and malaria);
- Good Governance, including effective aid coordination, anti-corruption and security sector reform.

UNDP CP has direct partnerships with key national government institutions and line ministries, sub-national level and local authorities. Throughout the Programme, CP will ensure that the principles of good governance, including respect for human rights, the rule of law and accountability of public institutions are promoted. Capacity development for good governance, especially at the national level, is one of overarching objectives of UNDP, and hence CP will serve as the delivery mechanism of UNDP interventions at all levels.

CP's interventions can be both vertical and horizontal. Vertical interventions are those that are targeting a specific sectoral area (e.g. rural economy, environment and energy, crisis prevention and mitigation, and health), whilst horizontal interventions are those that are of multi-sectoral nature. Both horizontal and vertical interventions can target one as well as more territorial administrative units. Applying three components across all CP interventions will ensure and integrated planning and ABD approach which is a good model for sustainable impacts to development (refer to *Scheme 1*).

Although CP has four main vertical (sectoral) areas of CP intervention, its approach will be kept flexible in to be able to respond to the changing needs in supporting national and local stakeholders in other sectors in capacity building activities.

CP will build on the following **general principles**:

- Concentration on capacity development of existing national and sub-national institutions and structures and linking to on-going reforms and change processes;
- Flexible and diverse nature of the Programme, whereby UNDP supports platforms for partnership, cooperation and coordination between different partners and stakeholders

in both thematic and geographic areas (focus with capacity building of national and sub-national institutions, and effective stakeholder coordination);

- Flexibility on interventions that promote experimentation and innovation;
- Integration of all CP interventions into the context (geographic and sectoral);
- Orientation towards scaling up interventions and the replication of successful practices. Linking field experiences/lessons learned with the policy making process.

Throughout the Programme the following ***crosscutting issues*** will be mainstreamed: gender, climate change mitigation and adaptation and cross-border cooperation.

The approach will help in shifting the Programme from the role of the implementer of local development projects to becoming a spring board of good local governance and innovative management practices in the Country Programme priority areas that are a key to poverty reduction and achievement of MDGs. CP will play the role of facilitator in working toward establishing sustainable governance and management practices, enhancing capabilities and influencing policies. Further spread good practices and innovations from CP targeted areas will be important.

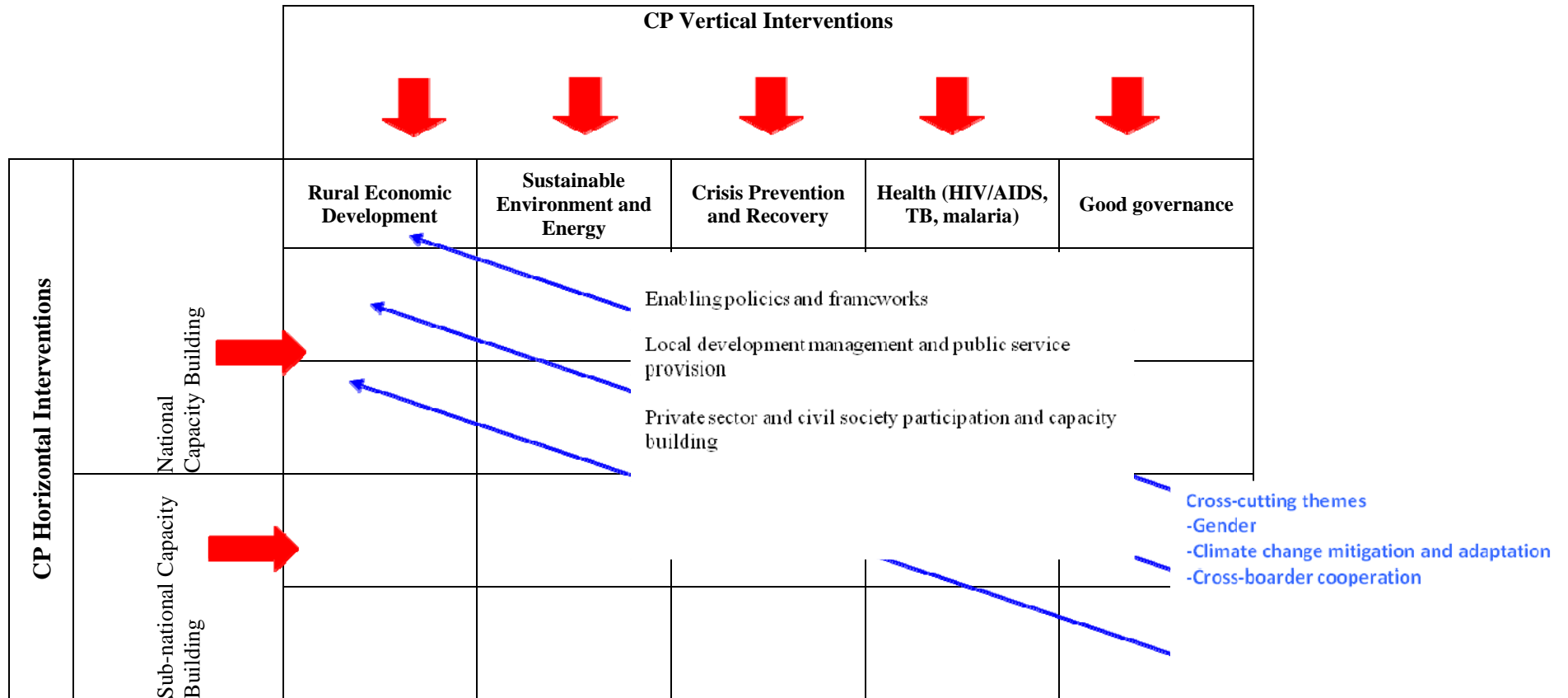
CP will become a vehicle for modelling transparent and accountable good governance which encompasses sound development management practices. The Programme's "***software***" support (mainly technical, capacity building support assistance) will be accompanied by "***hardware***" inputs (co-financing of concrete infrastructure projects aiming at the implementation of local development plans and improvement of public services). To strengthen CP's facilitation role, strong emphasis will be placed on supporting relevant local governments to be accountable in local development planning, through working with civil society to jointly set priorities of community needs. This will be supported with mechanisms of local level Trust Funds or similar and will provide an opportunity to local level government structures to strengthen their capacity in accountable and transparent financial management practices.

CP will pay equal attention to both the supply and demand side of governance equation, and will create spaces and places for the ***constructive interface between civil society, private sector and government, and between service users and providers.***

The demand side of good governance and management implies that civil society and service users with the ability to self-organize, intervene with local government and put eligible claims forward to ensure transparency and accountability of local governance, including public services provision. Supply side refers to the ability of local level government and service providers to respond to citizens' demands in an organized and sustainable manner. Establishing "spaces and places" implies institutional and political spaces where citizens can engage and influence governance processes. Spaces and places can also refer to the organizing of new grounds of interaction between government, civil society and private sector whereby transformative potential can occur in local governance development planning and management processes.

The district level government and civil society will remain entry points for the CP. The CP's ***district target areas*** (districts and sub-districts) will be strategically chosen to become "champions" of new approaches to governance, development planning and management. The scaling up effect will be achieved through well established links to national and regional (oblast) level institutions and the transfer of knowledge will be generated in districts where there are CP interventions and into other areas. The information will have to be well organized, approachable and be provided in an accessible manner (location, language, etc).. Furthermore, sound monitoring and analytical processes will be promoted along with the establishment of reliable and constant channels for information dissemination and flow.

Scheme 1 CP Intervention Grid



A **rights-based approach** with its non-negotiable core principles of universality, indivisibility, equality and non-discrimination, participation and inclusion, accountability and rule of law have direct implications on the development of CP's governance interventions. This approach suggests to see people as "citizens with rights" and to reframe participation as a fundamental human and citizenship right and, at the same time, as a prerequisite for being able to claim other rights.

In the context of poverty reduction, resolution of social and economic problems would not be sustainable if its major scope is diminished to meeting basic needs of poor and socially disadvantaged. The poor and disadvantaged are not only those with needs but also those with rights. Enabling access to channels through which rights can be claimed is among expectations levied on good governance system.

Strategies for achieving the UNDP Country Programme outcomes through pursuing the three components and the cross-cutting themes are described below.

III.2 Local Development Management and Service Provision

Development planning, budgeting and support to local level plans implementation will be achieved across all CP sectoral areas that focus on working toward sustainable service provision and citizen engagement. This notion will serve as an umbrella for promoting CP interventions in good governance at the local level (from community to jamoat and district levels). CP will apply the planning methodology elaborated by MEDT with the support of UNDP. The CP will continue to work with MEDT on further advancing the methodology through the following key directions:

- *Mainstreaming*: improvements to the methodology for participatory district planning will be necessary to ensure the application of a comprehensive, integrated, sustainable development approach. Mainstreaming should include but not limited to natural resource management, gender, conflict resolution and cross-border issues, sustainable energy, disaster risk reduction, and hence stronger inter-sectoral linkages.
- *Down-streaming*: developing solid links between district, jamoat and community level planning processes to ensure the local level plans are inclusive, effective and efficient;
- *Up-streaming*: linking and anchoring planning approaches at the district level with upper level plans and processes: regional, national, sectoral and cross-sectoral programs.

A long term strategy for CP will be working with the government of Tajikistan in **linking the planning methodology with the budgetary process** at all levels. The goal is to support the government to introduce a performance-based budgetary approach, filtered from the top and down to lower levels of government. In order to achieve this, CP will continue its work in strengthening their partnership with the MoF. CP will promote and support improvements to aid co-ordination at the local level. Hence, it is envisaged that local strategic development plans will become instrumental for **aid coordination** at the local level and a tool for aligning different donor contributions to local government development priorities defined in a participatory manner.

CP will continue its important work in **capacity building of local governments** (both general and sectoral departments of the executive and the legislature) to add value to the application of participatory planning, budgeting and monitoring of local development plans. Technical assistance (training, provision of advice, basic necessary equipment) will be provided to both district and jamoat levels. Training of local government officials will be provided in cooperation with the ICST, one of UNDP's long-standing partners. Special attention will be paid to data collection and information management by local authorities. In this context, CP will work with the SSC in monitoring of PRS implementation at the national level along with parallel data collection at local level. PRS monitoring at the local level will also complement and add value to efforts in streamlined aid coordination.

Substantial effort will be required for to enhance the ability statistical departments to a level of competency that is required for sustainability of national level monitoring and evaluation of the PRS. CP will work to contribute to these efforts through supporting relevant statistical bodies to adequately analyse information and to have a better informed local policy- and decision making process.

