



STATE COMMITTEE ON INVESTMENTS AND STATE PROPERTY
MANAGEMENT
AND
THE UNITED NATIONS DEVELOPMENT PROGRAMME

SUPPORT TO EFFECTIVE NATIONAL AID COORDINATION AND
INVESTMENT PROMOTION
(2009 – 2012)

PROJECT DOCUMENT

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

Project Title Support to Effective National Aid Coordination and Investment Promotion

UNDAF Outcome(s): Outcome 7: Increased responsiveness and accountability of decision-making structures strengthen the rule of law and human rights

Expected Outcome(s): Outcome 4: The Government successfully adopts more pro-poor policies, laws and expenditures and receives greater support for this from the international community.

Expected Output(s): Promote Foreign Direct Investments and Support Effective National Aid Coordination mechanisms to stimulate economic growth

Implementing Partner: State Committee on Investments and State Property Management of the Republic of Tajikistan (SCISPM) and other relevant Government bodies


Responsible Parties: UNDP, SCISPM, relevant Government bodies, Business Community, NGOs

Brief Description


Tajikistan is benefiting from greater stability. The investment climate has much improved since the end of the civil war, but in order for Tajikistan to prosper and develop as a country the framework of a modern and effective state needs to be enhanced. Aid coordination, management and effectiveness have often become overwhelmed by donor actions, especially in countries highly dependent on aid. Therefore the objective of this project is to strengthen Tajikistan's aid coordination architecture and promote investments through building the capacity of the State Committee on Investment and State Property Management (SCISPM) and other relevant Government bodies. This project has an indicative budget of \$1,330,000.

Programme Period:	2009-2012	2009 AWP budget:	\$1 330,000
Key Result Area (Strategic Plan):	Poverty Reduction and Achievement of MDGs Crisis Prevention and Recovery	Total resources required	\$1 330,000
Atlas Award ID:		Total allocated resources:	\$1 330,000
Start date:	01/04/2009	• Regular	\$500,000
End Date:	31/12/2012	• Other:	
PAC Meeting Date:	tbd	o Donor(DFID)	\$830,000
Management Arrangements:	NEX	o Government	
		Unfunded budget:	
		In-kind Contributions:	\$15, 537
		(SCISPM will provide: office premise, tel. lines, furniture, conference hall, LAN, office equipment)	

Agreed by SCISPM:


Mr. Farrukh Khamraliev, Chairman State Committee on Investments and State Property Management of the Republic of Tajikistan

Agreed by UNDP:


Mr. Rastislav Vrbensky, UNDP Country Director



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I. SITUATION ANALYSIS

Tajikistan is a landlocked Central Asian country with an area of 143,100 km. Almost 93% of its territory is mountainous; only about 10% is suitable for cultivation. The mountains complicate internal transport and communication. At the same time they endow the country with rich hydropower potential as well as coal, gold, silver, tungsten, uranium and other resources. Significant water resources allow intensive agriculture and the cultivation of cotton, the country's cash crop. The population of Tajikistan is approximately 7 million (2005), about 75 of whom live in rural areas. This reflects the traditionally higher fertility rate in the countryside and reduced employment opportunities in urban centers.

The transition in Tajikistan has put extraordinary demands on the government to change the fiscal policy, and regulatory environment in order to manage an open-market economy and democratization. Over the past decade, despite significant disruptions of post-Soviet transition, the civil war, and regional instability, the government has made good progress towards developing an economic management framework and more effective government institutions.

Despite those efforts, Tajikistan's GDP is still hovering around 3.7 billion USD or over \$500 USD per capita, the lowest in the CIS and one of the lowest in the northern hemisphere. Poverty is still extremely high, with 64% of the population living on less than \$2.15 per day. However, the economy is growing fast, at a rate of over 7% per year, for the past years bringing some hope to an otherwise difficult situation¹.

According to the World Bank, the country currently ranks as one of the most difficult operating environments in the world for private sector development and one of the underpinning causes is the absent of an effective system for registry and investor protection. Tajikistan ranks 153 out of 178 countries in the WB's Global Report on "*Doing Business*" in 2008.² The private sector's share in GDP grew slightly to 43% in 2005 from 40% in 2004, but still remains low by international or even regional standards. Unfavorable investment climate is becoming increasingly a binding constraint to sustainable economic growth. In response, the Government has identified PSD as a strategic development priority for Tajikistan. The Poverty Reduction Strategy for 2007–2009 aims at increasing the share of private sector to 55% in 2009.

During structural reorganization of the government in late 2006, one of the steps toward the investment reform process was the Government establishment of the State Committee on Investments and State Property Management (SCISPM). Supporting the development of private sector where the attraction and coordination of foreign direct investments are among the key functions of SCISPM, enabling it to potentially play a major role in implementing National Strategies. However, the institutional capacity of SCISPM in fulfilling its responsibilities is weak, requiring major technical assistance.

SCISPM staff has been drawn largely from the previous State Agency for Antimonopoly, Aid Coordination Unit under the President's Office and the State Property Management Committee. The management of SCISPM consists of a team of experienced government officials drawn from

¹ The Economist Intelligence Unit Country Report on Tajikistan
² See *Doing Business* at <http://www.doingbusiness.org/>

various government institutions. The broadening of international development agendas and the increase in intensity with which they are being pursued has had major implications for the Government of Tajikistan and in particular for SCISPM. However, in order to address emerging challenges Tajikistan faces in the Millennium as a global partner for peace and development, there is a need to strengthen the institutional and human capacities of the SCISPM and other relevant government bodies to effectively implement aid coordination and establish favorable environment for investments.

In 2007, the external assistance volume increased for about \$400 million USD, provided by about 80 development partners. For PRS implementation, Tajikistan needs to mobilize greater foreign aid volume. With the total demand for financing PRS Action Plan in the amount of \$5029,4 million USD, the need of concessional external lending comes to some 1 billion USD. As major recipient of donor assistance, Tajikistan doesn't possess adequate resources for ensuring poverty alleviation and socio-economic development by itself, therefore, requiring continuous and effective external financial and technical assistance from international community. Meanwhile, the country faces certain problems related to the effective management of the increasing in-flows in foreign aid. It is an intricate architecture and growing fragmentation, expanded number of donor and international organizations using in their activity varied approaches, mechanisms, procedures and instruments. Thus, it has become timelier and important to improve external aid effectiveness, harmonization and transparency, in order to enhance coordination, monitoring and assessment.

During the last decade the GoT has undertaken certain steps to organize and improve foreign aid coordination processes. At the initial stage, GoT with the assistance from the World Bank (1995-1996), and later UNDP (1997-1998) has twice created Foreign Aid Coordination Units but lacking formal institutional structure. In 2001, according to President's Decree Aid Coordination Unit within the Executive Office of the President of Tajikistan (ACU) was established. To render assistance for strengthening institutional capacity and lending portfolio management, the ADB has funded two projects (2002-2004 and 2005-2007, respectively) to support this structure under the GoT's request. With those projects' framework, ADB conducted training for ACU staff, created foreign aid database, improved mechanisms and procedures for managing the Government lending portfolio, designed reporting system and procedures, ensured annual preparation and publication of the guides "Development Partners Portfolio" and "Foreign Aid Reports", creating and operating specialized foreign aid coordination website etc.

In December 2006, in the framework of public administration reform process State Committee on Investment and State Property Management (SCISPM) was established that, inter alia, was entrusted the ACU responsibilities, tasks of the former Ministry of Economy and Trade and of the Ministry of Finance associated with investment mobilization and foreign aid coordination. The establishment of SCISPM has been carried out in accordance with donor proposals on enhancing Governments' capacity for the foreign aid mobilization and its effective use, coordination and monitoring. Thereby, the entire package of responsibilities regarding foreign aid appertains to the SCISPM competence according to the new central administration structure. Despite measures taken for its mandate implementation, the SCISPM foreign aid capacity remains on an inadequate level with insufficient financing and high employee turnover.

Regulatory and methodological documents developed in the framework of ADB projects need definite revision subject to altered realities: reorganization of central government administration structure, the SCISPM establishment, NDS and PRS approval, requirement to execute Paris Declaration provisions on foreign aid effectiveness. Poor integration and at times, uncoordinated approaches on the foreign aid mobilization and inefficient use by the ministries and agencies

reduce its effectiveness. Partial duplication of foreign aid coordination activities occur, some ministries try to mobilize resources on their own. In general, legal and regulatory framework for the foreign aid coordination needs to be properly designed and introduced. There is an urgent need for detailed elaboration of the SCI role and its authorities, as a basic link for the foreign aid coordination, as well as role of other ministries and agencies in order to prevent unjustified duplication in foreign aid mobilization, coordination and monitoring. There are significant problems related to the preparation and implementation phases of the investment projects, provoked by lack of appropriate methodological documents, handbooks and instructions.

In view of the objective difficulties associated with doing business in Tajikistan and in light of high poverty rate, the environment for entrepreneurial activity and investment in Tajikistan needs to become significantly favorable than in other countries. The high level of unemployment, the limited nature of domestic market and a lack of investment expand the role played by such forms of entrepreneurial activity as sole proprietorships and small business.

The interest of foreign investors in Tajikistan remains limited and concentrated in traditional sectors (energy, light industry, processing of agricultural produce and manufacturing with low investment levels). On average, Tajikistan has approximately one small business per 1,000 people while, Russia has six and countries in the European Union have at least 30. In terms of the sectoral structure, commercial activity that does not require significant investment dominates small and medium-sized businesses and individual entrepreneurial activity (accounting for as much as 60%).

Entrepreneurial activity is limited by a shortage of electricity (particularly in the winter) and natural gas, as well as problems in the processing of products and transportation, both among various regions of the country and abroad. Investment policy does not take depreciation deductions into account.

The availability of credit resources for entrepreneurial activity is limited due to high bank lending rates (24-36% per annum). Approximately 82% of small and medium-sized businesses do not use bank accounts in their business operations limiting themselves to cash transactions. Insurance companies and banking institutions, which do not have enough capital, operate as monopolies, limiting the use of their services.

An analysis of the business and investment climate in Tajikistan reveals serious and significant problems and the need to carry out fundamental institutional and economic reforms.

The main problems in the investment and business sector are:

- *Delays in the implementation of serious institutional and economic reforms, weaknesses in the motivation system for productive labour in the real sector of the economy and low labour productivity, an inadequate administrative structure and a decline in the level of production and human capital;*
- *Continuing difficulties in enforcing contractual relations, protecting ownership and other related rights, ineffectiveness of the legal system;*
- *Excessive barriers to entering the market (complicated registration procedures; limited information support; poor development of trucking, air freight and hotel services; cumbersome visa requirements);*
- *High cost of doing business (insufficient access to financing, insurance and leasing services; difficulties with electricity, gas, water and heating supply (especially during the winter months); a large number of audits; and serious limitations in connection with certification and inspections);*
- *Insufficient state support for business and investment (a low level of knowledge, lack of market research, high taxes, unprofitable cotton production operations, poor job skills among labour migrants and school graduates).*

III. STRATEGY

In 2007, Government of the Republic of Tajikistan (GoT) has approved crucial strategic documents: National Development Strategy (NDS) till 2015 and Poverty Reduction Strategy (PRS) for 2007-2009. It is stipulated within this documents that the national budget funds will be supplemented with foreign assistance, provided by international organizations and bilateral donors to Tajikistan. The foreign aid, in particular concessional loans and grants are of great importance for alleviating poverty and facilitating Tajikistan's development. The foreign aid coordination remains to be a subject of special attention both of the Government and donors. Simultaneously, insufficient coordination affects existing discrepancies among NDS and PRS priorities and planned activities. There is a need for joint efforts by GoT and donors for ensuring effective use of resources and developing the national capacity to mobilize more funds. In order to improve external aid coordination and monitoring, harmonization and cooperation with development partners, GoT institutional structure and capacity needs to be improved.