Through development planning, training and provision of advisory support, CP will provide capacity building support to local level government to mobilise budgetary and non-budgetary resources (from local communities, private sector, donors).

As mentioned earlier, assisting local government to apply various mechanisms of direct citizen engagement into local planning and decision making (establishing/ institutionalizing “spaces and places” for participation) will be another area of CP support. Through promoting mechanisms for citizens to engage in participatory processes, governance building and the identification of local needs, this will enhance greater accountability to governments. CP will contribute to the reduction of the likelihood of corruption and will work toward making governance processes in Tajikistan more transparent and accessible for citizen engagement.

CP will assist local governments with the enactment of the recent *Law on Local Self-Governments* which assigns a stronger role to the lowest self-government units in local development planning and implementation. The Law will provide a working framework for CP activities which will be implemented at the district level. The subsidiarity principle (decisions to be made at the lowest possible tier of government) and an increase of authorities and downwards accountability of local governments, are expected to achieve development outcomes, especially in rural areas. Thus, capacity building of jamoat level authorities to comply and be accountable to the new Law is something which CP will aim to foster. Enhancing the role of the legislature, enhancing the role of women in local politics, and strengthening linkages between the council members and the population will be also an important aspect of CP's work.

Through capacity building of sub-national level government capacity building in ***improving basic infrastructure and public service provision***, the CP will provide technical assistance and co-funding to the implementation of local government development plans and the improvement of service provision within CP focus areas, namely rural economic development, sustainable environment and energy, crisis prevention and mitigation, and health.

In partnership with government, civil society and private sector and users of public services, the CP will be involved in piloting and promoting sustainable and innovative ways in resolving basic infrastructure issues and problems associated with the provision of public services. Promotion of sustainability implies, first of all, clearly assigned responsibilities for maintaining infrastructure/provision of service and transparency, accountability towards communities and service users, as well as cost-recovery schemes. Innovations implies the introduction of more efficient and responsive public service provisions like public-private partnerships, social contracting, cross-municipal and cross-border cooperation, involvement of communities in maintenance/ management/ service production.

Capacity building efforts will target relevant units at the sub-national government level along with relevant line ministries agents at local level. They will be supported by CP to undertake local level strategic planning, through developing a vision of how their services can be improved how such improvement initiatives can be introduced. This has to be achieved in line with the national level vision of local governance reform also with the de-concentration process and delegation of tasks within relevant sectoral ministries (refer to section on support to the local governance reform below).

A system of monitoring and evaluation (M&E) of the quality of public services will need to be put in place. CP will work with district level governments in target areas to ensure M&E systems are tied to development planning processes.

There is a significant need to enhance ***security*** through Integrated Border Management along the Tajik-Afghan border and frontiers with other neighbouring states; and to improve cooperation among local, national and international partners to address cross-border and regional issues. To ensure that communities along Tajik-Afghan border are also benefiting from the infrastructure and basic services provided to Custom and Border authorities, it is intended to strengthen the existing cooperation between CP and Border Management Initiatives.

In the area of ***rural economic development***, the ability of local governments to provide a favourable environment for private sector development remains limited. CP will work to support the business environment through the promotion of enacting recent legal reforms and decrees designed to create a more supportive environment for business.

In regard to the context of the business enabling environment within rural areas in Tajikistan, district and sub-district level government (particularly under the new *Law on Local Self-Governments*) have powers to use land, property and other mechanisms to encourage and support business development. This is not yet happening due a number of different reasons, including a lack of political will, deficit of know-how and skills to foster a favourable business environment. CP will assist local level government in modelling elements of good pro-business governance. CP will support government to improve their performance in providing transactional services to private sector development such as simplification of business registration and other business-related administrative services. Involvement of governments in agricultural extension services might be another area of capacity building.

Over the next three years, CP will seek facilitate an enabling environment for local level cross-border marketing and trade. This issue is of particular importance for the livelihoods of communities in Fergana, Zerafshan Valleys (border area with Tajikistan, Kyrgyzstan and Uzbekistan) and in Khatlon region (border with Afghanistan).

At the district level, the CP will continue to support the MLSP and its Modular Training Centres and DEC in providing vocational training services that adequately target and meet the demands of domestic and international labour market. The CP jointly with IOM, will assist local public organisations in promoting sound and responsible migration practices and awareness of migrants about their rights.

In the area of **sustainable environment and energy** CP will target capacity building of local communities along with the provision of energy services. Tajikistan's capability in energy, natural resource management and environmental sustainable practices is constrained by low technical capacities, limited financial resources, and systemic poverty.

Tajikistan requires capacity building support in introducing sustainable schemes for drinking water provision and maintenance of water supply systems in rural areas, involvement of water users in management of irrigation water, and working at the regional level, across borders, in implementing an integrated water resource management approach (IWRM) at the Central Asian regional level. Over the next three years, CP will co-fund implementation of demonstration projects in support of the IWRM approach. It will also provide capacity building of relevant staff within government and service provision organisations in the IWRM area..

CP will aim to promote trans-boundary dialogue and sustainable water resources management in Central Asia through interventions at the national level, and at the trans-boundary level. CP will support the development of investment strategies, plans, and financial policies for irrigation, rural water supply and sanitation (RWSS), and small-scale hydropower. CP will facilitate international dialogue and reform processes in the areas of participatory IWRM processes and international river basin management (IRBM).

The Programme has extensive experience with assisting local, national and regional levels on initiatives to improve water management. CP will continue assisting local government, service providers and communities to improve drinking and irrigation water infrastructure and ensure safe drinking water standards.

At the local level CP will further support the improvement of management practices applied to protected areas through improved planning, monitoring and financing; establishing linkages between managerial decision-making and scientific evidence; and involving communities into sustainable development of protected areas.

In the area of land management CP will work to improve the capacity of local communities to regulate, plan and monitor the management of irrigated land, as well as demonstrate and suggest for replication sustainable land management practices. CP will also continue to support communities in sustainable land management through assistance to field farmer schools; improvement of local land management capacities; and involvement of communities into tugai forest management that is critical to the prevention of soil and land erosion. Over the next three years, CP will initiate pilot projects, linking agricultural bio-diversity to climate change reduction efforts.

To address the critical energy needs of the rural population, the Programme will work to establish appropriate, relevant and responsive policy and legal frameworks. UNDP will promote and broadly implement efficient, cost-effective, and sustainable alternative and renewable energy technologies,

particularly in the areas of mini and micro-hydro, solar energy, and biogas. Initiatives promoting resource management, energy use, and environmental protection will be linked to disaster risk management and economic development initiatives to ensure proper coordination and complementary approaches.

In the energy sector, CP support will aim at improving electricity provision and access as one crucial means to rural development and poverty reduction, and provide an impetus for economic development by devising support mechanisms for rural renewable energy and energy efficiency use. Focus will be largely made on micro to small hydro power plants (community based, and privately or community owned and operated), which will work off-grid during winters, supplying local communities and where feasible work on-grid during summer and sell electricity to the grid. CP will support local level government, private sector and communities to bring the crucial development issue of renewable energy and energy efficiency into local development planning, identifying feasible projects and piloting innovations by ensuring adequate infrastructure and maintenance. Thus, CP will demonstrate sustainable delivery models and financing mechanisms to encourage small-scale renewable energy projects (and improve social infrastructure); develop viable end-use applications of renewable energy; and conduct training on proper management of renewable energy systems (e.g. tariff collection) to ensure sustainability.

Partnerships will be sought, where possible, with the UNDP/GEF Small Grants Programme that will be utilized as a mechanism to support communities and civil society in replicating innovative and adaptive practices on sustainable natural resource use, through provision of small grants to NGOs, Dekhan farms and jamoats. These grants are used for specific interventions contributing to combating desertification and land degradation, mitigating climate change, supporting biodiversity conservation and renewable energy development.

Special attention will be paid to areas affected by uranium tailings. To enhance livelihoods of these communities, such as Taboshar town, CP will promote the development of income generation opportunities through development of small businesses and access to microfinance, capacity building through vocational training, rehabilitation of healthcare facilities, and increased access to drinking water and sanitation.

In the area of ***crisis prevention and mitigation***, CP will focus on the issues of disaster preparedness and management, early recovery and conflict prevention. The Strategic Partnership Framework between UNDP Tajikistan and the Bureau for Crisis Prevention and Recovery (BCPR) will be considered as the foundation for actions. The implementation of local level effective early warning information and communication systems along with functional early recovery mechanisms will be a key focus. The CP will support capacity building of local government authorities in coordination of these systems. This will ensure an availability of an adequate technical base, the use of standardised guidelines and protocols for emergency aid and managing, and establishing these mechanisms in partnership with communities. Proofing infrastructure for prevention of disasters and in disaster prone areas will be another focus of assistance. Disaster risk management will be integrated into development planning at local levels.

CP will ensure that it has flexibility in the case of emergency situations occurring in targeted areas, to allocate resources to support the basic restoration of livelihoods and main community assets. CP will support the enhancement of nationally owned and resilient processes for early recovery at sub-national levels. Early Recovery is a widely known concept that encompasses the restoration of basic services, livelihoods, governance, basic security, as well as the rule of law, environment and social dimensions. CP early recovery interventions will aim to augment humanitarian operations in the situation of disaster/crisis, support recovery initiatives by affected communities, and establish mechanisms at the local level for longer-term recovery.

CP will also support UNDP Mine Action Programme through integrating into its interventions such aspects as awareness building, mine risk education and assistance to mine victims in mine affected areas.

Conflict is harmful to institutions, such as government, is damaging and costly to infrastructure, services and human welfare (especially marginalized populations). Conflict prevention and early recovery mainstreaming, correctly designed and implemented, has the potential to enable dramatic positive change in priority areas, such as: governance, improved livelihoods/economic development, and social welfare. CP will continue to facilitate mechanism for conflict prevention

and early recovery through incorporating an early warning system and local conflict-related training into many local level initiatives.

CP conflict prevention will follow these activity directions:

- A focus on economic development and income generation with the aim to improve the wellbeing of the population as an aspect of conflict prevention;
- Building trust and a constructive interface between local government institutions and communities. Populations in unstable regions look to their governments for structure and a sense of stability. By ensuring that the community is receiving clear, consistent messages on topics of concern, local administration can build trust and confidence;
- Assist with rehabilitation/construction of infrastructure and the improvement of basic services. This facilitates trade, improves access to markets and income generation activities, and maximizes access to and utilization of livelihood enhancing resources. Water projects are the most successful in minimizing resource-based conflict. By both parties (within the conflict) participating together in initiatives related to improvement of disputed infrastructure and services, communities can overcome the tensions of conflict and rather focus on the positive effects gained from working together;
- Tackling the natural resources management problem (including protection, preservation, administration, and utilization) as environmental resources are very often found to be at the root of conflict. Through the introduction of a sustainable natural resource management approach, the population can be comforted and empowered by understanding that they have a certain degree of control over meeting their needs;
- Through addressing health issues, as by understanding how to help themselves, their children, and their neighbours, families feel less vulnerable and are less likely to look for outsiders to blame when illness occurs. Considering most health concerns cross physical and ethnic boundaries, they offer communities another area of commonality from which to join together and seek shared solutions;
- Bringing education into the centre of all interventions is what communities often have the most latitude and control to influence. It should be utilized to improve conflict prevention and recovery by teaching citizens what they need to learn in order to improve the local economy and their overall quality of life. Knowledge provided to communities can focus on a wide range of topics linked to CP focus areas, and will vary from awareness raising to training on technical aspects of agricultural and business development, resources management and health promotion, crisis prevention, etc.; A focus on women, their views and perceptions is imperative to improving development outcomes in Tajikistan. Programmatic attention will be expanded to better meet the concerns and needs of women;
- Young people within any community in a post-conflict area, can be often some of the most vulnerable population groups to be at risk of being drawn into conflict. Young people look for opportunities to participate, to be recognized, to know that they are important to the community and that their abilities are valued. For their safety, and that of the community, young people need to be productively engaged in beneficial activities.

In health sector under the frame of CP 2010-2012, focus will be made on improving infrastructure and the capacity of public institutions relating to public health care provision, to ensure an effective multi-sectoral response to HIV/AIDS, TB and malaria. Over the next three year, a focus will be on improving and upgrading health care facilities, water and sanitation infrastructure, health promotion and prevention information services provision and the promotion of community engagement and participation in health prevention, promotion and response activities.

CP assistance in health will be provided in the framework of the Agreement between UNDP and the Global Fund for AIDS, TB and Malaria (GFATM). Potential areas for cooperation involve: building the capacity of local organisations (health care providers and community structures) to support the DOTS implementation, as well as working with local authorities and rural communities on drying out wetlands as one malaria elimination strategy.

III.4 Private Sector and Civil Society Development

Community engagement with government and public service providers to move beyond consultation to a level of real influence will require improvements to citizen engagement mechanisms. – Meaningful citizen engagement implies, *firstly*, recognition of citizens' groups and organizations by government and service providers. Citizens' groups will require assurance of the mandate and group internal accountability. *Secondly*, these citizens' groups will need to participate in decision making processes where government have accountability, including on budgetary spending. Furthermore, citizens' groups will need to engage in the forum; through which they can seek to address poor public service delivery.

Successfully functioning JRCs as civil society actors can play an instrumental role in enhancing demand and/or supply side of good governance. Where JRCs are active and where other stakeholders still see a role for them alongside with other CBOs and jamoat authorities, CP can further support their capacities in this role. In the future however, CP will work with existing stakeholders and organisations and will avoid supporting/creating parallel structures.

The CP will support the strengthening of civil society through:

- ***Strengthening associational and organizational capacities and the autonomy of civil society.*** This includes CBOs, service user groups (like WUAs), initiative groups, issue-based associations, women's groups and organization. CP support can be in improving of internal governance systems, membership and grassroots bases, sustainability mechanisms such as promotion of independent, self sufficient funding sources, networking, advocacy, joint action, and the scaling up to district, regional and national levels. A strong and organized civil society will be more capable to interact constructively with the government when invited to participate ("invited spaces") and will be more likely to demand spaces for participation. Furthermore, special emphasis will be made on building organizational capacities among women.
- ***Strengthening capacities of private sector*** at the local level is a key element of to enabling an autonomous, empowered and adequately resourced civil society. Strengthening the economic role of women will continue to be an integral focus for CP interventions, especially in those areas with high level of men labour migration.

Special focus will be made on enhancing the capacity of the business community to articulate its demands and concerns to different levels of government and to seek help in ensuring a supportive business environment. Working with local governments to "put economic development on the agenda" is the desirable outcome. The range of organisations which need to be brought into this work will include business associations and apex institutions, chambers of commerce, farmers associations, retail traders, transporters of goods, and consumers. The intention is to forge productive links between the private sector and the government sector so that government can respond better to the needs of the private sector.

Previous UNDP experience has shown that capacity of small farmers' and their income can be increased through supporting activities of their farming associations which aim to apply diversification of agricultural practices, use of sustainable agricultural management approaches for land and irrigation and improved access to support infrastructure and micro-credits. In the context of crops diversification and impacts of climate change, there is increasing demand for revisiting traditional agricultural practices. Supply of agricultural inputs, especially spare parts and services for agricultural machinery can be improved through establishing the agro tool banks, owned and managed by ADFs. This practice was previously piloted by UNDP CP in the former cotton producing areas of East and West Khatlon and Sughd region.

Management of farmer field schools is another potential area of capacity building of ADFs. Through demo-projects, agricultural innovations (such as greenhouses) can be piloted by ADFs and recommended for replication in other areas. Support to establishment and/or organisational development of ADFs will be provided in collaboration with the National Association of Dekhan Farmers (NADF), which is the national level peak body for ADFs. This can be applied through capacity building of technical elements, training, networking and scaling up relevant activities to district and oblast levels, as well as providing support to

the establishment new ADFs of small-scale farmers in districts where associations have not been established yet.

Facilitating access to micro-credits for farmers, rural poor and women will be strengthened through consolidating the success of six MLFs, which were previously established throughout Tajikistan in the previous phase of CP will remain in the focus of CP, along with the support to sustainable advisory and information services.

- **Strengthening mahalla/ kishlak community organisations.** CP will provide assistance to the development of mahalla/kishlak committees, to encourage good governance practices at the local village levels and to strengthen their representation and visibility within the Jamoat council level. Under the newly introduced *Law of Self Governance (2009)*, mahalla/ kishlak committees will now have the opportunity to become true local democratic representative bodies. This will give communities increased opportunities to have a greater voice in decision making processes for development plans, services and allocations at the Jamoat level. Particular emphasis will be given to strengthening the role of women in community self-government, as well as attracting younger and educated people to represent at this level.
- **Increasing publicity and promoting citizens' active learning** Civil society should have access to information on local authorities' plans and their progress, the local budget, service delivery, taxation, etc. Civic literacy and awareness relating to specific development are an important prerequisite for informed civic engagement. This is especially important for women, who are often not represented with an active voice in civil society. CP will work to ensure the inclusion and participation of females to support their development and to be informed.

Awareness rising amongst private sector actors and farmers will be another important area of CP activities. This can support to tackle the problem of illiteracy issues within rural areas of Tajikistan, especially relating to land rights and impacts to farming communities. It is notable from previous CP interventions that a deficiency in awareness on rights and obligations for farmers is a key underlying problem which contributes to abuse of rights, corruption and poor revenue collection at the local level.

Public awareness-raising will be an activity under CP interventions and will be implemented throughout all thematic focus areas, such as: health, natural resource management, disaster risk reduction gender, conflict prevention, environment, energy and climate change.

III.4 Enabling Environment and National Level Capacity Building

Concentrating on improving systems, capacities and practices at the local level is imperative if localizing MDGs and pro-poor development are to be achieved. It is the national government however, that will be accountable for making adequate policy decisions, distribution of responsibilities, resources allocations and fiscal arrangements needed - to achieve the development targets of MDGs, PRS and NDS.

Working closely with other UNDP programmes, CP will develop synergies with other ongoing and future UN(DP) vertical interventions defined in the Country Programme to support capacity development of national level government and state institutions. CP's capacity building support will aim to provide improvements and reform where required, to national sectoral policies, strategies, legislation and regulatory frameworks. Improvements at the national level capacity will be strengthened through learning shared from CP to national level decision makers. This bottom-up channel of communication of lessons learned will contribute to making informed policy and law making processes and public policy dialogue.

CP UNDP is strategically positioned with access to the UN mandate as multilateral organisation, which can support national institutions of Tajikistan in the elaboration and setting key policies, reforms, as regulatory frameworks in areas of UNDP Country Program focus: poverty reduction, good governance, rural economic development, environment and energy, crisis prevention and mitigation, health. Improved policy frameworks further contribute to increased and effective aid coordination.

Mainstreaming the issues of gender, climate change adaptation and cross-border cooperation further adds value in creating and enabling an inclusive policy environment at the national level (for details see chapter II.5).

Good Governance

Strengthening the capacity of local government to effectively deliver development outcomes and provide services is a key focus of CP. To achieve this, it will be vital that the Programme engages in the facilitation of **local governance reforms** and policy dialogue. CP will:

- Ensure that its field experiences and new good governance practices inform decision making on the local governance reform and redistribution of competencies and public resources through participation in relevant national fora;
- Provide technical assistance to the Executive Office of the President in conducting local government functional reviews and subsequent elaboration of the concept of local governance reform in Tajikistan and related programs;
- Support MEDT and the MoF to link development planning with the budgetary process, introduction of performance based approaches to budgeting, elaboration of guidelines and scaling up the application of new planning and budgeting tools.
- Support the Parliament in joint analysis of legislation relating to local governance and render assistance for legislation modification through involvement of all stakeholders in the discussion process;
- Strengthen the capacity of staff at ICST in delivering training to the civil servants;
- Continue working with SSC on improving its data collection and monitoring and evaluation mechanisms related to implementation and localisation of PRS.

Within its good governance interventions, UNDP will develop national capacity to address **corruption**, strengthen accountability of state structures, and promote a human development approach in sector development at the national levels. CP will become a delivery mechanism at the local level in this area, and will ensure that proper professional, technical capacity and partnerships in place.

Additional assistance will be provided to strengthen the capacity of government in **aid coordination** at national level.

The unique position of CP and its close interaction with the border communities is an asset which will be linked to the ongoing UNDP Border Management Initiatives that aim to **manage better cross-border areas**, and regional and national issues. Under CP, collaboration with the BOMBAF project will be enhanced. Key activities will include: strengthening the capacity of national level government in conflict prevention and social cohesion, and improving cooperation with local, regional, and international partners along the Tajik-Afghan border and frontiers with other neighbouring states.