Tajikistan has accumulated certain experience in sectoral and regional (territorial) coordination of foreign aid. Development of those essential constituents of the entire coordination process is of great importance for PRS implementation, development of sectoral approaches, overcoming poverty problems and ensuring rural development. Therefore, there is a need to develop appropriate methodological framework for arranging activities of the relevant aid coordination and investment units within SCISPM. In this view, it is necessary to study experience and specific character of the existing coordination mechanisms in various sectors, such as education, health, private sector etc. Creating territorial SCISPM units on the oblast and rayon level, it is reasonable to use lessons learned by pilot regional coordination units in Khatlon and Sugd Oblast, being created and operated under the UNDP support, as well as enabling all stakeholders' capacity to mobilize and use foreign aid for specific area needs.

All donors with no exception highlighted weak capacity of the government at all levels of cooperation to efficiently implement agreed reforms. In particular, those are the poor capacity planning, outdated knowledge, lack of skills and techniques. Both the central Government and Ministries, and ,in particular, local (Hukumats) lack adequate capacity and opportunities not only to effectively engage and cooperate when it comes to the use of foreign aid, joint projects, but also broader on issues of management, planning, negotiations and monitoring.³

With increasing in the number of donors, projects and aid amounts, as well as raised requirements for information support for the foreign aid mobilization process and use, the problem of the foreign aid Database modernization is an important one. The procedures of the annual information update remain non-formalized, hereupon, this process is delayed, and some development partners do not provide timely and comprehensive information. Procedures for a centralized registration of all project agreements are not established in a corporative manner. It is essential to take efficient steps to further improve Management Information System (MIS) in order to prevent excessive duplication in the activity both of national and international stakeholders. The reporting procedures, interaction mechanisms and information sharing among all parties concerned of the foreign aid mobilization and use need to be improved.

Therefore, there is definite need for capacity development within the coordination unit of SCISPM. Currently, there is no experienced staff that was trained and had adequate skills from previous ACU left. Improvement of foreign aid coordination along with more clear responsibilities

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Draft research for JCSS "Review of coordination mechanisms in Tajikistan"

differentiation of the major player of this process specifies the capacity development of the Aid Monitoring and Coordination Unit (AMCU) as a special unit for FA coordination within the SCISPM composition. For capacity development, two factors will be essential: (i) adequate understanding and perception of the SCISPM authorities and responsibilities regarding foreign aid by Ministries and development partners; (ii) development of the SCISPM institutional, logistics and human resources capacity, using for this purpose funding provided by donors. The progress of this process will be defined, to a large extent, by involvement and support provided by development partners. It is important to continue training and develop SCISPM capacity during a longer period of time in order to make foreign aid coordination process more effective and sustainable. Weak staff capacity of the Ministries and Agencies promotes the inadequate use and mobilization of foreign aid. There is an urgent need of specialists, amongst government agencies, with sound knowledge of donor organization operations and procedures, skills on project design and implementation processes, acquainted with foreign aid database and its procedures. This issue could be solved by conducting special training seminars and working meetings on using foreign aid coordination procedures for the SCISPM, PIUs and other relevant Ministries staff.

Approving NDS and PRS, initiating the JCSS, the growth of international financial and technical assistance to support national reforms is expected, that, in turn, will require increasing the SCISPM work scope, playing and promoting its role and value. Meanwhile, there is an insistent need to strengthen SCISPM foreign aid coordination capacity. UNDP and DFID propose to establish long-term relationship with the SCISPM in this field. Taking into account previous experience and lessons learned, this project will extend and strengthen SCISPM foreign aid coordination capacity, promote to improve collaboration with development partners and executive agencies, increase capabilities on effective foreign aid flows management in the framework of NDS, PRS and PIP in cooperation with other government institutions, firstly, with MoEDT and MoF. However, it is essential to use the SCISPM mandate on integrating fragmentary coordination forums and greater involvement of relevant government institutions as key stakeholders. The SCI collaboration enhancement with donors and existing coordination mechanisms, such as the “Principal Group” of Ambassadors and heads of donor organizations, the Donor Coordination Council (DCC) and the Consultative Group (CG) is an integral part of this process and will be integrated into this TA project activity, as far as possible.

Taking the *Paris Declaration*⁴ and *Accra Agenda for Action*⁵ documents in consideration, a legislative and policy reforms to improve national aid coordination and investment promotion are urgently needed in Tajikistan. The capacity of SCISPM and other relevant Government bodies to coordinate the drafting of relevant legislation and its approval needs to be developed.

Capacity development would involve institutional and human development. It should result in (i) creating forceful and effective mechanisms for implementing national strategies, and (ii) capacity building in different government institutions a greater awareness of the government's role in promoting national aid coordination and investment attraction. Building individual and institutional capabilities of SCISPM, and other relevant Government bodies including thorough reorganization, to fulfill their mandates, will be an important part of this task.

⁴ <http://www.oecd.org/dataoecd/11/41/34428351.pdf>

⁵ <http://siteresources.worldbank.org/ACCRAEXT/Resources/4700790-121/425866038/AAA-4-SEPTEMBER-FINAL-16h00.pdf>

The Paris Declaration, endorsed on 2 March 2005, is an international agreement to which over one hundred Ministers, Heads of Agencies and other Senior Officials adhered and committed their countries and organisations to continue to increase efforts in harmonisation, alignment and managing aid for results with a set of monitorable actions and indicators. The Paris Declaration provisions on the foreign aid effectiveness contain the requirement on that donor activity is to be more harmonized, transparent and efficient, in particular in vulnerable countries. The sixth Consultative Donor Group Meeting (June 2007) noted that "according to the Paris Declaration on the foreign aid effectiveness, the Government of Tajikistan (GoT) and donors have agreed to work in close cooperation in order to attain sensible and visible results in improving quality of the Tajik people living standards." In this view, it is important to further develop harmonization of the donor system and procedures with the Government strategies and approaches, to increase coordination level, reporting and operation transparency. Policy and Strategy Harmonization is also put on the agenda of the Donor Coordination Council (DCC) for Tajikistan. The foreign aid effectiveness and sustainability may be achieved through development of the planning mechanisms for the foreign aid mobilization, ensuring its greater predictability.

In light of the Paris Declaration provisions, the interaction mechanisms between the Government and donor and international organizations require further improvement. Country has accumulated enough interaction expertise acquired under preparation and implementation of the PRSP, NDS and PRS, as well in the framework of the joint review of the lending portfolio and joint Action Plan of the Government, WB and ADB. Currently, leading donors and GoT are under preparation stage of the Joint Country Support Strategy (JCSS) for the medium-term perspective. In addition, it is necessary to further improve development cooperation mechanisms and processes based on using all stakeholders capacity, harmonizing system and procedures in order to enhance effectiveness of the program and project management.

GoT is interested in improving content of the reports submitted by the SCISPM, where physical indicators and quality assessment of the project implementation would be reflected. Also, some specific issues related to the lending portfolio management are not solved yet and need to be addressed: (i) ensure project sustainability and its impact on the institutional development; (ii) streamline project management and implementation to be result-oriented and achieve qualitative indicators; (iii) insufficiently harmonized donor activity etc.

The Coordination component will complement and build on relevant capacity development activities assisted by other development partners and in particular closely coordinate all envisaged activities with the EU funded Technical Assistance to the national coordination unit in Tajikistan. Close collaboration will be maintained with this initiative directed at capacity building of the GoT in order to increase the effectiveness of foreign aid coordination according to the principles of Paris Declaration such as: Ownership, Alignment, Harmonisation and Managing for Results. It is intended to build on the results achieved by this initiative and follow up with capacity development activities foreseen within this project accordingly.

The Accra Agenda for Action (AAA), adopted in Accra on September 4, reflects the international commitment to support the reforms needed to accelerate an effective use of development assistance and helps ensure the achievement of the MDGs by 2015. The AAA, the result of an extensive process of consultation and negotiations among countries and development partners, focuses the aid effectiveness agenda on the main technical, institutional, and political challenges to full implementation of the Paris principles.

Specific commitments were made to:

- Change, over time, the nature of donor conditionality to support ownership
- Increase the medium-term predictability of aid, and
- Strengthen developing-country capacity to lead and manage development strategies.

The forum also recognized that aid policies must be adapted to the specific requirements of fragile states, and committed to deepen the engagement of parliaments, civil society organizations, and other stakeholders in aid relationships.

The Accra agenda emphasized the importance of deepening country ownership; building more effective and inclusive development partnerships; and achieving development results and accounting for them. The forum agreed that country systems should be strengthened and used to the maximum extent; the fragmentation of aid should be reduced; and that aid should be further untied and made more transparent.

Improved legislation and regulation with regard to investment and entrepreneurial activity will make it possible to achieve a reasonable level of domestic employment and an increase in the professional level and personal income of labour migrants. This in turn will make Tajikistan more attractive and accessible to domestic and foreign investors. The investment policy agency will have the potential and capacity to provide full information support to prospective investors and to promote key investment projects.

A separate set of measures concerns improvements in making information available to potential and existing entrepreneurs and investors. In order to improve the investment and business climate in the country it is necessary to first of all provide assistance in the training of entrepreneurs, which will include legal training. Support for the establishment of business associations, on one hand, will lead to the development of civil society, and on the other hand, will help increase the focus and effectiveness of activities that are being planned through their involvement in the decision-making process. UNDP tried to establish Business Advisory and Information Centers at the rural and regional level through projects directed towards enhancing the livelihoods, which provides the extension services for small and medium entrepreneurs in Jamoat and district levels. However, there should be fundamental approach in order for entrepreneurs to be ready to attract investment from local and external sources.

Whilst the country's macroeconomic policy priorities are clearly formulated, their implementation in a comprehensive and timely fashion requires further strengthening of institutional capacities. This includes thoughtful policy response to changes in the international political and economic situation, improved ability to safeguard interests of the country in organizations for regional and international cooperation, ability to clearly present the policy position of the country as well as further improvement of the image of the Republic as an open and secular state.

Internally, SCISPM is yet to tackle the number of tasks to improve its operational efficiency and build up the professional teams. This includes capturing the benefits of IT tools in the SCISPM's daily operations, introducing e-archive system, development of the legal framework for a sustainable mechanism of selection, recruitment, promotion and professional development of staff.

Overall, SCISPM is well positioned to further build its institutional capacity. It is an open organization with established operational procedures, strong leadership with some good experienced staff. Nevertheless, it should be pointed out that due to high turnover within the SCISPM there is lack of appropriate qualified experts within investment and aid coordination departments.

This project aims at improving the professional and technical capacity of the Government to promote investment and strengthen national aid coordination mechanisms. Following is the structure of the results of the project:

During project Inception Phase (for the first six months) the project team led by a Chief Technical Advisor (CTA) will revisit the Project Results and Resources Framework (RRF) and Budget. It is intended to have a significant involvement of the CTA throughout the Inception Phase. It is planned to conduct wide consultations with the main government agencies, partners and donors.

Depending on the results, a detailed technical work plan of the project will be developed in close consultation with the implementing partner and all major stakeholders. As a result of the activities implemented during the Inception Phase. An Inception Report will be prepared and shared for feedback with all appropriate partners. The Inception Workshop will be organized in order to discuss the report and outline the main findings of the report as well as the recommendations from different partners. Ideally, the main information of the Inception Report would include: Description of Consultative Process; Detailed Technical Work-plan; Detailed revised RRF and Budget; Final Project Organizational Structure and Terms of References (TOR) of all main experts to be recruited on both national and international level. As soon as the Inception Report is finalized and all comments addressed it will be widely disseminated amongst all stakeholders. The report will serve as a basis for the further implementation of the project.

The project **Objective/Output** is to Support Effective National Aid Coordination mechanisms and Promote Foreign Direct Investments to stimulate economic growth.

Following are the main project **ACTIVITIES**:

Activity 1: Provide core information services to government, donors and implementing organizations on aid flows

Actions

- Review and improve information collection and networking strategies for annual reports;
- Prepare and publish the Annual Report on Foreign Assistance;
- Prepare and publish the Annual Development Partners Profiles;
- Complete detailed annual work plan for core information services;
- Assist to develop SCISPM website for aid related information;
- Organise Donor Conference for better planning and coordination of foreign aid.

Current activity will contribute towards achieving the following commitments of Paris Declaration under the principals of Managing for Results:

- ✓ Strengthen the linkages between national development strategies and annual and multi-annual budget processes;
- ✓ Establish results-oriented reporting and assessment frameworks that monitor progress against key dimensions of the national and sector development strategies; and that these frameworks should track a manageable number of indicators for which data are cost-effectively available;
- ✓ Link country programming and resources to results and align them with effective partner country performance assessment frameworks, refraining from requesting the introduction of performance indicators that are not consistent with partners' national development strategies;
- ✓ Harmonize donors monitoring and reporting requirements, and, until they can rely more extensively on national statistical, monitoring and evaluation systems, with partner countries to the maximum extent possible on joint formats for periodic reporting.

- ✓ Promote participatory approach to strengthen country capacities and demand for results based management.

Information management system will be upgraded in order to strengthen the system of aid coordination, to improve the monitoring of the planned and implemented projects. It is planned to systematize, strengthen and improve existing data-base ensuring the use of data for detailed economic analysis and future coordination of the external aid in-flows. During the project implementation the computer software and tools on data collection, processing and analysis will be upgraded. Standard reporting mechanisms on quarterly, semi-annually and annually reports on progress against implementation of projects and programmes, their impact and achievements will be developed and automated. Based on upgraded data-base, the mapping exercise of the external aid at regional level will be undertaken. The design and information of the SCISPM's web-site will be improved in order to meet the requirements of the different clients.

This activity will also support the development of recommendations on improvement of interaction among the key actors of the external aid and promote the use of the information results in their activities. In this regard, the issues of the key and line Ministries and agencies access to the SCISPM Data Base information will be addressed. This should avoid duplications of reporting to different state authorities. SCISPM will get appropriate support to update information in data-base, prepare and publish annual guides "Development Partner Profiles" and "Foreign Aid Report".

Activity 2. Improve aid coordination and enhance aid effectiveness to support national ownership and ensure alignment of donors support on national development strategies

Actions

- Develop and introduce simplified system and procedures used both by the Government and donors when implementing various programs/projects;
- Create and agree on interaction mechanisms/tools between donors and the Government on development cooperation;
- Build the capacity of SCISPM, PIU and relevant Government structures' staff and improve interagency cooperation;
- Introduce appropriate Management Information System (MIS) to improve foreign aid coordination;

Current activity will contribute towards achieving the following commitments of Paris Declaration under the principals of Ownership, Alignment and Mutual Accountability:

- ✓ Exercise leadership in developing and implementing national development strategies⁶ through broad consultative processes;
- ✓ Translate these national development strategies into prioritised results-oriented operational programmes as expressed in medium-term expenditure frameworks and annual budgets;
- ✓ Take the lead in co-ordinating aid at all levels in conjunction with other development resources in dialogue with donors and encouraging the participation of civil society and the private sector;

⁶ The term 'national development strategies' includes poverty reduction and similar overarching strategies as well as sector and thematic strategies.

- ✓ Enhance mutual accountability and transparency for Government and donors in the use of development resources. This also helps strengthen public support for national policies and development assistance;
- ✓ Strengthen as appropriate the parliamentary role in national development strategies and/or budgets;
- ✓ Reinforce participatory approaches by systematically involving a broad range of development partners when formulating and assessing progress in implementing national development strategies;
- ✓ Provide timely, transparent and comprehensive information on aid flows so as to enable partner authorities to present comprehensive budget reports to their legislatures and citizens.

This activity will support to develop legal and methodological framework that will regulate the process of attracting, use, coordination and monitoring of external aid. The project will look at the approaches on development of mechanisms of the purposive attraction of external aid to implement strategic and priority programmes, undertake monitoring and evaluation of the impact that aid has on effective implementation of the development programmes. In particular, this activity would support to improve tools on attraction and utilization of aid during implementation of NDS and PRS.

On the other hand, this activity would strengthen the capacity of the SCISPM, as principle agency on aid coordination issues, to improve the performance of the international organizations, inter-sectoral cooperation, improve the mechanisms of development and implementation of the Public Investment Programme (PIP) and to conduct monitoring of the projects. The role and functions of the SCISPM along with the functions of other ministries and agencies will be specified in order to prevent unjustified duplications on issues of attraction, coordination and monitoring of the external aid. The functions and reporting conditions, mechanisms on exchange of information between all interested stakeholders involved in the process of attraction and use of the external aid will be arranged.

Moreover, it is intended to improve and streamline the PIU reporting mechanisms in order to prevent unjustified duplication in reports submitted to the various ministries and agencies. The approaches and procedures on generating monthly, quarterly and annual reports submitted by the SCISPM to the Government and the Executive President's Office, as well as ensuring that the access of the ministries and agencies concerned (MoEDT, MoF, line ministries etc.) to this information will be enhanced.

The special focus will be made on interaction on improving issues among three key governmental agencies – MoEDT, MoF and SCISPM with regard to the targeted mobilization and foreign aid use issues for implementing strategic programs with the view of ensuring closer interconnectedness among planning, budgeting and foreign aid processes.

The establishment of pilot regional coordination structures in several regions of the country will be considered in order to facilitate the process of the purposive attraction of external resources for poverty reduction and regional development.

To improve the foreign aid sectoral coordination, we will examine and summarize the sector coordination units' (sector groups etc.) expertise and on this basis will design methodological recommendations for their activity improvement, including organization issues, interaction mechanisms issues etc.

There is an obvious need to improve the interaction mechanisms between SCI and donor community, international organizations accredited in Tajikistan. Special focus will be given to the development of recommendations on elaboration of cooperation mechanisms between the Government and donors during design and implementation of joint documents and programmes in the field development, especially, in the process of Joint Country Support Strategy development (JCSS).

It is intended to support and facilitate political dialogue between the Government of Tajikistan and donor community to agree on common approaches of processes and procedures, and organization of joint activities. More simplified systems and procedures which are feasible to the Government and donors should be considered to manage and implement programmes/projects and improve effective management and administration. It is planned that workshops will be conducted to discuss the issues of harmonization of interested stakeholders' positions on proposed improvements in procedures and institutional set-up and to define their needs on data related to the management and monitoring of development projects. The possible areas to harmonize policy, procedures and donor activities in Tajikistan are financial management, reporting, procurement and monitoring and evaluation.

The establishment of development cooperation mechanisms will be based on capacity, skills and experience of all development actors – bilateral and multilateral donors, global funds, civil society organizations and private sector. This working pattern should support: (i) decrease of the duplicative initiatives (duplications) at the national and sectoral levels; (ii) decrease aid fragmentation and increase coverage through improved donor performance and clear division of labour among the donors, including clear distribution of resources within the sectors.

The project will offer recommendations on improving interaction of the SCISPM and other key ministries with the Donor Coordination Council, NGO Forum and other donor and international organizations' executive bodies.

Main activities on promotion of effective loan portfolio management will be the development of simplified systems and procedures, including the system on management of loan portfolio realization. The management of portfolio will be strengthened through development of improved reporting system on monthly and quarterly basis to monitor project implementation process and needs assessment, and to allocate funds based on the implementation progress; strengthening capacity on forecasting and evaluation of the volume of progress.

A series of trainings would be designed and conducted to develop the analytical and technical skills on use of the system on information management and aid coordination for specialists of the SCISPM, PIUs and line ministries and governmental institutions. With the aim to develop the local capacity, to ensure sustainability and reduce the operational costs, international consultants

assisted by local consultants will develop hand-outs and tutorials and will conduct trainings. This includes trainings for key staff at the national and local levels. Special training programmes will be developed that would help to get required skills on implementation of procedures and use of systems on managements of loan portfolio, which will be approved by the Government and agreed with donor community. SCISPM specialists also will be trained by an international consultant on procedures of monitoring and evaluation of progress. The training modules and programmes will be developed by international consultants in accordance with the country's commitment and capacity.

Activity 3: Policy Advice and Coordination on Investment Promotion enhancing international economic cooperation between Tajikistan and countries with good practices in the area

Actions

- Development and implementation of educational programmes for capacity building of SCISPM, relevant Government bodies and business community (study tours, presentations and participation in the conferences and seminars etc. abroad);
- Reviewing the best practices of various countries on investment promotion to identify potential for its replication in Tajikistan;
- Supporting preparation of analytical materials and ideas for further investment promotion, based on the results of each assessments.

Activity 4: Generation of strategy / programs to promote FDI and providing regulatory and methodological support for the investment policy of selected regions and/or industries

Actions

- Examining the regulatory and managerial framework that regulates investment activity in selected regions and/or industries;
- Detecting advantages and disadvantages of the regions and/or industries in terms of investment attraction;
- Developing the guidance materials, terms of reference for strategy/program of FDI promotion and formation of the expert group;
- Preparation of the strategy/program of FDI promotion;
- Summing up of best practices of selected regions and/or industries for FDI attraction.

The project will attempt to strengthen development partnerships and coordination between the development actors (donors, business community, local NGOs, and media relevant Government structures) in Tajikistan and the SCISPM and relevant Government bodies in particular throughout the project implementation. Moreover it is intended to establish partnership with national "think tanks" and other relevant institutions for the provision of services to the SCISPM in the field of research in selected areas as well as career development trainings.

It is indented to facilitate political dialogue between the Government of Tajikistan and donor community to agree on common approaches of processes and procedures, and organization of joint activities following principles of Paris Declaration such as: *Ownership, Alignment, Harmonization and Managing for Results*. More simplified systems and procedures which are feasible to the Government and donors should be considered to manage and implement programmes/projects and

improve effective aid management and administration. By developing the appropriate planning mechanisms for the foreign aid coordination and mobilization to ensure its predictability the aid effectiveness and sustainability may be attained.

The establishment of development cooperation mechanisms will be based on capacity, skills and experience of all development actors – bilateral and multilateral donors, global funds, civil society organizations and private sector. Moreover it would improve the interaction mechanisms between SCISPM, other relevant Government bodies, donor community and international organizations accredited in Tajikistan. Special focus will be given to the development of recommendations on elaboration of cooperation mechanisms between the Government and donors during design and implementation of joint documents and programmes in the development field, especially in the process of Joint Country Support Strategy development (JCSS).

IV. RESULTS AND RESOURCES FRAMEWORK

The detailed Results and Resources Framework is provided in Annex I.