Poverty Reduction and Economic Development

In order to complement the UNDP Country Office's support to effective poverty reduction and aid coordination, CP will assist policy formulation process and national government capacity building in the following ways:

- Continued assistance to the national government by UNDP in elaborating the new PRS for the years 2010-2012. This will include enhancing national level government capacity on monitoring the implementation of the PRS. To achieve this, it is intended that PRS indicators will be mainstreamed into the system of national statistics jointly with the SSC;
- Assisting the State Committee on Investment and other relevant government institutions in establishing an effective aid coordination system and tools. This will include piloting approaches to aid coordination at the sub-national level;
- In partnership with other agencies (like GTZ), contribute to creating an business enabling environment for the development of small businesses in Tajikistan;
- As the opportunities arise, supporting agricultural sector reforms, including redistribution of responsibilities between different levels within the line ministry;

- Contribute to the implementation of Aid for Trade agenda and support the government through identifying policy areas. This will be achieved through providing technical assistance which aims to improve and link contribution of trade to human development and poverty reduction.

Sustainable Environment and Energy

Through supporting national government in the improvement of policies and creating an enabling environment for sustainable natural resource management, CP will focus on the following:

- Provide support to the Ministry of Water Resources and Land Reclamation (MWRLR) in the development and implementation of a national integrated water resource management and water efficiency strategy, an irrigation investment strategy, as well as facilitating national level coordination at the Central Asian regional level for improved integrated water management systems. Capacity building to staff within the Ministry will be an important part of this work. CP will facilitate national dialogue, networking and exchange of experience and lessons learned in sustainable water supply and sanitation for rural areas;
- Strengthening existing policy and regulatory frameworks in support of biodiversity conservation and sustainable land management, including establishing solid links between field experiences and national level scientific capacity building
- Strengthening the development and review of existing strategies, legislation and regulatory frameworks, as well as technical standards and financial sustainability schemes related to renewable energy and energy efficiency, with a focus on the small hydro-power sector in Tajikistan. This national level work will be reinforced by pilot demonstration projects at the local level. Further, work will be done to build the capacity of sub-national level government, private sector and communities to implement new relevant strategic and regulatory frameworks, apply updated standards and improve access for rural communities to renewable energy sources;;
- CP will support the facilitation of the elaboration of the *Law on Protected Areas and a new Forest Code*. This will be achieved through supporting national level government in the development of policies and legislation and regulatory framework for biodiversity conservation and natural resource management in protected areas;
- Advisory support for policy development on sustainable land management will be provided under the Central Asian Countries Initiative on Land Management (CACILM) programme, which aims to strengthen inter-governmental and national structures to enable policy, legislative, and incentive mechanisms for sustainable land management through (i) assessing existing policy, regulatory and incentive frameworks and recommending amendments; (ii) developing action plans, investment programmes, and training modules and (iii) facilitating information campaigns.

Health

UNDP CP jointly with the UNDP HIV, TB and Malaria Control Programme, will contribute to mobilising national level government and civil society to improve coordination and effective response to HIV/AIDS, malaria and TB, and protecting the rights of people living with HIV/AIDS. Under the CP, advocacy to the national level will be a key activity, along with targeted health care infrastructure interventions, and treatment and prevention initiatives at the local level.

Crisis Prevention and Mitigation

CP will support the Bureau for Crisis Prevention and Recovery (BCPR) in enhancing national level government capacity in this area, through training and policy development in disaster prevention and mitigation. It will also create opportunities to assist the government in addressing issues related to early recovery and facilitating regional cooperation to prevent conflicts and crisis situations.

III.6 Cross-Cutting Themes

The following cross-cutting themes will be mainstreamed throughout the project: gender, climate change adaptation and cross-border cooperation.

With the shift to a CP approach that emphasizes sustainable lasting change in the economic and social conditions on the local level, there is cause to adjust the mainstreaming approaches.

The CP mainstreaming strategy builds on the following blocks on which each initiative planned and implemented under CP will follow:

- Addressing cross-cutting issues as a part of project design, implementation, and projected outcomes;
- Adopting necessary means and provisions to achieve the cross-cutting targets are included within overall project design at the level of specific project activities (project work plan and log frame level);
- Identification and development of progress indicators which are linked to cross-cutting themes is incorporated as a part of the project design and participatory planning process.

Gender

The Programme will undertake a comprehensive approach to gender mainstreaming, through the application of the CP Gender Mainstreaming Strategy 2008-2011 (GMS).

The expected outputs for the GMS are:

- Provisions are in place for gender balanced staffing of CP and its partner institutions;
- Gender sensitive accountability mechanisms (project design, M&E, reporting, etc.) are developed and in use; and,
- Provisions are in place to ensure that women and men are equally able to express their views on the quality of public services and development trends in their respective communities.

The following areas frame strategy for Gender Mainstreaming for CP:

- Special awareness raising and skills-building activities are required early on to build the confidence and abilities of women to participate in local development. CP will continue to work on special gender-oriented activities including the promotion of dialogue between village women with district specialists, the formation of Women's Groups, training for district-level officials on gender issues to promote gender sensitivity in their respective departments and an awareness raising campaign in certain areas.
- Specifically targeting women's participation through quotas (under the motto "quantity can also matter for quality"). CP's support to implementing gender will go in line with the State Programme on Gender 2007-2016⁸. In collaboration with key partner agencies, CP will assist relevant government agencies in removing the barriers to policy implementation and its operationalisation on the ground.

While all CP activities aim to provide equal opportunities for the participation and benefit of male and female members alike, the involvement of women in the planning and decision-making processes continues to be low. In response to this challenge, CP will set quotas for female participation and targeting. With the aim to reach these quotas, CP will support to increase women's participation across all Programme activities.

- Initiatives specifically targeting women's groups will be important for enhancing women's empowerment and gender development overall. Increasing the capacity of rural women will be made through implementation of business and entrepreneurship activities and providing opportunities for women to improve the decision-making ability. CP will work on expanding rural women's access to business education and information, and promote initiatives for both individuals and groups to establish business activities at jamoat and district levels. Although women are often noted as heads of dDekhan farmers, their participation in decision-making is nominal, with men taking responsibility for business and management issues. Facilitating women's access to micro-credit finance will remain one of the pillars of CP activities in support of women economic development.

Climate Change Mitigation and Adaptation

⁸ The Program was developed with the idea to promote and build the capacity of female cadres in decision-making through increasing participation of women in decision-making process via quotas in civil service management positions.

The issues of climate change will be targeted by the Programme through mainstreaming these issues in national and local level plans and programmes. Further, it will be addressed through improving the adaptive capacity of the communities and other stakeholders by the strengthening of their coping mechanisms, diversifying their livelihoods options and promoting sustainable economic growth.

Climate change issues within CP will be translated into various activity domains, including

- Promoting vulnerability assessments and the application of planning tools at different decision making levels to assess environmental and climate risk. Local communities and authorities will be engaged in multi-sector and participatory processes which ensure the formulation local development plans that encompass environmental sustainability and socio-economic considerations. . Identification of appropriate entry points for integrating climate change will be instrumental. These may be sectors related to economic development and natural resource management (such as agriculture and water management and energy);
- Supporting selected structural measures to mitigate the adverse impacts of climate change, including adjusting land use practices, introduction of water saving methods, introduction of alternative/renewable sources of energy, supporting agro-biodiversity conservation, re-forestation, commercial plantations, introduction of bio-drainage systems, hill slopes gardening, improvement of summer pastures, water recapturing/recycling techniques and best practices in farming practices. These measures however cover only specific aspects of climate change; they are limited to distinct localities and need to be balanced with non-structural measures;
- Non-structural measures imply early warning systems, awareness building, and adequate gender, community and private sector participation. They play an important role at all levels. In order to enhance their effectiveness, these measures will be also integrated into the development plans of the sectors and projects concerned. Another important area of mainstreaming climate mitigation and adaptation is improved data collection as a part of establishing early warning systems;
- CP will work to reduce existing policy barriers to enable the mainstreaming of climate resilience proofing. Barriers to be addressed include: the lack of availability of scientific information, lack of communication between the science and policy making circles, absence of knowledge base on successful measures of mitigation, and a lack of financial resources to support climate resilience proofing measures. CP will help facilitate linkages between scientific sector capacity building at the national level and local level lessons learned from the implementation of pilot projects. Furthermore, CP will aim to support the exchange between the scientific sector and policy making communities to enhance more widespread understanding of the risks and strategies required to mitigate negatives impacts of climate change to rural communities. CP will work with the government to consider climate change issues in the budgetary planning and implementation process.⁹
- Regional and cross-border coordination in climate adaptation planning will be required as many impacts cut across national boundaries. This includes sharing of climate specific data, from flood control to droughts and best practices at regional level, and thus implementing cross-border initiatives.
- Strategic partnerships with other bilateral and multilateral development partners that are well positioned with finance and knowledge to play a catalytic role in mainstreaming climate change will be strengthened. Strategic areas of focus for CP will include opportunities for co-funding and building local capacity for the implementation of structural and non-structural adaptation measures.

Project activities that target climate change will fall under the following main categories: a) awareness raising, information and communication, b) capacity development/enhancement at all level; c) and demonstration/pilot projects or sites.

Cross-Border Cooperation

⁹ Mainstreaming is still problematic because of direct tradeoffs between governmental development priorities and the actions required to deal with climate change, including reluctance to divert scarce resources to investments that are perceived as not paying off on a short-run.

Mainstreaming cross-border cooperation will follow to a large extent under activities described in section on conflict prevention (see chapter III.2).

Mainstreaming Cross-Cutting Themes throughout the Programme

CP cross-cutting themes will be a feature of each project. The project staff responsible for each project under CP will be responsible for determining how the cross cutting themes will be incorporated, implemented and achieved.

The following provides the methodology for how CP aims to incorporate mainstreaming cross-cutting themes throughout the programme life cycle (2010-2012):

At the level of planning

- Prior to project planning phase, projects will conduct a situational analysis in their sector with considerations of gender, conflict prevention, and climate change.;
- As part of the situational analysis, projects will examine the interests, concerns, and attitudes of the beneficiaries relating to the cross-cutting themes;
- Project will make an assessment on the current availability of the resources and capacity available to the stakeholders and beneficiaries in addressing the cross-cutting issues;
- A beneficiaries perspective should be studied and their perceptions of cross cutting issues assessed. This will support the development of project measurement tools such as baseline indicators and project indicators (qualitative and quantitative) and targets which relevant to cross-cutting themes. The findings of the beneficiaries can further support future development of mainstreaming project activity planning;
- Specifically, planning for the collection of baseline data needs to include sex-disaggregated data to enable the effective measurement for the impact of the progress in gender equality and development. ;
- Each of the abovementioned elements – status assessment, problem identification, community resource/capacity consideration, and community goals and expectations - should be used to formulate the project design;
- All program initiatives will evaluate ongoing and planned activities and their proposed outputs and outcomes in order to determine if they need modification to aid in the accomplishment of the goals of gender, conflict prevention and climate change mainstreaming;
- Ongoing projects which are currently being implemented prior to 2010 under CP should be reviewed and updated to include cross-cutting issues considerations.