V. Annual Work Plan

Year: 2009

Support to Effective Nationally Aid Coordination and Investment Promotion Project (#)

EXPECTED OUTPUTS <i>And baseline, associated indicators and 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 (USD)
<p>Output 1: Support to Effective National Aid Coordination and Investment Promotion</p> <p>Baseline: 1) Lack of effective national aid coordination mechanism 2) Not enough and good quality information and practices on effective aid coordination 3) Low level of knowledge and skills of SCISPM staff and business community to carry out strategic planning and coordination activities. Modern business education is absent. 4) Insufficient state support for business and investment, low level of knowledge, lack of market research, weak regulatory framework and policies for business and investment promotion</p> <p>Indicators: 1.1 Number of reports outlining foreign aid and development partners published 1.2 Number of reports available publicly</p>	<p>1. Provide core information services to government, donors and implementing organizations on aid flows</p> <ul style="list-style-type: none"> ▪ Review and improve information collection and networking strategies for annual reports; ▪ Prepare and publish the Annual Report on Foreign Assistance; ▪ Prepare and publish the Annual Development Partners Profiles; ▪ Complete detailed annual work plan for core information services; ▪ Assist to develop SCISPM website for aid related information; ▪ Organise Donor Conference for better planning and coordination of foreign aid. 				SCISPM Relevant Government Bodies UNDP	UNDP DFID	Local Consultants,	5000	
							International consultants	40000	
							Contractual services-Companies	15000	
							Publication	10000	
							Training	5000	
							Conferences	3000	
							Supplies	3000	
							Miscellaneous Expenses	1243	
							GMS 7%	5757	
	<p>2. Improve aid coordination and enhance aid effectiveness to support national ownership and ensure alignment of donors support on national development strategies</p> <ul style="list-style-type: none"> ▪ Develop and introduce 				SCISPM Relevant Government Bodies UNDP	UNDP DFID	Contractual Services-Companies	10000	
							Training	10000	
							Publication	5000	

EXPECTED OUTPUTS <i>And baseline, associated indicators and 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 (USD)	
1.3 Annual workplan for 2010 developed 1.4 Website accessibility 1.5 Number of website hits 1.6 Functionality and ongoing online updating of Tracking Database 2.1 MIS introduced 2.2 Development cooperation tools/mechanisms created 2.3 Project/programme implementation procedures simplified 2.4 Capacity development plan to improve interagency cooperation developed 3.1 Number of assessments conducted 3.2 Number of agreements between Tajikistan and other Foreign countries signed 3.3 Number of published brochures and templates related to investment promotion and aid coordination 3.4 Number of laws, regulations and policies on business and investment promotion drafted/adopted	simplified system and procedures used both by the Government and donors when implementing various programs/projects; ▪ Create and agree on interaction mechanisms/tools between donors and the Government on development cooperation; ▪ Build the capacity of SCISPM, PIU and relevant Government structures' staff and improve interagency cooperation; ▪ Introduce appropriate Management Information System (MIS) to improve foreign aid coordination;						Contractual Services-Individuals	10000		
								Miscellaneous Expenses	2000	
									Local Consultants	5000
									International consultants	58000
									GMS 7%	7000
							Total Activity2	107,000		
3.1 Number of educational events conducted 3.2. Number of analytical papers outlining need to build professional and technical capacity of targeted groups produced 3.3 Capacity assessment finalized to define professional/technical capacity gaps;	3. Policy Advice and Coordination on Investment Promotion enhancing international economic cooperation between Tajikistan and countries with good practices in the area <u>Actions</u> ▪ Development and implementation of educational programmes for capacity building of SCISPM, relevant Government bodies and business community(study tours, presentations and participation in the conferences and seminars etc. abroad); ▪ Reviewing the best practices of various countries on investment promotion to identify potential for its replication in Tajikistan;					SCISPM UNDP Selected Contractors Businesses	UNDP DFID	International Consultant	40000	
									Local consultancy	5000
									Contractual Services-Companies	55000
									Contractual Services-Individuals	5000
									Travel	3000
									Trainings	70000
									Publication	5000
									Miscellaneous Expenses	2000

EXPECTED OUTPUTS <i>And baseline, associated indicators and 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 (USD)
3.4 Training Action Plan reflecting the capacity building activities for 2009-2012 developed 3.5 Number of educational events conducted; 4.1 Number of analytical papers outlining need to further promote investments produced; 4.2 Number of guidance materials, ToRs, best practices for FDI Promotion Strategy developed; 4.3 Strategy/Programme on FDI Promotion in piloted region developed	<ul style="list-style-type: none"> ▪ Supporting preparation of analytical materials and ideas for further investment promotion, based on the results of each assessments. 								
							Total Activity3	185,000	
Targets 2009: 1. Provision of core information services to government, donors and implementing organizations on aid flows improved; 2. National Aid Coordination Mechanism is strengthened; 3. Capacity assessment finalized in early 2009 and capacity gaps are identified; 4. Actions plan with monitoring frameworks are developed for implementing the PSDS during the inception phase in early 2010 5. 99% Financial delivery of approved annual budget Related CP outcome: <i>Outcome 4-</i> The Government successfully adopts more pro-poor policies, laws and	4. Generation of strategy / programs to promote FDI and providing regulatory and methodological support for the investment policy of selected regions and/or industries <ul style="list-style-type: none"> ▪ Examining the regulatory and managerial framework that regulates investment activity in selected regions and/or industries; ▪ Detecting advantages and disadvantages of the regions and/or industries in terms of investment attraction; ▪ Developing the guidance materials, terms of reference for strategy/program of FDI promotion and formation of the expert group; ▪ Preparation of the strategy/program of FDI promotion; ▪ Summing up of best practices 				SCISPM UNDP Selected Contractors Businesses	UNDP DFID	Local Consultants	8000	
							International Consultant	15000	
							Training	5000	
							Contractual services Companies	10000	
							Miscellaneous Expenses	2000	
							Conferences	3000	
							Publication	5000	
							Travel	3000	

EXPECTED OUTPUTS <i>And baseline, associated indicators and 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 (USD)
expenditures and receives greater support for this from the international community.	of selected regions and/or industries for FDI attraction.								
								Total Activity4	51,000
TOTAL for 2009:							431,000		

VI. MANAGEMENT ARRANGEMENTS

This Project is designed as one of the expected outputs for UNDP Country Project Action Plan (CPAP 2005 – 2009) approved by the Government. Therefore the project will follow management arrangements, which are common for the whole CPAP - it will be overseen by UNDP and implemented by SCISPM.

The SCISPM will appoint the Focal Point for the project who will facilitate the project activities from the side of the government. Operational activity and daily coordination of the practical implementation of the project will be carried out by the Project Manager/Team Leader-Coordination (PM/TLC), Team Leader/Investment (TLI) and Project Assistant (PA) recruited in accordance with UNDP rules and regulations. The PM/TLC will be directly involved in the implementation of project and will manage and coordinate the project activities. The TLI under overall supervision and guidance of PM/TLC will be directly involved in project implementation and will manage and coordinate all activities envisaged for Investment component. The Team Leader - Coordination will coordinate project activities with relevant institutions and other stakeholders at the national level. The PA will provide all appropriate assistance to NPC and PM to ensure timely and effective Project implementation. In addition a Chief Technical Advisor (CTA) would be contracted following UNDP competitive recruitment process for six months to assist during the project inception phase to define the gaps and provide concrete recommendations over improvement of national foreign aid architecture within the inception report. Further involvement of the CTA in project implementation (and its volume) will be determined during the Inception Stage. The CTA will have dual reporting lines to SCISPM and UNDP.

The generic terms of reference for the PM and PA are included as an *Annexes* of this project document. The NPC and PM will work closely with the respective focal point in UNDP Tajikistan Country Office.

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

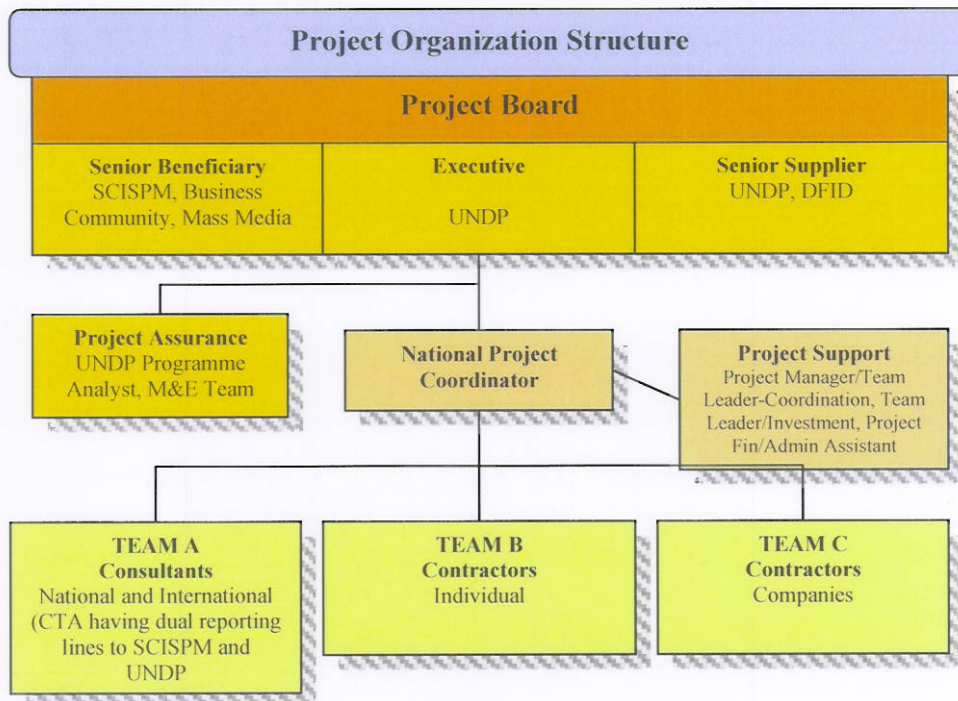
The UNDP country office will provide the following support services for the activities of the project:

- a) Identification and recruitment of the project personnel;
- b) Identification and facilitation of training activities;
- c) Procurement of goods and services, subcontracts
- d) Project coordination
- e) Financial management and direct payments.
- f) Technical reporting
- g) Monitoring and evaluation

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

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

A Project Board (PB) will be established for strategic project activity management to ensure achievement of results on the primary outcomes and that these outcomes fall within national priorities. The frequency of meetings will be determined as needed, but will be at minimum once every six months. The PB 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, business community and government. In this PB, the UNDP Resident Representative (or his delegate) and the UNDP Programme Analyst will be represented.



The project will organize a Forum of Donors and Major Stakeholders for the discussions of the national aid effectiveness and coordination. The Forum is also intended to ensure that the project activities are not duplicating with the activities planned by other agencies. The frequency of meetings will be determined as needed, but will be at minimum once a year. The PF will represent government, main Donor Agencies represented in Tajikistan (EU, DFID, SDC, SIDA, EBRD, WB, ADB and others), International and National NGOs and Private Sector representatives. In this Forum, the UNDP Resident Representative (or his delegate) and the UNDP Programme Analyst will be represented. Main Functions of the Forum include but are not limited to exchange of relevant information among donors, government agencies, private sector and civil society institutions on aid management and investment promotion projects. This forum should facilitate networking and broader collaboration within the donor community, ensure more

constructive dialogue and shared vision on effective aid coordination and investment promotion in Tajikistan that is in line with national priorities following Paris Declaration and Accra Agenda for Action.

VII. MONITORING AND EVALUATION

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

Within the annual cycle

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

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the 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.

Quality Management for Project Activity Results

Output 1: Support to Effective National Aid Coordination and Investment Promotion		
Activity Result 1 (Atlas Activity ID)	Provide core information services to government, donors and implementing organizations on aid flows	Start Date: 01/04/09 End Date: 31/12/12
Purpose	<i>-Information on aid coordination and management is disseminated through the network on SCISPM website</i> <i>-SCISPM website and Вебсайт ГКИУГИИ и база данных регулярно обновляются информацией об объеме внешней помощи</i> <i>-New coordination experts joined the coordination network and established partnerships with UNDP on implementation of project activity</i>	
Description	<ul style="list-style-type: none"> ▪ Review and improve information collection and networking strategies for annual reports; ▪ Prepare and publish the Annual Report on Foreign Assistance; ▪ Prepare and publish the Annual Development Partners Profiles; ▪ Complete detailed annual work plan for core information services; ▪ Assist to develop SCISPM website for aid related information; ▪ Organise Donor Conference for better planning and coordination of foreign aid. 	
Quality Criteria	Quality Method	Date of Assessment
Number of new users for coordination network and new partnerships' established between target groups	Registration of users and partner agreements	Annually
SCISPM website is updated	Regular consultations with network members and UNDP staff	Each 6 months
Team of qualified experts practitioners to support coordination activities in country established	Analysis over the inputs of experts on different activities	Each 6 months

Output 1: Support to Effective National Aid Coordination and Investment Promotion		
Activity Result 2 (Atlas Activity ID)	Improve aid coordination and enhance aid effectiveness to support national ownership and ensure alignment of donors support on national development strategies	Start Date: 01/04/09 End Date: 31/12/12
Purpose	<i>- Simplified system for implementing various programs/projects developed and operational</i> <i>- Interaction mechanisms/tools between donors and the Government on development cooperation created and agreed;</i> <i>-New coordination experts joined the coordination network and established partnerships with UNDP on implementation of project activity</i>	
Description	<ul style="list-style-type: none"> ▪ Develop and introduce simplified system and procedures used both by the Government and donors when implementing various programs/projects; ▪ Create and agree on interaction mechanisms/tools between donors and the Government on development cooperation; ▪ Build the capacity of SCISPM, PIU and relevant Government structures' staff and improve interagency cooperation; ▪ Introduce appropriate Management Information System (MIS) to improve foreign aid coordination; 	
Quality Criteria	Quality Method	Date of Assessment
Number of users for simplified system and procedures amongst government structures and donors during project implementation	Registration of users and partner agreements	Annually
Tools/mechanisms for interaction between donors and government	Regular consultations with national experts, CTA, network members and UNDP staff	Each 6 months
Team of qualified experts practitioners on	Analysis over the inputs of experts and CTA	Each 6 months

development of simplified procedures on programme/project implementation is in place	on different activities	
Management Information System (MIS) is established within SCISPM	Registration of users and partner agreements	Annually

Output 1: Support to Effective National Aid Coordination and Investment Promotion		
Activity Result 3 (Atlas Activity ID)	Policy Advice and Coordination on Investment Promotion enhancing international economic cooperation between Tajikistan and countries with good practices in the area	Start Date: 01/04/09 End Date: 31/12/12
Purpose	<i>-Economic cooperation between Tajikistan and other countries promoted</i> <i>-Timely advise and consultations, including coordination for investment provided</i> <i>-Review of SCISPM and relevant government structures capacity in the field of investment initiated</i> <i>-Document reflecting necessary measures to strengthen the capacity of relevant structures is developed</i> <i>-Efficient and Эффективная и отвечающая требованиям стратегия усиления потенциала, свод методик по самооценке, и система стандартов будет разработана</i>	
Description	<ul style="list-style-type: none"> ▪ Review the economic potential of the countries with best practices in order to identify areas for potential cooperation; ▪ Review potential cooperation expansion between companies in Tajikistan and targeted foreign companies; ▪ Establish working group comprising of representatives of target groups; ▪ Partnership arrangement with relevant structures, dealing with investment promotion (Study Tours, presentations and travel abroad for experience exchange); ▪ Establish priority system for training activities aimed at investment promotion; ▪ Develop detailed work plan; ▪ Support preparation of analytical materials and ideas for further investment promotion, based on the results of each activity; ▪ Sign partnership agreements with companies and (if possible) governments. 	
Quality Criteria	Quality Method	Date of Assessment
Countries study	Consultations with other UNDP COs and companies Final reports	Each 6 months
Number of experts (local/international) involved in the process	Detailed description of project goals and assessment Assessment reports prepared by experts	Each 6 months
Capacity of involved experts on conducting the assessment	CV(Resume) analysis	Each 6 months
Quality of project assessment: Developed documents must include clear definition of institutional gaps and specific recommendations on capacity development	Consultations with colleagues from UNCTAD, UNECE, ITC and other experts working within the similar field	Each 6 months
Quality of recommendations proposed by experts (during the development of detailed work plan, as well as during the training activities)	Feedback from training participants	By the end of each activity
Strategies for capacity development of target groups includes: -identification of gaps - clear instructions on how to measure the impact of trainings(standardization system) – self-assessment method	Consultations with CO staff, practitioners in the field of investment promotion and aid coordination in Central Asia and other potential partners on the country level	Annually

Output 1: Support to Effective National Aid Coordination and Investment Promotion		
Activity Result 4 (Atlas Activity ID)	Generation of strategy / programs to promote FDI and providing regulatory and methodological support for the investment policy of selected regions and/or industries	Start Date: 01/04/09 End Date: 31/12/12

Purpose	- <i>Develop and implement a conceptual model of investment and business promotion for Tajikistan 2009 to 2011;</i> - <i>Support drafting laws, normative acts and strategies in consultation with government and other agencies for business and investment promotion;</i>	
Description	<ul style="list-style-type: none"> ▪ Examine the regulatory and managerial framework that regulates investment activity in selected regions and/or industries; ▪ Detect advantages and disadvantages of the regions and/or industries in terms of investment attraction; ▪ Develop the guidance materials, terms of reference for strategy/program of FDI promotion and formation of the expert group; ▪ Prepare of the strategy/program of FDI promotion; ▪ Summ up of best practices of selected regions and/or industries for FDI attraction. 	
Quality Criteria	Quality Method	Date of Assessment
Quality of the Concept on promotion and development of business and investments in Tajikistan for pilot region	Consultations with experts and UN agencies involved in similar activities Expert reports	By the end of each activity
Legal framework on business development and investment promotion that conforms to international standards	Feedback from International consultants Expert reports Final project reports	Each 6 months
FDI attraction Strategy/Programme	Consultations with agencies involved in attraction of FDIs	Each 6 months
Manual on Strategy/Programme on FDI attraction	Feedback from SCISPM and representatives of business environment on usefulness of shared documents	Each 6 months

VIII. LEGAL CONTEXT

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

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

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

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

VIII. ANNEXES

ANNEX I - PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome: The Government successfully adopts more pro-poor policies, laws and expenditures and receives greater support for this from the international community.				
Outcome indicator:				
Indicator 1: National budget and international assistance contributing to MDG attainment.				
Indicator 2: Progress towards MDG targets.				
Applicable Key Result Area (from 2009-2012 Strategic Plan):				
<ul style="list-style-type: none"> Poverty Reduction and Achievement of MDGs: Fostering inclusive globalization; Crisis Prevention and Recovery: Ensuring improved governance functions post crisis. 				
Partnership Strategy: The project will be nationally implemented with the State Committee on Investment and State Property Management (SCISPM) as an implementing partner, whose capacity will be built to promote investment and coordinate foreign aid in Tajikistan. The project will attempt to strengthen development partnerships between the development actors (business community, local NGOs, media and donors) in Tajikistan and the SCISPM throughout the project implementation.				
Project specific output: Project title and ID (ATLAS Award ID): Support to Effective National Aid Coordination and Investment Promotion				
Intended Outputs	Output Targets for 2009-2012	Indicative Activities (<i>deliverables</i>)	Responsible parties	Inputs (\$)
<p>Output: Support to Effective National Aid Coordination and Investment Promotion</p> <p>Baseline: Not enough and good quality information and practices on effective aid coordination</p> <p>Indicators: 4.1 Number of reports outlining foreign aid and development partners published 4.2 Number of reports available publicly 4.3 Annual workplan for 2009 developed 4.4 Website accessibility 4.5 Number of website hits 4.6 Functionality and ongoing online updating of Tracking Database</p>	<p>Targets 2009: 1.Core information services to government, donors and implementing organizations on aid flows provided; 2. Capacity gaps on effective aid coordination and management are identified and capacity development plan is developed; 3. Actions plan with monitoring frameworks are developed for implementing the PSDS during the inception phase; 4. At least one educational event for the representatives of the government and businesses is organized (this will include building partnerships with the business community of other countries).</p> <p>Tentative Targets 2010:</p>	<p>1. Provide core information services to government, donors and implementing organizations on aid flows</p> <ul style="list-style-type: none"> Review and improve information collection and networking strategies for annual reports; Prepare and publish the Annual Report on Foreign Assistance; Prepare and publish the Annual Development Partners Profiles; Complete detailed annual work plan for core information services; Assist to develop SCISPM website for aid related information; Organise Donor Conference for better planning and coordination of foreign aid. 	<p>SCISPM, Other relevant Government bodies, UNDP</p>	<p>Local consultancy 50,000 International consultancy 55,000 Training 40,000 Contractual services 50,000 Miscellaneous 5,374 Conferences 30,000 Supplies 12,000 Publication 38,000 GMS 19,626 Total Activity 1: 300,000</p>

	<p>1. Additional information services to government, donors and implementers are provided.</p> <p>2. Laws, regulations, and policies for effective aid coordination and investment promotion drafted in consultation with Government and aid agencies;</p> <p>3. SCISPM internal education/training plan developed and capacity building activities are implemented;</p> <p>4. A conceptual model of investment and business promotion for Tajikistan is developed and applied in 2009 to 2012;</p> <p><u>Tentative Targets 2011:</u></p>			
<p><u>Baseline:</u> Lack of effective national aid coordination mechanism</p> <p><u>Indicators:</u> 1.1 MIS introduced 1.2 Development cooperation tools/mechanisms created 1.3 Project/programme implementation procedures simplified 1.4 Capacity development plan to improve interagency cooperation developed</p>	<p>1. Information tools on aid coordination are broadly used by all partners.</p> <p>2. Government receives useful and timely policy advice, including for effective Aid Coordination and Investment Promotion</p> <p>3. Capacity Building Plan for SCISPM and business community is implemented;</p> <p>4. A conceptual model of investment and business promotion for Tajikistan is implemented</p> <p><u>Tentative Targets 2012:</u></p> <p>1. Liaison with donors and implementers and facilitation of coordination forums ensured;</p> <p>2. National mechanism on effective aid coordination is operational and in line with Paris Declaration Principals;</p>	<p>2. Improve aid coordination and enhance aid effectiveness to support national ownership and ensure alignment of donors support on national development strategies</p> <ul style="list-style-type: none"> ▪ Develop and introduce simplified system and procedures used both by the Government and donors when implementing various programs/projects; ▪ Create and agree on interaction mechanisms/tools between donors and the Government on development cooperation; ▪ Build the capacity of SCISPM, PIU and relevant Government structures' staff and improve interagency cooperation; ▪ Introduce appropriate Management Information System (MIS) to improve foreign aid coordination; 	<p>SCISPM UNDP Selected Contractors Businesses</p>	<p>Contractual services Individuals 55,000 Training 80,000 Contractual services Companies 108,000 International Consultancy 133,000 Miscellaneous expenses 8,326 Publication 37,000 Local consultancy 74,000 GMS 34,674</p>
				<p>Total Activity 2: 530,000</p>

<p>Baseline: -Low level of knowledge and skills of SCISPM staff and business community to carry out strategic planning and coordination activities. -Modern business education is lacking.</p> <p>Indicators: 1.1 Number of assessments conducted 1.2 Number of agreements between Tajikistan and other Foreign countries signed 1.3 Number of published brochures and templates related to investment promotion and aid coordination 1.4 Number of laws, regulations and policies on business and investment promotion drafted/adopted 2.1 Number of educational events conducted 2.2 Number of analytical papers outlining need to build professional and technical capacity of targeted groups produced 2.3 Capacity assessment finalized to define professional/technical capacity gaps; 2.4 Training Action Plan reflecting the capacity building activities for 2009-2012 developed</p>	<p>2. Several Tajik companies receive business advisory assistance through this project 3. A conceptual model of investment and business promotion for Tajikistan is implemented</p>	<p>3. Policy Advice and Coordination on Investment Promotion enhancing international economic cooperation between Tajikistan and countries with good practices in the area.</p> <ul style="list-style-type: none"> ▪ Reviewing the economic potential of the countries with best practices in order to identify areas for potential cooperation; ▪ Development and implementation of educational events for capacity building of SCISPM, relevant Government bodies and business community(study tours, presentations and participation in the conferences and seminars etc. abroad); ▪ Supporting preparation of analytical materials and ideas for further investment promotion, based on the results of each assessments. 	<p>SCISPM UNDP Selected Contractors Businesses</p>	<p>International Consultancy 64,000 Local Consultancy 20,000 Contractual services Companies 70,000 Contractual services Individuals 20,000 Travel 12,000 Training 90,000 Publication 16,000 Miscellaneous expenses 8,000</p> <p>Total Activity3: 300,000</p>
<p>Baseline: Insufficient state support for business and investment, low level of knowledge, lack of market research, weak regulatory framework and policies for business and investment promotion</p> <p>Indicators: 3.1 Number of educational events conducted; 3.2 Number of analytical papers outlining need to further promote investments produced; 3.3 Number of guidance materials,</p>		<p>4. Generation of strategy / programs to promote FDI and providing regulatory and methodological support for the investment policy of selected regions and/or industries</p> <ul style="list-style-type: none"> ▪ Examining the regulatory and managerial framework that regulates investment activity in selected regions and/or industries; ▪ Detecting advantages and disadvantages of the regions and/or industries in terms of investment attraction; ▪ Developing the guidance materials, terms of reference for strategy/program of FDI promotion and formation of the expert group; ▪ Preparation of the strategy/program of FDI promotion; ▪ Summing up of best practices of selected regions and/or industries for FDI attraction. 	<p>SCISPM UNDP Hukumat of selected region Selected Contractors Businesses</p>	<p>International Consultancy 45,000 Local Consultancy 32,000 Training 30,000 Contractual services Companies 35,000 Miscellaneous expenses 8,000 Conferences</p>