Implementation

- A strategy and action plan needs to be developed, illustrating mainstreaming and demonstrated in each project;
- The relevance of the cross-cutting themes within projects needs to be regularly assessed throughout the project life cycle to comparatively view if the initial project design is ensuring the intended project impact;
- The cross-cutting themes and their equal importance needs to be communicated to target communities, to improve their understanding of development issues and how they are holistically linked;

Strategic partnerships amongst all project implementing partners and stakeholders such as, including civil society and private sector actors, will need to be inducted into learning and the application of cross-cutting themes in their project related activities.

Monitoring

- With CP support, monitoring of the impacts (both positive and negative) of cross-cutting themes and mainstreaming should be undertaken by the beneficiaries themselves. If there

are any changes to the initially developed monitoring indicators, this should be noted and reported using the established procedures;

- Project managers should coordinate alongside programming planners to determine a regular monitoring meeting schedule. These meetings will be a forum for project managers to share information and cross-fertilize ideas on achievements and challenges related to mainstreaming targets. This information can then be incorporated into future planning for increasing improvements to project management.

Reporting

- Each project will be required to report on progress on cross-cutting issues within their area, and to express these progress reports in terms of results, both for specific activities targeting gender, conflict prevention and environment/climate change. Reporting should note how project activities are linked to and contributing to the cross-cutting theme targets. If significant risks are identified during the project life cycle which can potentially impact negatively on the projected targets, a special report will be required and circulated among project planners managers in order to coordinate a timely management response (where possible).

Evaluation

- Evaluation of the program/project evaluation, will assess program/project impact (planned and unintended) on the cross-cutting themes. Once the findings are identified, they will be documented as part of a lessons learned process and to assist in future project development.
- Mainstreaming will be evaluated against three types of measures: a) level of contribution that the cross-cutting themes makes to meeting the needs identified by beneficiaries; b) degree of contributed to the goals outlined in the CP project document 2010-2012; c).
- level of contribution that the cross-cutting themes made to meeting the Country Program targets established by UNDP

IV RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcomes as stated in the Country Programme Results and Resource Framework: Poverty reduction and economic development programmes are enhanced, with particular focus on the rural poor, women and marginalized people. National and local levels of government have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner. Decreased risk of natural and man-made hazards to rural and urban livelihoods; infrastructure and recovery mechanisms in place. Improved environmental protection, sustainable natural resources management, and increased access to alternative renewable energy. Sustainable and efficient multi-sectoral response structures are established to halt the spread of HIV-AIDS and TB epidemics and eliminate malaria by 2015 in line with MDGs.</p>				
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework: Poverty Reduction and achievements of MDGs: Percentage decrease in poverty and rate of economic growth in the country based on the MDGs and NDS. Good Governance: Degree of inclusiveness, participatory and democratic nature of implemented initiatives Environment and Energy: Degree of compliance of Tajikistan with the international environment conventions. Crises prevention and recovery: Availability of national level government capacity in disaster management and early warning. Health: Prevalence of HIV among high risk groups and incidence rate of TB and malaria.</p>				
<p>Applicable MYFF Service Line:</p>				
<p>Partnership Strategy: UNDP CP, Ministry of Economy, Development and Trade, Ministry of Finance, other relevant line Ministries, Parliament, Strategic Research Centre under the President, Institute for Civil Servants Training, State Statistics Committee, local authorities, civil associations</p>				
<p>Project title and ID (ATLAS Award ID): Communities Programme Project Document – 2010-2012</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 Sub-national level governments have the capacity to plan, budget and implement development plans and the provision of public services are strengthened (especially benefiting poor and women). Baseline: a) 7 districts (or 17%) have elaborated DDPs in compliance with the methodology of MEDT. b) Sub-national level government has a very limited local revenue base (districts - 5% of</p>	<p>Targets 2010-2012: a) Development plans are elaborated in a participatory manner and adopted at least in 24 Districts (33%) and 64 Jamoats (15%) throughout the country. International aid is provided in the framework of the plans. b) District DDPs supported under CP are implemented on average at least 30% with</p>	<p>Activity results Priority development projects (infrastructure and non-infrastructure) related to the CP focus areas are funded and implemented. The ability of local level government to mobilise and manage budgetary and non-</p>		