ToRs, best practices for FDI Promotion Strategy developed; 3.4 Strategy/Programme on FDI Promotion in piloted region developed				18,000 Publication 20,000 Travel 12,000 Total Activity4: 200,000
		Total Budget	\$ 1 330,000	

ANNEX II - RISK LOG

Project Title: Support to Effective National Aid Coordination and Investment Promotion	Award ID:	Date: February 2009
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Change in the SCISPMs' leadership	February 2009	Organizational Political Strategic	The occurrence of the risk would limit dramatically the impact of the project. If the risk occurs, the project will fail to achieve its results P=3 I=5	During the proposal drafting phase the political situation would be thoroughly assessed and contingency plan ensured.	SK		February 2009	New
2	High staff rotation within SCISPM and other relevant Government bodies/ departments impedes efficient and sustainable capacity building	February 2009	Organizational Strategic	The occurrence of the risk would determine the failure of the project for the staff concerned P=2 I=5	During the selection of the target groups the necessity of establishing long term cooperation will be clearly explained to the practitioners. At least two participants per SCISPM Departments will be selected.	SK		February 2009	New
3	The currency fluctuation might determine lack of resources for the project activities	February 2009	Financial	The occurrence of the risk will force the downscaling of the activities P=3 I=3	Slight over-budgeting of key activities to ensure a contingency provision	SK		February 2009	New
4									

ANNEX III- BUDGET

Award ID:	00057115								
Award Title:	Effective Aid Coordination and Investment Promotion								
Business Unit:	TJK10								
Project Title:	Support to Effective National Aid Coordination and Investment Promotion								
Implementing Partner (Executing Agency)	State Committee on Investments and State Property Management of the Republic of Tajikistan (SCISPM)								
UNDP Atlas Activity	Responsible Party/ Implementing Partner	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount (USD)	Amount (USD)	Amount (USD)	Amount (USD)	Total (USD)
					Year 1	Year 2	Year 3	Year 4	
1. Provide core information services to government, donors and implementing organizations on aid flows	UNDP, SCISPM	UNDP, DFID		Local Consultants	\$5,000	\$20,000	\$20,000	\$5,000	\$50,000
1. Review and improve information collection and networking strategies for annual reports;				International Consultant	\$40,000	\$5,000	\$5,000	\$5,000	\$55,000
2. Prepare and publish the Annual Report on Foreign Assistance;				Trainings	\$5,000	\$15,000	\$15,000	\$5,000	\$40,000
3. Prepare and publish the Annual Development Partners Profiles;				Contractual Services- Companies	\$15,000	\$15,000	\$15,000	\$5,000	\$50,000
4. Complete detailed annual work plan for core information services;				Miscellaneous Expenses	\$1,243	\$1,374	\$1,374	\$1,383	\$5,374
5. Assist to develop SCISPM website for aid information dissemination;				Conferences	\$3,000	\$11,000	\$11,000	\$5,000	\$30,000
				Supplies	\$3,000	\$3,000	\$3,000	\$3,000	\$12,000
6. Organise Donor Conference devoted to the issues of better planning and coordination of aid				Publication	\$10,000	\$10,000	\$10,000	\$8,000	\$38,000
				General Management Support 7%	\$5,757	\$5,626	\$5,626	\$2,617	\$19,626
					Sub-total:	\$88,000	\$86,000	\$86,000	\$40,000
			Total Activity1	\$88,000	\$86,000	\$86,000	\$40,000	\$300,000	

<p>2. Improve aid coordination and enhance aid effectiveness to support national ownership and ensure alignment of donors support on national development strategies</p> <p>1. Develop and introduce simplified system and procedures used both by the Government and donors when implementing various programs/projects;</p> <p>2. Create and agree on interaction mechanisms/tools between donors and the Government on development cooperation;</p> <p>3. Build the capacity of SCISPM, PIU and relevant Government structures' staff and improve interagency cooperation;</p> <p>4. Introduce appropriate Management Information System (MIS) to improve foreign aid coordination;</p>	UNDP, SCISPM	UNDP, DFID	Contractual Services - Individuals	\$10,000	\$20,000	\$20,000	\$5,000	\$55,000
			Training	\$10,000	\$30,000	\$30,000	\$10,000	\$80,000
			Contractual Services - Companies	\$10,000	\$44,000	\$44,000	\$10,000	\$108,000
			International Consultant	\$58,000	\$30,000	\$30,000	\$15,000	\$133,000
			Miscellaneous Expenses	\$2,000	\$2,700	\$2,028	\$1,598	\$8,326
			Publication	\$5,000	\$15,000	\$15,000	\$2,000	\$37,000
			Local Consultants	\$5,000	\$34,000	\$30,000	\$5,000	\$74,000
			General Management Support 7%	\$7,000	\$12,300	\$11,972	\$3,402	\$34,674
			Sub-total:	\$107,000	\$188,000	\$183,000	\$52,000	\$530,000
			Total Activity2	\$107,000	\$188,000	\$183,000	\$52,000	\$530,000
<p>3. Policy Advice and Coordination on Investment Promotion enhancing international economic cooperation between Tajikistan and countries with good practices in the area.</p> <p>1. Development and implementation of educational events for capacity building of SCISPM, relevant Government bodies and business community(study tours, presentations and participation in the conferences and seminars</p>	UNDP, SCISPM	UNDP	International Consultant	\$40,000	\$10,000	\$10,000	\$4,000	\$64,000
Local consultants			\$5,000	\$5,000	\$5,000	\$5,000	\$20,000	

etc. abroad);								
2. Reviewing the economic potential of the countries with best practices in order to identify areas for potential cooperation;			Contractual Services - Companies	\$55,000	\$5,000	\$5,000	\$5,000	\$70,000
3. Supporting preparation of analytical materials and ideas for further investment promotion, based on the results of each assessments.			Contractual Services – Individuals	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
			Travel	\$3,000	\$3,000	\$3,000	\$3,000	\$12,000
			Training	\$70,000	\$7,000	\$7,000	\$6,000	\$90,000
			Publication	\$5,000	\$5,000	\$4,000	\$2,000	\$16,000
			Miscellaneous Expenses	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
			Sub-total:	\$185,000	\$42,000	\$41,000	\$32,000	\$300,000
			Total Activity3	\$185,000	\$42,000	\$41,000	\$32,000	\$300,000
4. Generation of strategy / programs to promote FDI and providing regulatory and methodological support for the investment policy of selected regions and/or industries								
1. Examining the regulatory and managerial framework that regulates investment activity in selected regions and/or industries			Local Consultants	\$8,000	\$8,000	\$8,000	\$8,000	\$32,000
2. Detecting advantages and disadvantages of the regions and/or industries in terms of investment attraction	UNDP, SCISPM	UNDP	International Consultant	\$15,000	\$15,000	\$10,000	\$5,000	\$45,000
3. Developing the guidance materials, terms of reference for strategy/program of FDI promotion			Trainings	\$5,000	\$10,000	\$10,000	\$5,000	\$30,000
4. Formation of the expert group on preparation of the strategy/program of FDI promotion;			Contractual Services- Companies	\$10,000	\$10,000	\$10,000	\$5,000	\$35,000
5. Preparation of the strategy/program of FDI promotion;			Miscellaneous Expenses	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
			Conferences	\$3,000	\$6,000	\$6,000	\$3,000	\$18,000

6. Summing up of best practices of selected regions and/or industries for of investment attraction.			Publication	\$5,000	\$7,000	\$6,000	\$2,000	\$20,000
			Travel	\$3,000	\$3,000	\$3,000	\$3,000	\$12,000
			Sub-total:	\$51,000	\$61,000	\$55,000	\$33,000	\$200,000
			Total Activity4	\$51,000	\$61,000	\$55,000	\$33,000	\$200,000
			Project Grand Total	\$431,000	\$377,000	\$365,000	\$157,000	\$1,330,000

ANNEX IV - TENTATIVE WORK PLAN

Project activities	Year 1(2009-2010)									Year 2(2010-2011)									Year 3(2010-2012)																				
1. Provide core information services to government, donors and implementing organizations on aid flows																																							
	1	2	3	4	5	6	7	8	9	1	1	1	1	2	3	4	5	6	7	8	9	1	1	1	1	2	3	4	5	6	7	8	9	1	1	1			
									0	0	1	2											0	1	2										0	1	2		
1. Review and improve information collection and networking strategies for annual reports;																																							
2. Prepare and publish the Annual Report on Foreign Assistance;																																							
3. Prepare and publish the Annual Development Partners Profiles;																																							
4. Complete detailed annual work plan for core information services;																																							
5. Assist to develop SCISPM website for aid information dissemination;																																							
6. Review efficacy of "Who Does What Where" database;																																							
7. Organize Donor Conference devoted to the issues of better planning and coordination of aid																																							
2. Improve aid coordination and enhance aid effectiveness to support national ownership and ensure alignment of donors support on national development strategies																																							
	1	2	3	4	5	6	7	8	9	1	1	1	1	2	3	4	5	6	7	8	9	1	1	1	1	2	3	4	5	6	7	8	9	1	1	1			
									0	0	1	2											0	1	2										0	1	2		
1. Develop and introduce simplified system and procedures used both by the Government and donors when implementing various programs/projects;																																							
2. Create and agree on interaction mechanisms/tools between donors and the Government on development cooperation;																																							
3. Build the capacity of SCISPM, PIU and relevant Government structures' staff and improve interagency cooperation;																																							
4. Introduce appropriate Management Information System (MIS) to improve foreign aid coordination;																																							
3. Policy Advice and Coordination on Investment Promotion enhancing																																							

Project activities	Year 1(2009-2010)												Year 2(2010-2011)												Year 3(2010-2012)												
international economic cooperation between Tajikistan and countries with good practices in the area.	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
1. Development and implementation of educational events for capacity building of SCISPM, relevant Government bodies and business community(study tours, presentations and participation in the conferences and seminars etc. abroad);																																					
2. Reviewing the economic potential of the countries with best practices in order to identify areas for potential cooperation;																																					
3. Supporting preparation of analytical materials and ideas for further investment promotion, based on the results of each assessments.																																					
4. Generation of strategy / programs to promote FDI and providing regulatory and methodological support for the investment policy of selected regions and/or industries																																					
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
1. Examining the regulatory and managerial framework that regulates investment activity in selected regions and/or industries																																					
2. Detecting advantages and disadvantages of the regions and/or industries in terms of investment attraction																																					
3. Developing the guidance materials, terms of reference for strategy/program of FDI promotion																																					
4. Formation of the expert group on preparation of the strategy/program of FDI promotion;																																					
5. Preparation of the strategy/program of FDI promotion;																																					
Activity 5. Project management, monitoring																																					

Project activities and visibility	Year 1(2009-2010)											Year 2(2010-2011)											Year 3(2010-2012)												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11
1. Effective implementation of activities:																																			
2. Ensure proper visibility of project results.																																			