<p>budgets on average) to invest into infrastructure/ services/ DDP implementation and lack of skills to mobilise revenues and non-budgetary resources.</p> <p>c) Public sector remains the only service provider. Efficiency of provision is low; Lack of skills and know-how for enhancing efficiency. No involvement of private sector, sub-contracting or cross-municipal cooperation. Innovations in service provision are rare, mainly in urban areas and are not widely known.</p> <p>d) Citizens' satisfaction with governments' accountability is low (more precisely to be defined in targeted areas by a citizen perception survey in relevant CP projects). Only 26% of citizens are aware of jamoat budgets (08).</p> <p>e) 15% of sub-national government employees are women</p> <p>f) Cross-border conflict potential, related to the use of resources, infrastructure and services is high risk.</p> <p><u>Under Rural Economic Development:</u></p> <p>g) Citizen perception of business supportive environment is to be defined in baseline study (Jan 2010)</p> <p>h) Approx. 20% on vocational trainees are employed locally</p> <p>i) Productivity of non-irrigated land is low (baseline is to be defined while planning irrigation projects in each locality)</p> <p>j) Local communities are not aware of environmental implications, including climate change, (agro)biodiversity conservation and land degradation, and are not working towards the development of adaptive strategies and capacities</p>	<p>at least 15% of funds being contributed by government and community.</p> <p>b) Sub-district DPs supported under CP are implemented on average at least 25% (with at least 15% being local community or government contribution)</p> <p>c) At least two innovative models of service provision are piloted. Replication by sub-national level government innovative approaches to enhancing local development and providing public services is taking place</p> <p>d) At least 60% of respondents are satisfied with the level of sub-national government accountability, including at least 30% of women</p> <p>e) At least 20% of women working in sub-national governments in targeted districts.</p> <p>f) In targeted border jamoat areas, at least one project linked to disputes around infrastructure/ services/ use of resources, is resolved. At least 50 stakeholders directly benefiting from the resolution.</p> <p><u>Under rural economic development:</u></p> <p>g) In at least in 60% of districts, respondents of the survey perceive the business environment has improved (more than 50% of survey respondents).</p> <p>h) At least 30% of vocational trainees are employed locally, including 20% women.</p> <p>i) Productivity of land is improved by at least 15% in areas where irrigation was introduced including at least 100 households benefiting.</p> <p>j) At least 30% of targeted farms in project areas have skills, knowledge and tools to enable the adaptation of their current</p>	<p>budgetary funds for DDP implementation is improved.</p> <p>Sub-national level government have gained knowledge and skills and apply innovative approaches to the implementation of local development and provision of public services.</p> <p>Improvements are made to public service provision in CP focus areas, especially among women.</p> <p>Renewable and sustainable energy use for development of rural communities in Tajikistan is promoted.</p> <p>Through implementation of local level interventions, improved capacity for supporting sustainable practices for agrobiodiversity in the face of climate change. Capacity of local government and community organisations is enhanced to use community environmental learning and involvement as tools for natural resource management and poverty reduction.</p> <p>Improved access to infrastructure and services amongst border communities</p> <p>Analysis of innovative approaches to public service provision in CP focus areas</p>	<p>UNDP CP, ISCT, MEDT/Mo F</p> <p>UNDP CP</p> <p>UNDP, MoE, ISCT</p>	
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<p><u>Under Environment and Energy:</u></p> <p>k) Environment and energy is not yet systematically integrated into DDPs.</p> <p>l) Approx. 97% of people have access to state electricity supply and 24% of people are currently unsatisfied with the supply (CRC) (satisfaction level in future targeted areas to be defined in baseline by relevant projects).</p> <p>m) Currently very few demonstration small scale projects on alternative renewable sources of energy are successful and replicated.</p> <p>n) Degree of replication of new technologies is very low</p> <p>o) Very limited and minimal environmental awareness and environmental learning initiatives implemented at the community level.</p> <p>p) Climate change is not integrated into DDPs.</p> <p><u>Impact on crisis Mitigation and Recovery:</u></p> <p>q) Crisis prevention and recovery is not systematically integrated into DDPs (one of the key NDRM system recommendations)</p> <p>r) Degree of implementation of DDP projects related to crisis prevention is low</p> <p>s) Number of those benefiting from CP emergency relief projects was previously 25% of effected households (mainly public infrastructure projects).</p> <p><u>Under Health:</u></p> <p>t) Approx. 23% of population are unsatisfied with access to primary health infrastructure (CRC) (satisfaction level in future targeted areas to be defined in baseline by relevant projects).</p> <p>u) 25% of population are unsatisfied with access (locational distance) to drinking water (CRC) (satisfaction level in future targeted areas to be</p>	<p>production practices to current and future climate risks and variability,</p> <p><u>Under environment and energy:</u></p> <p>k) At least 70% of targeted districts have environment and energy integrated into their DDPs.</p> <p>l) People satisfaction with the access and quality of electricity supply increased at least 5% in targeted areas.</p> <p>m) At least 8 successful demonstration small scale efficient projects on alternative renewable technologies (incl. small hydro and solar power, biogas,) are piloted</p> <p>n) At least one case of replication for each piloted technology is registered</p> <p>o) At least 20 pilot projects related to climate change, land degradation and biodiversity conservation and at least 10 info campaigns on environmental education are carried out</p> <p>p) Climate change adaptation is mainstreamed into at least 70% of DDPs in targeted areas.</p> <p><u>Impact on crises mitigation and recovery:</u></p> <p>q) At least 70% of all target districts have integrated crisis prevention and early recovery into DDPs.</p> <p>r) At least 30% of DDP projects related to crisis prevention are implemented.</p> <p>s) At least 30% of effected households benefit from contingency projects</p> <p><u>Under health:</u></p> <p>t) Access to primary health infrastructure is improved for at least 5% of the population in targeted areas, including at least 5% in</p>	<p>is conducted, and the results (including recommendations) are disseminated.</p> <p><u>Actions</u></p> <p>1.1 Supporting national level institutions in providing training and advisory support to sub-national levels on participatory development planning, budgeting and monitoring</p> <p>1.2 Providing c-funds to sub-national level governments for financing implementation of their development plans priorities and improvement of public services related to the CP focus areas</p> <p>1.3 Providing training and advisory support to sub-national governments on budgetary and non-budgetary resource mobilisation and management</p> <p>1.4 Providing training to sub-national level governments and service providers on services in the area of economic development, environment and energy, crisis prevention and mitigation, and health.</p> <p>1.5 Providing technical assistance to sub-</p>	<p>UNDP CP, relevant sub-national government</p> <p>UNDP CP, relevant Ministries</p> <p>UNDP CP, relevant sub-national government and local partners</p> <p>UNDP CP, relevant sub-national governments</p> <p>UNPD CP</p> <p>UNDP CP, relevant sub-national</p>	<p>1.1 USD 181,250</p> <p>1.2 USD 2,300,000</p> <p>1.3 USD 600,000</p> <p>1.4 USD 450,000</p> <p>1.5 USD 2,410,000</p>
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<p>defined in baseline by relevant projects)</p> <p>v) Approx. 28% of population are unsatisfied with the quality of drinking water (CRC) (satisfaction level in future targeted areas to be defined in baseline by relevant projects).</p> <p>w) DOTs approach is introduced throughout the country but the responsibility for its implementation among local structures and community involvement is still low</p> <p>x) No systematic or complete population (100%) coverage of households in malaria epidemic zones with indoor residual spraying (IRS).</p> <p>y) 48% of population demonstrate a positive attitude to people living with HIV/AIDS (CSR Stigma and Discrimination survey 2008)</p> <p>z) Number of foci (villages infected with malaria) was 247 in 2008.</p> <p>aa) No access to clean drinking water and lack of waste management system puts the population affected by uranium tailing dumps in targeted communities at a constant risk of outbreak of infectious diseases.</p> <p>bb) The only hospital accessible to targeted communities affected by uranium tailing dumps in Taboshar requires capital repair and rehabilitation and lacks basic equipment to diagnose and treat people.</p> <p><i>Indicators</i></p> <p>a) Number of districts and jamoats with approved DP</p> <p>b) Percentage of district and jamoat DPs implemented, including local contribution.</p> <p>c) Number of innovative models of service provision (public-private partnership, co-management of services with user groups; etc.) piloted and replicated</p>	<p>border communities (at least one facility rehabilitated in the area affected by uranium tailings).</p> <p>u) Access to safe drinking water improved at least for 5% of population in targeted areas, and at least 5% in border communities.</p> <p>v) Percentage people satisfied with the quality of drinking water, including in border communities increased at least 5% (incl. 5% among women).</p> <p>w) At least in 20% of communities in targeted jamoats are involved into DOTS implementation</p> <p>x) 100% of coverage of households in malaria epidemic zones with indoor residual spraying (IRS) in targeted Jamoats.</p> <p>y) 60% of people (aged 15-49) demonstrate a positive attitude to people living with HIV/AIDS.</p> <p>z) Reduction of the number of foci (villages infected with malaria) to at least 50</p> <p>aa) At least one system of proper and safe waste disposal established in the uranium affected area.</p> <p>bb) At least 50 households have improved access to safe drinking water in areas affected by uranium tailings.</p>	<p>national level governments on introduction of innovative approaches to public service provision, assisting in piloting innovations (incl. transaction services for private sector development, PPP, inter-municipal cooperation, etc.)</p> <p>1.6 Piloting demonstration projects on renewable technologies (incl. biogas, hydro and solar power), monitoring their impact, popularisation of new technologies, through training and information dissemination.</p> <p>1.7 Building capacity and public awareness on environmental education, climate change, land degradation and biodiversity conservation</p> <p>1.8 Disseminating experiences and best practices on innovative approaches to enhancing local development and public service provision.</p> <p>1.9 Support resolution of pending development/service provision problems</p>	<p>governments</p> <p>UNDP CP, relevant sub-national government</p>	<p>1.6 USD 5,855,000</p> <p>1.7 USD 250,000</p> <p>1.8 USD 250,000</p> <p>1.9 USD 675,202</p>
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<p>d) Percentage of citizens' positive perception of government's functional and financial accountability, including among women, in targeted areas.</p> <p>e) Percentage of women working in sub-national governments.</p> <p>f) Number of projects implemented in border jamoats directed toward cross-border cooperation initiatives</p> <p><u>Under Rural Economic Development:</u></p> <p>g) Percentage of people with positive perception of business supportive environment in targeted districts</p> <p>h) Percentage of vocational training beneficiaries employed</p> <p>i) Increased productivity of land through access to irrigation in targeted communities and number of benefiting households.</p> <p>j) Percentage of targeted farms in project areas have skills, knowledge and tools to adapt to climate change</p> <p><u>Under environment and energy:</u></p> <p>k) Number of districts with environment and energy integrated into DDPs (incl. <u>linkages made between poverty and environment</u>)</p> <p>l) Percentage increase of people satisfied with access and quality of electricity supply.</p> <p>m) Number of successfully demonstrated small scale efficient projects on alternative renewable energy technologies (incl. Hydro power, solar power, and biogas)</p> <p>n) Number of cases of new technology replication</p> <p>o) Number of public awareness campaigns on environmental education, climate change, land degradation and biodiversity conservation</p>		<p>which relate to cross-border communities.</p> <p>1.10 Supporting implementation of waste disposal system, health care infrastructure and drinking water system in the areas affected by the uranium tailings</p> <p>1.11 Supporting sub-national level government in implementing gender mainstreaming policy</p>		<p>1.10 USD 1,500,000</p> <p>1.11 USD 450,000</p>
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<p>implemented in targeted areas.</p> <p>p) Number of DDPs with climate change adaptation mainstreamed.</p> <p><u>Impact on Crisis Mitigation and Recovery:</u></p> <p>q) Number of districts implementing NDRMS recommendations.</p> <p>r) Percentage of implemented DDPs projects related to crisis prevention.</p> <p>s) Number of stakeholders benefiting from contingency projects (projects devised for crises situations)</p> <p><u>Under Health:</u></p> <p>t) Percentage of population in targeted Jamoats with improved access to primary health infrastructure, including in border communities.</p> <p>u) Percentage of population in targeted Jamoats with improved access to safe drinking water, including in border communities</p> <p>v) Percentage of people satisfied with the quality of drinking water, including among women and in border communities</p> <p>w) Percentage of targeted communities involved into DOTS implementation in targeted Jamoats</p> <p>x) Percentage coverage of households in malaria epidemic zones with indoor residual spraying (IRS) in targeted Jamoats</p> <p>y) Percentage of population demonstrating a positive attitude to people living with HIV/AIDS.</p> <p>z) Percentage of foci (villages infected with malaria)</p> <p>aa) Number of improved waste management facilities in the areas affected by uranium tailings</p> <p>bb) Number of households with improved access to safe drinking water in the areas</p>				<p>TOTAL OUTPUT1:USD 14,921,452</p> <p>UNDP: USD 3,730,363.00</p> <p>DONOR: USD</p>
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affected by uranium tailings				11,191,089.00
<p>Output 2</p> <p>The capacity of private sector and civil society to contribute to DPs, participate in decision-making, partner with government, exercise influence and hold governments accountable are enhanced.</p> <p>Baseline:</p> <p>a) Sustainability indices of organisations of private sector (ADFs), service users (irrigation and drinking water users) and community based organisations (mahalla) are to be defined prior to interventions in each targeted locality.</p> <p>b) Mechanisms of civil society and private sector participation in local decision making were piloted but are not well established or well known.</p> <p>c) Approx. 47% of citizens are members of civil society organisations (CRC).</p> <p>d) Only some 26% of citizens are aware of Jamoat budgets (CRC).</p> <p>e) Level of clients' satisfaction with advisory/ training services is not monitored by most of service providers.</p> <p>f) Number of people benefiting from business advisory/ training/ extension services is poorly monitored by service providers.</p> <p>g) Number of beneficiaries of micro-credit services is to be defined in future targeted localities during the baseline of specific projects. Currently, on average 31% of micro-finance beneficiaries are women.</p> <p>h) MLFs still have a limited number of service packages</p> <p>i) 13% of Dekhan Farms are headed by women in</p>	<p>Targets 2010-12</p> <p>a) Sustainability index of targeted private sector organisations, service users and community based organisations is increased at least 10%</p> <p>b) Mechanisms for participation of civil society and private sector are established and used in 100% of targeted district and sub-districts where development planning is supported through CP. At least 3 organisations involved in each targeted district/jamoat.</p> <p>c) Membership in private sector associations and civil society organisations is increased by at least 15% in targeted areas</p> <p>d) Public awareness of local budgets is increased by at least 15% in targeted jamoats</p> <p>e) At least 50% of advised/trained farmers/ entrepreneurs (including 20% women) confirm that services received had a positive impact on their business development.</p> <p>f) At least 700 people (or at least 100 households) are benefiting from business advisory/ training/ intension services, incl. 25% women and 15% young people.</p> <p>g) At least 55,000 people (first cycle beneficiaries) receive micro-credits in CP targeted areas, including 35% of women and 15% of young people.</p> <p>h) At least 3 MLFs are able to introduce at least one new service package.</p> <p>i) Number of Dekhan farms grew 5% in</p>	<p>Activities results</p> <p>Improved organisational capacity of civil society and private sector associations at regional and national levels.</p> <p>Private sector is strengthened through improved and increased access to micro-finance.</p> <p>Livelihoods of target communities affected by the uranium tailing dumps are improved.</p> <p>Improved capacity of supported organisations of civil society and private sector.</p> <p>Civil society and private sector organisations, as well as sub-national level governments have enhanced and improved their experience with mechanisms of participatory decision making.</p> <p>Increased participation of women in private sector and civil society activities.</p> <p><u>Activities</u></p> <p>2.1 Support development of private sector in rural areas and its links to micro-finance and advisory/extension services with a focus on agricultural activities and an</p>	<p>UNDP CP, partner governments, MoA</p> <p>UNDP CP, National NGOs</p> <p>UNDP CP, relevant sub-</p>	<p>2.1 USD 5,165,000</p>