TERMS OF REFERENCE

PROJECT MANAGER/TEAM LEADER COORDINATION

Country: Tajikistan

Duty station: Dushanbe

Duration of appointment: 12 months with possible extension

Key Tasks and Responsibilities:

Under the overall supervision of the UNDP senior management and in close cooperation with the Government Focal Point the Project Manager/Team Leader Coordination will be responsible for all aspects of the Project planning, implementation, and monitoring of the process, coordination and delivery of outputs and day to day management as well as lead the Coordination team to implement Coordination component. The incumbent will perform the following duties to ensure effective Project implementation:

Co-financing Coordination

- Ensure the integrated application of in-kind / parallel financing foreseen within the Project;
- Develop coordination and cooperation mechanisms with all concerned donor(s) and implementing partner(s) to oversee and monitor the practical application of agreed work plans.

Management

- Manage timely delivery of Project results;
- As required, arrange and participate in meetings, workshops, round tables and other events as foreseen by the Project;
- Analyze inputs from project implementing partners and provide feedback, to ensure quality and timely delivery of results on programme and administrative components;
- Liaison with Government officials, international community, civil society and business community representatives to coordinate Project activities and build partnerships of different levels.
- Initiate the necessary payments for the implementation of the Project activities;
- Provide support in research and data collection efforts related to the Project Processes;
- Provide logistical support (interviews, travel arrangements, payments) for Project advisors and consultants, if required in cooperation with their respective operations unit;
- Maintain correspondence with contractors, advisors, service providers and other partners;
- Develop ToRs for experts, Chief Technical Advisor (CTA) including National CTA, and other project team members including International Consultants (IC) and National Consultants (NC);
- Participate in the process of identification, selection and recruitment of CTAs, NCs and ICs;
- Provide technical and managerial oversight to CTAs, ICs and NCs, including ensuring quality and timely delivery of expected results;
- Perform any other duties as requested by the UNDP senior management.

Regulatory Framework and Enabling Environment

- Undertake detailed analysis of issues (potentially) hampering Project implementation and make concrete recommendations to UNDP for addressing them;

- As required, provide support to relevant international institutions (e.g. UNCTAD, UNECE etc) responsible for carrying out agreed activities in order to facilitate achievement of their effective and timely completion.

Reporting, Monitoring, and Evaluation

- Ensure that internal Project monitoring and reporting procedures (internal Project Board) are in place and correspond to UNDP and donor(s)' requirements;
- Organize, participate in and respond to the needs of Project Board meeting for each Project Component;
- Establish standardized office best practices (including effective electronic and paper filing system, communications and delineation of responsibilities);
- Monitor the Project substantively and financially to ensure the efficient and timely delivery of inputs and the realization of the targeted expenditure/delivery rate, and provide periodic assessments of the realization of objectives and results under UNDP guidance;
- Provide information, reports, and other documentation and provide support in editing thereof, as required by UNDP and donors;
- Ensure that Project financial management including contracts, payments, financial revisions, monitoring and reporting is done in accordance with UNDP rules and regulations;
- Prepare regular substantive and financial progress reports on Project implementation of work plans.
- Prepare ToRs and organize selection, recruitment and mission of independent mid term and terminal auditors, as required according to UNDP rules and regulations.

Expected outputs:

- o New opportunities explored for expansion of the Project and communications held with the potential donors for funding current and new initiatives;
- o Efficient management of and reporting on Project processes ensured;
- o Sustainable results achieved in accordance with the Project goals.

Requirements for the candidate:

- 1) University degree in law, economic, public administration and/or equivalent;
- 2) 3-5 years extensive Programme management experience preferably in the United Nations or other international intergovernmental/ nongovernmental organizations, technical cooperation agency;
- 3) In-depth knowledge of the Tajik Government structure;
- 4) Experience in working with the Tajik Governmental Institution and different task force or working groups established by the Government;
- 5) Programme management skills, including planning, monitoring and reporting;
- 6) Report writing skills/experience;
- 7) Fluency in written and oral English, Russian and Tajik languages;
- 8) Familiarity with international administrative procedures;
- 9) Computer operation skills;
- 10) Excellent communication/negotiation skills;
- 11) Ability to work under time pressure and stressful environment;
- 12) Dedication to the United Nations principles and demonstrative ability to work harmoniously with persons of different national and cultural backgrounds;
- 13) Being a good team member, having commitment, sense of responsibility, ability to cope with stress, initiative, and accuracy with figures, analytical skills, friendly personality and positive attitude.

Key Tasks and Responsibilities:

Under the overall supervision of the Project Manager/Team Leader Coordination and in close cooperation with UNDP Focal Point the Team Leader on Investment will be responsible for assisting the Project Manager in all aspects of the Project planning, implementation, and monitoring of the process, coordination and delivery of outputs and day to day management as well as lead the Investment team to implement Investment Promotion component. The incumbent will perform the following duties to ensure effective Project implementation:

Co-financing Coordination

- Assist Project Manager to ensure the integrated application of in-kind / parallel financing foreseen within the Project;
- Assist Project Manager to develop coordination and cooperation mechanisms with all concerned donor(s) and implementing partner(s) to oversee and monitor the practical application of agreed work plans.

Management of Investment Component

- Manage timely delivery of Project results for Investment Component;
- As required, arrange and participate in meetings, workshops, round tables and other events as foreseen by the Project;
- Assist Project Manager in analyzing inputs from project implementing partners and provide feedback, to ensure quality and timely delivery of results on programme and administrative components;
- Liaison with relevant Government officials, international community, civil society and business community representatives to coordinate Investment component activities and build partnerships of different levels.
- Initiate the necessary payments for the implementation of the Investment Component activities;
- Provide support in research and data collection efforts related to the Project Processes;
- Provide logistical support (interviews, travel arrangements, payments) for Project advisors and consultants, if required in cooperation with their respective operations unit;
- Maintain correspondence with contractors, advisors, service providers and other partners;
- Develop ToRs for experts, Chief Technical Advisor (CTA) including National CTA, and other project team members including International Consultants (IC) and National Consultants (NC) under Investment Component;
- Participate in the process of identification, selection and recruitment of CTAs, NCs and ICs within Investment Component;
- Provide technical and managerial oversight to CTAs, ICs and NCs, including ensuring quality and timely delivery of expected results;
- Perform any other duties as requested by the UNDP senior management.

Regulatory Framework and Enabling Environment

- Assist Project manager to undertake detailed analysis of issues (potentially) hampering Project implementation within Investment Component and make concrete recommendations to UNDP for addressing them;
- As required, provide support to relevant international institutions (e.g. UNCTAD, UNECE etc) responsible for carrying out agreed activities under Investment Component in order to facilitate achievement of their effective and timely completion.

Reporting, Monitoring, and Evaluation

- Assist Project Manager to ensure that internal Project monitoring and reporting procedures (internal Project Board) are in place and correspond to UNDP and donor(s)' requirements;

- Organize, participate in and respond to the needs of Project Board meeting for Investment Component;
- Establish standardized office best practices (including effective electronic and paper filing system, communications and delineation of responsibilities) within Investment Component;
- Monitor the Investment Component activities substantively and financially to ensure the efficient and timely delivery of inputs and the realization of the targeted expenditure/delivery rate, and provide periodic assessments of the realization of objectives and results under UNDP guidance;
- Provide information, reports, and other documentation and provide support in editing thereof, as required by UNDP and donors related to Investment Component;
- Ensure that Project financial management including contracts, payments, financial revisions, monitoring and reporting within Investment Component is done in accordance with UNDP rules and regulations;
- Prepare regular substantive and financial progress reports on Project implementation of work plans.
- Prepare ToRs and organize selection, recruitment and mission of independent midterm and terminal auditors, as required according to UNDP rules and regulations.

Expected outputs:

- o New opportunities explored for expansion of the Project activities within Investment Component and communications held with the potential donors for funding current and new initiatives;
- o Efficient management of and reporting on Investment Component processes ensured;
- o Sustainable results achieved in accordance with the Project goals within Investment Component.

Requirements for the candidate:

- 14) University degree/or higher in law, economic, public administration and/or equivalent;
- 15) 3-5 years extensive Programme management experience preferably in the United Nations or other international intergovernmental/ nongovernmental organizations, technical cooperation agency;
- 16) Good understanding of the Investment agenda in Tajikistan and/or prior work in this field;
- 17) In-depth knowledge of the Tajik Government structure;
- 18) Experience in working with the Tajik Governmental Institution and different task force or working groups established by the Government;
- 19) Programme management skills, including planning, monitoring and reporting;
- 20) Report writing skills/experience;
- 21) Fluency in written and oral English, Russian and Tajik languages.;
- 22) Familiarity with international administrative procedures;
- 23) Computer operation skills;
- 24) Excellent communication/negotiation skills;
- 25) Ability to work under time pressure and stressful environment;
- 26) Dedication to the United Nations principles and demonstrative ability to work harmoniously with persons of different national and cultural backgrounds;
- 27) Being a good team member, having commitment, sense of responsibility, ability to cope with stress, initiative, and accuracy with figures, analytical skills, friendly personality and positive attitude.

TERMS OF REFERENCE

TEAM LEADER ON INVESTMENT

Country: Tajikistan

Duty station: Dushanbe

Duration of appointment: 12 months with possible extension

Key Tasks and Responsibilities:

Under the overall supervision of the Project Manager/Team Leader Coordination and in close cooperation with UNDP Focal Point the Team Leader on Investment will be responsible for assisting the Project Manager in all aspects of the Project planning, implementation, and monitoring of the process, coordination and delivery of outputs and day to day management as well as lead the Investment team to implement Investment Promotion component. The incumbent will perform the following duties to ensure effective Project implementation:

Co-financing Coordination

- Assist Project Manager to ensure the integrated application of in-kind / parallel financing foreseen within the Project;
- Assist Project Manager to develop coordination and cooperation mechanisms with all concerned donor(s) and implementing partner(s) to oversee and monitor the practical application of agreed work plans.

Management of Investment Component

- Manage timely delivery of Project results for Investment Component;
- As required, arrange and participate in meetings, workshops, round tables and other events as foreseen by the Project;
- Assist Project Manager in analyzing inputs from project implementing partners and provide feedback, to ensure quality and timely delivery of results on programme and administrative components;
- Liaison with relevant Government officials, international community, civil society and business community representatives to coordinate Investment component activities and build partnerships of different levels.
- Initiate the necessary payments for the implementation of the Investment Component activities;
- Provide support in research and data collection efforts related to the Project Processes;
- Provide logistical support (interviews, travel arrangements, payments) for Project advisors and consultants, if required in cooperation with their respective operations unit;
- Maintain correspondence with contractors, advisors, service providers and other partners;
- Develop ToRs for experts, Chief Technical Advisor (CTA) including National CTA, and other project team members including International Consultants (IC) and National Consultants (NC) under Investment Component;
- Participate in the process of identification, selection and recruitment of CTAs, NCs and ICs within Investment Component;
- Provide technical and managerial oversight to CTAs, ICs and NCs, including ensuring quality and timely delivery of expected results;
- Perform any other duties as requested by the UNDP senior management.

Regulatory Framework and Enabling Environment

- Assist Project manager to undertake detailed analysis of issues (potentially) hampering Project implementation within Investment Component and make concrete recommendations to UNDP for addressing them;
- As required, provide support to relevant international institutions (e.g. UNCTAD, UNECE etc) responsible for carrying out agreed activities under Investment Component in order to facilitate achievement of their effective and timely completion.

Reporting, Monitoring, and Evaluation

- Assist Project Manager to ensure that internal Project monitoring and reporting procedures (internal Project Board) are in place and correspond to UNDP and donor(s)' requirements;
- Organize, participate in and respond to the needs of Project Board meeting for Investment Component;
- Establish standardized office best practices (including effective electronic and paper filing system, communications and delineation of responsibilities) within Investment Component;
- Monitor the Investment Component activities substantively and financially to ensure the efficient and timely delivery of inputs and the realization of the targeted expenditure/delivery rate, and provide periodic assessments of the realization of objectives and results under UNDP guidance;
- Provide information, reports, and other documentation and provide support in editing thereof, as required by UNDP and donors related to Investment Component;
- Ensure that Project financial management including contracts, payments, financial revisions, monitoring and reporting within Investment Component is done in accordance with UNDP rules and regulations;
- Prepare regular substantive and financial progress reports on Project implementation of work plans.
- Prepare ToRs and organize selection, recruitment and mission of independent midterm and terminal auditors, as required according to UNDP rules and regulations.

Expected outputs:

- o New opportunities explored for expansion of the Project activities within Investment Component and communications held with the potential donors for funding current and new initiatives;
- o Efficient management of and reporting on Investment Component processes ensured;
- o Sustainable results achieved in accordance with the Project goals within Investment Component.

Requirements for the candidate:

- 28) University degree/or higher in law, economic, public administration and/or equivalent;
- 29) 3-5 years extensive Programme management experience preferably in the United Nations or other international intergovernmental/ nongovernmental organizations, technical cooperation agency;
- 30) Good understanding of the Investment agenda in Tajikistan and/or prior work in this field;
- 31) In-depth knowledge of the Tajik Government structure;
- 32) Experience in working with the Tajik Governmental Institution and different task force or working groups established by the Government;
- 33) Programme management skills, including planning, monitoring and reporting;
- 34) Report writing skills/experience;
- 35) Fluency in written and oral English, Russian and Tajik languages,;
- 36) Familiarity with international administrative procedures;
- 37) Computer operation skills;
- 38) Excellent communication/negotiation skills;
- 39) Ability to work under time pressure and stressful environment;

- 40) Dedication to the United Nations principles and demonstrative ability to work harmoniously with persons of different national and cultural backgrounds;
- 41) Being a good team member, having commitment, sense of responsibility, ability to cope with stress, initiative, and accuracy with figures, analytical skills, friendly personality and positive attitude.

TERMS OF REFERENCE

PROJECT FINANCE/ADMINISTRATIVE ASSISTANT

Country: Tajikistan

Duty station: Dushanbe

Duration of appointment: 12 months with possible extension

Description of duties

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

The incumbent's specific duties include:

Support to Management:

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

Coordination:

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

Communication:

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

Public information:

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

Monitoring and reporting:

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

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

Qualifications

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

TERMS OF REFERENCE

CHIEF TECHNICAL ADVISOR /AID COORDINATION COMPONENT

Country: Tajikistan

Duty station: Dushanbe

Duration of appointment: 4 months within 6 months (with possible extension throughout the project implementation)

I. Background information

In recent years Tajikistan has benefited from greater stability and has experienced impressive economic growth. However both Government and donors are concerned that this growth remains vulnerable to external shocks (for example the global financial crisis has hit the country hard). External support can help ensure these benefits are sustained and built upon, but there is concern that the current support, whilst very positive, has the potential to deliver far greater benefits. Government and donors consider it critical that the substantial sums of external support being provided are more effectively harnessed and coordinated to ensure that they are fully aligned to the Government's development priorities, as described in the Poverty Reduction Strategy.

In response to the Government's wish to improve aid coordination UNDP, with support from DFID and in coordination with the wider donor has agreed to assist the Government of Tajikistan to strengthen the structures and capacity for aid coordination. The assistance will be provided to and managed by the State Investment Committee, which has responsibility within the Government for aid coordination. The programme reflects partners adherence to the principle of Aid Effectiveness described in the Paris Declaration, particularly for country led planning, programming and delivery. The Project Document is at Annex 1.

The objective of this project is to strengthen Tajikistan's aid coordination architecture and promote investments through building the capacity of the State Committee on Investment and State Property Management (SCISPM) and other relevant Government bodies.

Under the project the organizational and management, staff capabilities and functions of the SCISPM will be reviewed and strengthened so that the Government of Tajikistan has a working, transparent and effective aid coordination, management and delivery system. Such strengthening will help Tajikistan attract foreign assistance, use foreign assistance it is already receiving including increasing absorption as well as effectiveness, and assist in addressing key development objectives. This will build the confidence of the SCISPM to own the project and be responsible for better coordination of external aid and investment.

The SCISPM was established in December 2006, as part of a wider programme of public administration reform. The Committee was given the responsibilities and tasks of the former Aid Coordination Unit, Ministry of Economy and Trade and of the Ministry of Finance associated with investment mobilization and foreign aid coordination. The establishment of SCISPM reflected donor proposals for enhancing Governments' capacity for the foreign aid mobilization and its effective use, coordination and monitoring.

In 2007, Government of the Republic of Tajikistan (GoT) has approved crucial strategic documents: National Development Strategy (NDS) till 2015 and Poverty Reduction Strategy (PRS) for 2007-2009.

It is stipulated within this documents that the national budget funds will be supplemented with foreign assistance, provided by international organizations and bilateral donors to Tajikistan.

Foreign aid, in particular concessional loans and grants, are critical for the successful and timeous implementation of Tajikistan's development and poverty reduction agenda. Foreign aid coordination remains a subject of special attention from both of the Government and donors, aware that insufficient coordination hampers delivery of NDS and PRS priorities and planned activities. There is a need for joint efforts by GoT and donors to develop national capacity to ensure the maximum effectiveness and impact of all resources available to the Government and to develop the national capacity to mobilize more funds. This requires more than development of mechanical coordination processes – Tajikistan has received support for donor coordination in the past, but this has not been wholly successful. An understanding of the wider GoT institutional structure within which the SCIPSM operates, together with an analysis of the way in which Government business is progressed, is required to ensure that donor coordination, and a programme to improve it, can be effectively dovetailed into the Government system.

UNDP started 3 year project in 2009 on supporting the Effective National Aid Coordination mechanisms and Promoting Foreign Direct Investments. The objective of this project is to stimulate economic growth extend and strengthen SCISPM foreign aid coordination capacity, promote to improve collaboration with development partners and executive agencies, increase capabilities on effective foreign aid flows management in the framework of NDS, PRS and PIP in cooperation with other government institutions, firstly, with MoEDT and MoF. The project aims at improving the professional and technical capacity of the Government to promote investment and strengthen national aid coordination mechanisms. The ideas of the project are conceptualized under Project Document, which stipulates the objectives and outputs of the project. Briefly the project will strengthen Tajikistan's aid coordination architecture and promote investments through building the capacity of the State Committee on Investment and State Property Management (SCISPM) and other relevant Government bodies. This project has an indicative budget of \$1,330,000, which will be funded by UNDP and DFID resources. The project consists of 3 outputs as following:

- Provide core information services to government, donors and implementing organizations on aid flows
- Improve aid coordination and enhance aid effectiveness to support national ownership and ensure alignment of donors support on national development strategies
- Policy Advice and Coordination on Investment Promotion enhancing international economic cooperation between Tajikistan and countries with good practices in the area

II. Objective

The Support to Effective National Aid Coordination Programme will be delivered in two Phases. Phase 1 will be a comprehensive analysis of the existing aid coordination arrangements and the wider environment, business processes and operating norms within the Government of Tajikistan that these arrangements work alongside. Based on this analysis recommendations to Government and donors will be made to strengthen and improve coordination. Implementation of these recommendations, once agreed, will constitute Phase 2.

These Terms of Reference are for the 6 months of the Phase 1. During this Phase the project team led by a Chief Technical Advisor (CTA) will revisit the Project Results and Resources Framework (RRF) and Budget. It is intended to have a significant involvement of the CTA throughout the Inception Phase.

The principal responsibility of the CTA is to ensure that the Inception Phase report and existing Project Document are finalized according to the specific requirements of the UNDP and DFID. Under the overall guidance of the UNDP Programme Analyst, in coordination with the DFID the CTA is expected to closely work together with the State Committee on Investment and State Property Management (SCISPM) being the National Implementing Partner.

III. Scope of Work and Deliverables

Working with the State Investment Committee and the donor group to:

- Understand, map out and analyze the existing donor coordination structures, including the Donor Coordination Committee (DCC), the Joint Country Support Strategy (JCSS), the Humanitarian Aid Coordination structures (REACT), the Inter-Ministerial Crisis Committee and the National Coordination Unit in the Office of the President;
- Locate these structures within the context of the Government of Tajikistan's own structures and practices for coordinating and implementing Government strategies and activities, particularly those relating to the National Development Plan and the Poverty Reduction Strategy.
- Analyse the Government resources and capacity to operate these mechanisms over the short, medium and long term;
- In the light of this make recommendations to:
 - a) the State Investment Committee on how the Government of Tajikistan may structure and implement effective donor coordination;
 - b) To the donor group on how to strengthen their coordination and work with the Government.
 - c) Revise the current "Support to Effective Aid Coordination" project document to reflect accepted recommendations, including a revised Results and Resources Framework and a revised Project Board and Forum of donors. He/she will provide a detailed, timebound Action Plan for implementation specifying benchmarks and practical performance measures. This will identify and cost external support required and will include full terms of reference for any technical assistance inputs recommended.

In undertaking this work the consultant will consult all national stakeholders, donors and international partners. He/she will ensure that existing assistance to donor coordination is fully understood and reflected in the final recommendations. He/she will take into account the Government/donor working groups that are operating.

The consultant should consider utilizing a wide range of techniques and methodologies to ensure effective engagement of stakeholders in the work, and to ensure effective communication and dissemination of the results and recommendations, this might include (but not be limited to) workshops.

IV. Reporting

One month before the end of Phase 1 the consultant will produce a draft report and submit to the Chairman of the State Investment Committee in English and Russian, copied to the UNDP Country Director. Within 1 week of receiving comments and feedback a final version, reflecting feedback, will be submitted to the SIC and to UNDP.

V. Terms and conditions for provision of services by the contractor

UNDP Tajikistan will contact the contractor periodically prior to coming to Dushanbe and request the contractor's expert support (through document preparation), inputs or participation in meetings in relation to any activity or elaboration of a legal or working document pertaining to the development of

the project in question. The CTA will be required to come to Tajikistan, duration and timing to be discussed additionally.

VI. Professional Skills and Experience

Essential skills:

- Advanced University Degree in economics, public administration, development studies or political science;
- 10 years of relevant experience, including experience on UNDP and/or DFID project preparation in the field of aid effectiveness and coordination, development cooperation, finance or public administration at national or international level;
- Good understanding of the global agenda on aid effectiveness, harmonization and simplification issues and prior work in this field;
- Excellent communication, negotiation, analytical and organizational skills;
- Strong coaching skills and experience in planning and implementing capacity development activities;
- Demonstrated capacity to plan, prioritize and deliver tasks on time to meet goals in a highly pressured environment and to support other colleagues in achieving similar goals;
- Proven skills to work in a team, specific experience of mentoring colleagues, and ability to communicate in a multi-cultural environment;
- Demonstrated capacity to respond flexible and positively to change through active involvement and generation of innovative, practical solutions to challenging situations;
- Advanced computer skills in common office programs (Word, Excel Power-Point, etc) and good knowledge of relational databases at user level, and ability to use information technology as a tool and resource;
- Proven ability to manage other advisors (national and foreign) and manage diverse and complex tasks; and
- Fluency in English language;

Desirable skills:

- Prior experience with UNDP/UN agencies or other international organization, and relevant work experience in developing countries, preferably in the region, will be an asset;
- Knowledge of Russian/Tajik is an advantage.
- Previous experience of UNDP project document preparation and familiarity with UNDP DEX and NEX execution procedures;