<p>the country (2007, SSC)</p> <p>j) Number and % of SMEs expanding their operations and production flow as a result of access to micro-credits is not currently monitored by MLFs</p> <p>k) Communities affected by uranium tailing dumps in targeted communities and have a lack of access to microfinance provision, do not have adequate knowledge and skills to start up small scale businesses</p> <p>l) Limited cross-cultural, cross-border cooperation between society groups.</p> <p><i>Indicators</i></p> <p>a) % increase of sustainability index of organisations of targeted private sector (ADFs), service users (irrigation and drinking water users) and community based organisations (mahalla)</p> <p>b) % of Districts and Jamoats applying mechanisms of decision-making facilitated by District and Jamoat authorities, which include civil society participation and number of representative organisations.</p> <p>c) % increase of members in targeted private sector and civil associations</p> <p>d) % increase of citizens aware of Jamoat budgets</p> <p>e) % increase of clients satisfied with business advisory/extension services, incl. among women</p> <p>f) Number and % of people (and households) benefiting from business advisory/ training/ intension services, incl. women and youth</p> <p>g) Number of beneficiaries of the micro-crediting services, incl. women and youth (including total % of target area population).</p> <p>h) Number of MLFs that introduced new service packages to meet the private sector development</p>	<p>targeted areas and at least 17% of Dekhan farms are headed by women</p> <p>j) SMEs receiving micro credit finance are able to employ at least 500 additional employees, including 15% employees being women.</p> <p>k) Small and medium enterprises in targeted uranium affected areas are able to employ at least 50 additional employees.</p> <p>l) At least one joint cross-border micro-project implemented in targeted cross-border Jamoats between civil society and/or private sector groups and at least 50 stakeholders (groups, structures) are directly benefiting.</p>	<p>emphasis on women's empowerment and poor households. Specifically supporting economic activities in the areas affected by the uranium tailings</p> <p>2.2 Provide technical assistance (soft and hardware) to private sector and civil society organisations (especially those working with/ for women and rural poor) on a wide spectrum of organisational development, provision of services to its members and advocacy issues</p> <p>2.3 Support different levels of government in establishing mechanisms of civil society and private sector involvement in decision making related to sectoral policies, development strategies, budgeting and monitoring, as well partnership in service provision.</p> <p>2.4 Provide technical assistance to networking, advocacy and other activities of civil society and private sector at regional (oblast) and national levels.</p> <p>2.5 Supporting cross-border cooperation between civil</p>	<p>national governments and local SCOs</p> <p>UNDP CP, relevant national associations and apex structures</p> <p>UNDP CP, relevant civil society and private sector actors</p>	<p>2.2 USD 1,000,000</p> <p>2.3 USD 400,000</p> <p>2.4 USD 580,000</p> <p>2.5 USD 4,500,000</p>
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<p>demands</p> <p>i) Number and % of Dekhan farms headed by women.</p> <p>j) Number of and % increase of jobs generated as a result of the expansion of credited SMEs, including % of women employees</p> <p>k) Number of people employed as a result of enhancing income generation activities in the areas affected by uranium tailings.</p> <p>l) Number of cross-cultural and cross-border initiatives of civil society organizations and private sector (cooperation) are taking place and number of stakeholders (groups, organizations, structures)</p>		<p>society and private sector groups, including cross-border trade activities</p>		<p>TOTAL OUTPUT 2:USD 11,645,000 TRAC: USD 2,911,250 DONOR: USD 8,733,750</p>
<p>Output 3</p> <p>Policies, reforms, legislative and regulatory frameworks which relate to poverty reduction, local governance, aid coordination, rural economic development, environment and energy, crisis prevention/mitigation, and health are improved.</p> <p>Baseline:</p> <p>a) The methodology of participatory strategic development planning is under development by MEDT but is not yet finalised. It aims to be linked to sub-district level planning or to public budgetary process.</p> <p>b) PRSP is not yet linked with sub-national level development targets and statistical info collection (linking PRSP and statistics collection is currently piloted however in 7 districts).</p> <p>c) Mechanisms of aid coordination at the regional and local level are weak. Regional PRS units are established in two regions but are not yet fully</p>	<p>Targets 2010-2012:</p> <p>a,c) National methodology for participatory strategic development planning¹⁰, budgeting and monitoring for sub-national level is introduced by government and guidelines are elaborated.</p> <p>a) Performance targeted budgeting is introduced at least on a pilot basis</p> <p>b) System of monitoring of development at all levels in line with PRSP indicators is elaborated and introduced at least in 24 districts (33%) across Tajikistan.</p> <p>c) Policy related forums are established/maintained (and/or technical assistance is provided to forums) in the areas of IWRM, agro-biodiversity, agriculture, energy.</p> <p>d) Local government functional analysis is conducted.</p> <p>d) Policy recommendations produced for</p>	<p>Activity results</p> <p>Improved framework conditions for development planning, budgeting and monitoring/ information management in line with MDGs and PRS.</p> <p>Improved policy and regulatory frameworks in the sectors of CP focus.</p> <p>Improved knowledge, skills and technical base of governments at sub-national levels related to planning, budgeting and monitoring.</p> <p>Comprehensive analysis for informed decision making on local governance reform is made available</p> <p>Reforms in sectors related to</p>		

¹⁰ Sensitive to the issues of gender, environment and climate change, conflict recovery and prevention

<p>functioning.</p> <p>d) Concept of local governance reform does not exist yet; functional analysis is planned but is under-resourced. No clearly formulated visions of reforms (structural adjustments; policies, approaches, working methods) are formulated for the MoA and MWRLR.</p> <p>e) Gender policies and legislation is in place but their enforcement and implementation are problematic. There is no practice of mainstreaming gender, climate change and conflict prevention into policies and strategies.</p> <p><i>Indicators:</i></p> <p>a) Availability of national planning and budgeting methodologies and guidelines.</p> <p>b) Number of districts with established linkages between PRS targets and the local development planning process.</p> <p>c) Availability of policy discussion and experience exchange forums in areas of CP focus.</p> <p>d) Availability of updated/ new policies/ reform concepts or recommendations / laws and regulations.</p> <p>e) Degree of mainstreaming gender, climate and conflict prevention in policies and strategies</p> <p>f) Number and % of ministries and national institutions with improved capacities to implement new/ updated policies and laws.</p>	<p>improving contributions of trade to human development and poverty reduction.</p> <p>d) National IWRM Strategy is elaborated.</p> <p>d) Policy, legal/regulatory and technical frameworks related to energy (especially related to renewable sources and efficiency) are improved</p> <p>d) Policy frameworks related to land management are improved</p> <p>d) A Law on Protected Areas is available ,</p> <p>d) Updated Forestry Code is elaborated,</p> <p>d) Policies, regulations, policy related papers and analysis in other CP focus areas are improved (as opportunities arise).</p> <p>e) Gender, climate and conflict prevention are mainstreamed where relevant into all policies, strategies supported by CP</p> <p>f) At least 5 ministries/or national level institutions have improved their capacity in implementing new/ updated policies and laws,</p>	<p>CP focus areas are advanced with the view to improvements to public policy in Tajikistan.</p> <p>Capacity of regional and local government is improved to better coordinate foreign aid.</p> <p>Policy dialogue and policy making is better informed through improved linkages to field experiences and lessons learned.</p> <p><u>Actions</u></p> <p>1. Provide technical assistance to national level institutions in the formulation of policies, strategies, frameworks, laws and regulations, methodologies related to development planning, budgeting and monitoring/ information management in line with MDGs and PRS.</p> <p>2. Provide advisory and consultancy support to national governments in reviewing/ preparing policies and regulations related to the sectors of CP focus (as opportunities arise).</p> <p>3. Support the Presidential Administration bodies responsible for public service reform in conducting a local government functional analysis</p>	<p>UNDP CP, MEDT/Mo F, SSC</p> <p>UNDP CP, Relevant line ministries and agencies</p> <p>UNDP CP, Public Service Reform Unit</p> <p>UNDP CP, Relevant line ministries and agencies</p> <p>UNDP CP, Relevant ministries and agencies</p> <p>UNDP CP, MEDT/Mo F, ICST,</p>	<p>3.1 USD 540,000</p> <p>3.2 USD 1,800,000</p> <p>3.3 USD 181,250</p>
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		4. Provide technical assistance (legal, advisory support, training) to relevant ministries and state agencies on updating and implementing policies, strategies, laws and technical standards related to renewable energy and energy efficiency.	SSC	3.4 USD 800,000
		5. Provide technical assistance in support of reforms of sectoral ministries related to other CP areas of focus (as opportunities arise	UNDP CP, relevant ministries and sub-national governments	3.5 USD 631,250
		6. Build the capacity of national level institutions for training of government officials at all levels and providing advisory support on participatory development planning, budgeting and monitoring	UNDP CP, Relevant ministries and agencies	3.6 USD 450,000
		7. Support government in the enforcement of gender policies and legislation.		3.7 USD 500,000
		8. Provide technical support to establishing a PRS monitoring system (through regional PRS units and the system of statistics collection).		3.8 USD 540,000
		9. Maintain policy dialogue on issues related to poverty reduction, local government, aid coordination, gender and CP sectoral focus areas		3.9 USD 181,250

		(rural economic development, environment and energy, crisis prevention and mitigation, health).		TOTAL OUTPUT 3: USD 5,623,750 TRAC: USD 1,405,937.50 DONOR: USD 4,217,812.50
				TOTAL:USD 32,190,202 TRAC: USD 8,047,550 DONOR: USD 24,142,652

V ANNUAL WORK PLAN BUDGET SHEET

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	2. Activity Result -Activity action -Activity action								

	3. Activity Result - Action - Action								
	4. Activity Result -Action -Action								

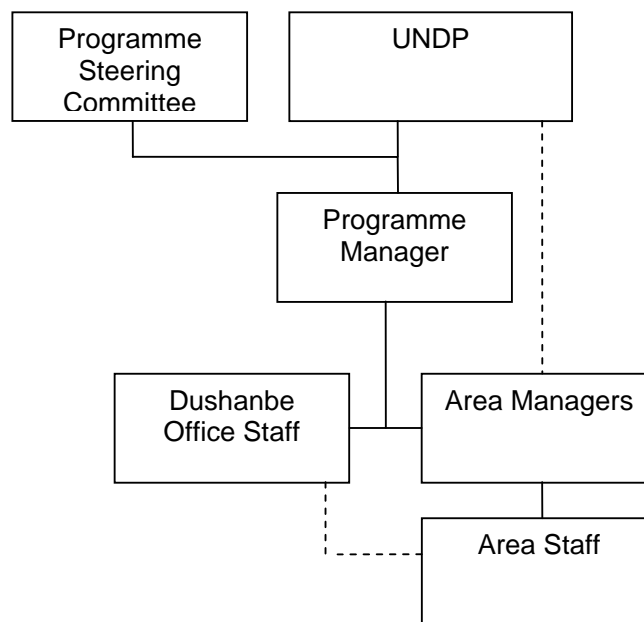
VI MANAGEMENT ARRANGEMENTS

CP is conceptualised in a way that enables an integrated approach of all UNDP Country Office (CO) activities. Being an implementing mechanism for various vertical interventions in several pillars of CPD/CPAP, CP has a management structure that can be utilised for the management of CP and of CPD/CPAP pillars.

In recognition of the specific development situation of Tajikistan and the limited capacity of local authorities to execute the project, the project will be directly executed in accordance with DEX guidelines in close collaboration with the Government. Since CP has a strong focus on capacity building, elements of the NEX modality can be introduced as adequate capacities emerge at national and/or sub-national level for the government to take over responsibility over implementation of certain Program components.

CP will also serve an open platform for various partnership arrangements with both the government and the international community. Under the Programme different co-implementation and co-funding arrangements can be considered.

A Programme Steering Committee (PSC) will be established for strategic project activity management to ensure achievement of results on the primary outcomes and that these outcomes fall within MDG, NDS and PRS3 frameworks. The frequency of meetings will be determined as needed, but will be at minimum once every six months. The PSC will represent a senior executive responsible for the ultimate outcome, a senior supplier representing the implementers and a senior user representing the interests of civil society and government. In this PSC, the UNDP Resident Representative (or his delegate) and the UNDP CP Programme Manager will be represented.



The Programme Manager (PM) manages the CP programme, is directly involved in the implementation of the proposed programme and provides overall supervision of the programme activities. The PM will coordinate project activities with relevant Government institutions and other stakeholders at the national level. The PM acts as direct supervisor of all staff based in CP Head Office as well as all Project and Area Managers. The other staff members report indirectly to PM.

The PM will act under overall guidance of UNDP Senior Management and refer major executive project decisions to the Project Steering Committee, in which the PM will act as a Senior Supplier representative. An International Rural Growth Programme Manager will be hired to provide

strategic support to the programme, with enhanced focus on Sughd Oblast where the Rural Growth Programme will be implemented. The RGP Manager will report to Assistant Resident Representative (Head of Programmes), and will collaborate in management alongside the CP PM.

The direct support to the project will also be provided by the CP International Reporting, Monitoring and Evaluation Advisor, Economic Development Officer and CP Local Governance Officer based in Dushanbe. The Local Governance and Economic Development Officers will be responsible for advising the programme on strategic direction, coordinating project activities within the programme and serving as team leaders and focal points for their respective areas of operation. The International Reporting, Monitoring and Evaluation Advisor will support the Programme Manager in reporting to UNDP and donors and support the monitoring and evaluation of all CP projects. All programme officers will have dual reporting lines to CP Manager on overall programme implementation and to RGP manager on RGP implementation. International Part-Time Advisors/Consultants for Governance and Economic Development Pillars will be recruited to provide strategic direction within the respective portfolios of the programme. The Advisors will report to respective Officers for the overall portfolio management and RGP Manager for the management of respective pillars.

Area Office Staff will be responsible to Dushanbe Office Staff, who will play a role in their management and supervision. While day-to-day management will be the responsibility of the Area Office Manager, Area Office Staff will also report to Dushanbe Office Staff, who will provide guidance and assure the quality and implementation of the Programme.

The Area Office Managers (AOM) will supervise and ensure that the programme achieves planned results in the field and coordinates with the key stakeholders at the local level. The AOM will be based at the CP Office in the field, with frequent travel throughout the area. The AOM will directly report to the CP Programme Manager and will act under his/her overall guidance as well as being responsible to the UNDP CO. The evaluation of the AOM's performance will be made by both the UNDP Senior Management and the CP Programme Manager.

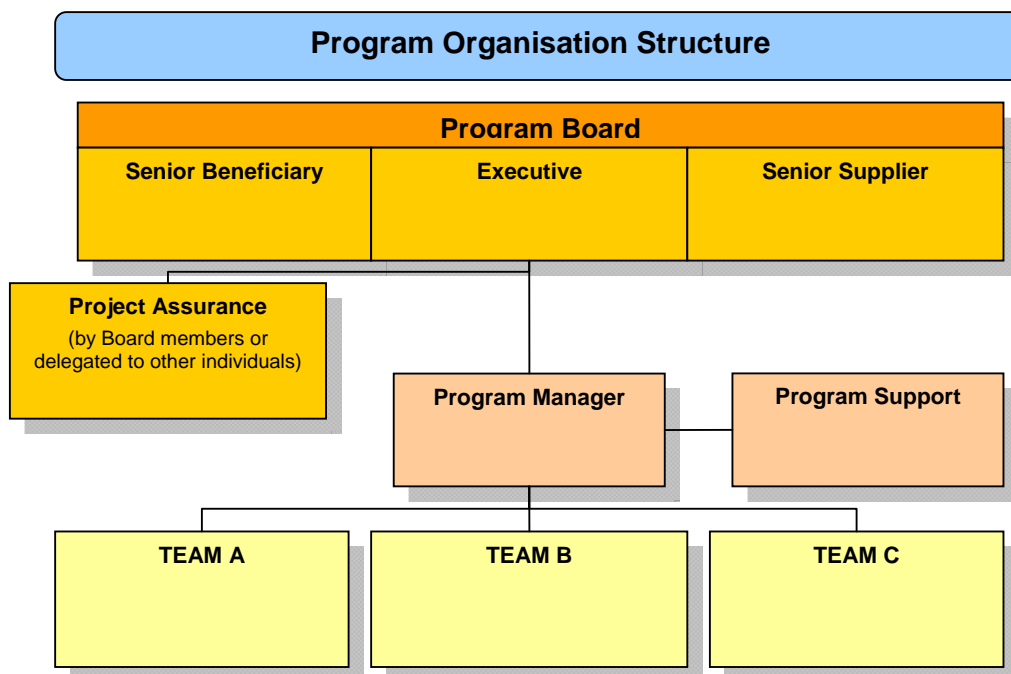
The AOM will be responsible for overall project coordination and achievement of results, project implementation, planning and reporting for each individual project implemented in their area of operation within the framework of the CP Programme. The AOM will also closely coordinate project activities with relevant Government institutions and hold regular consultations with other project stakeholders at the local level. The work of AOM will also be supported by the field AO Programme Analyst (APA) who will support the AOM in all technical and operational issues related to the project implementation and lead the activities at the local level in case of absence of the AOM.

The staffing volume within the AO will not be identical and will depend on the horizontal and vertical funding allocations. However, UNDP presence at local level is essential to continuously maintain the relationships with local governments, civil society and other partners at the same level. Hence, AOs will continue operations within the next phase of the programme. The core positions within AOs are: Area Manager, Programme Analyst, Admin & Finance Associate, Driver (1), Guards (6) and Cleaner (1). In reduced staffing regime, Area Managers are expected to carry out governance or economic related functions. Hence depending on AOM's area of expertise, each AO will also employ a Governance or Economic Advisor.

UNDP CP will include a unit for support services within the programme, which will facilitate functions such as administration and financial control. UNDP CP will also receive support from UNDP CO through the Administrative and Finance Units as necessary. A project financial management system will be established to provide for accountability, and annual audits will be performed. Number of staff members performing financial or procurement/HR functions will depend on the volume of operations. To allow flexibility and required adjustments to the programme interventions, the staffing schedule across AOs and CP office in Dushanbe will be reviewed semi-annually.

The sample terms of reference for the major staff of the programme is given in the *Annex 2* to the project document.

Scheme 2: Composition of the Board



VII MONITORING FRAMEWORK AND EVALUATION

VII.1 M&E Arrangements

UNDP will implement its programme based on best practices in results-based management. Monitoring and reporting of all projects will be fully integrated with ATLAS, and UNDP's financial and project management module. In addition to internal programme and individual project annual reviews, formal independent mid-term and end-term evaluations, as well as programme audits, will be scheduled and conducted in line with the UNDAF monitoring and evaluation plan and UNDP operational policies and procedures.

For Monitoring and Evaluation of CP activities, Area Office staff members directly and regularly monitor the day-to-day Program activities in the field, as well as assess in the course of monitoring Program's efficiency, progress and effectiveness. Staff personnel from UNDP Dushanbe (Country Office) also periodically monitor project activities but its monitoring will be concentrated more at the level of Program impact at the regional and national level.

M&E and Reporting Unit will be managed by International M&E and Reporting Advisor who will ensure due implementation of the M&E operational plan and will ensure due reporting and communications with the donors. The Unit will include an International Reporting Officer and National M&E and Reporting Officer who will work closely with the AOs Programme Analysts, contribute to reporting and monitoring and evaluation of CP projects.

UNDP works directly with project implementing partners to ensure joint coordination and support. The Program objectives, indicators and targets serve as reference for the monitoring and evaluation of CP. UNDP CP will collect and report all project and programme data in a gender-disaggregated format.

CP activities are further subject to auditing and inventory, in accordance with UNDP rules and regulations. Regular external financial audits according to UNDP rules are conducted.

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/event.

Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- Annual Project Work Plan will be prepared for CP activities in consultation with the project stakeholders. The Work Plan generally serves as a planning, coordination and monitoring tool.

The current stage of CP is envisaged for three years. After three years the program will be evaluated and extended for another three years phase till 2015, in order to serve as an implementing mechanism for CPD/CPAP for the entire current Country Programme period (2010-15).

VII.2 Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project". This table shall be further refined during the process "Initiating a Project".

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)		Start Date: End Date:
Purpose	<i>(What is the purpose of the activity?)</i>	
Description	<i>(Planned actions to produce the activity result.)</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

VIII LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Tajikistan and UNDP, signed on the 1st day of October, 1993.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the implementing partner.

The executing agency 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 executing agency's security, and the full implementation of the security plan.

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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

IX ANNEXES

Risk Analysis. Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

Agreements. Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs¹¹ (where the NGO is designated as the “executing entity”) should be attached.

Special Clauses. In case of government cost-sharing through the project which is not within the CPAP, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [...%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

¹¹ For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”