



Empowered lives.
Resilient nations.

ANNEX 2

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

Project Title: Support to DCC Secretariat

UNDAF Outcome(s): Good governance and economic growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions. There is improved access for the vulnerable to quality base services in health, education and social welfare

Expected Country Programme Outcome(s): National and local levels of government have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner

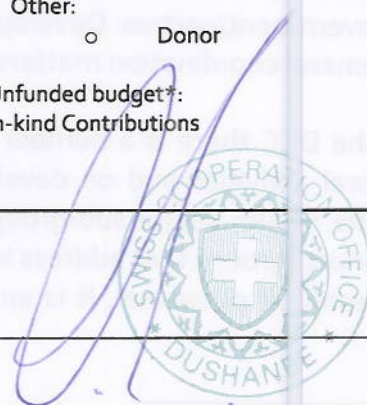
Expected Output(s): Support effective coordination between GoT and Donors to ensure implementation of PRS3, JCPS and DFAP and increase national ownership and capacity to lead sector reform and donor coordination

Implementing Agencies: UNDP Tajikistan

Brief summary:
Tajikistan is benefiting from greater stability and 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 through supporting effective coordination between Government of Tajikistan and Donors to ensure implementation of PRS3, JCPS and DFAP and increase national ownership and capacity to lead sector reform and donor coordination
This project has indicative budget of \$277,600 for 12 months. Funding is secured already from SDC (200,000USD) and GIZ (26,000) The unfunded budget* (51,600USD) is subject to further negotiations amongst relevant DCC members to allocate funding.

Programme Period: 2012-2013 Key Result Area (Strategic Plan) Democratic Governance - Strengthening accountable and responsive governing institutions Atlas Award ID: 00057115 Start date: Mar' 2012 End Date: Feb' 2013 PAC Meeting Date: Mar' 2012 Management Arrangements Direct Implementation (DIM)	Total resources required: \$277,600 Total allocated resources: \$226,000 • Other: o Donor \$226,000 Unfunded budget*: \$51,600 In-kind Contributions _____
---	---

Agreed by (SDC)



Agreed by (UNDP):

1 BACKGROUND

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 organizations to continue to increase efforts in harmonization, 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 Development 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 and alignment with the national development priorities.

Taking the *Paris Declaration*¹ and *Accra Agenda for Action*², *Busan High Level Forum*³ documents in consideration, a reforms to improve aid coordination and investment promotion are urgently needed in Tajikistan.

Development partners have pledged to work with Tajikistan to implement the PRS, and both have committed to improving aid effectiveness, in accordance with the Paris Declaration and the Accra Agenda for Action. With this in mind the following arrangements are in place:

- a) The Government of Tajikistan (GoT) has formally mandated the State Investment Committee to coordinate all external assistance.
- b) Donors have established a Development Coordination Council (DCC) as a forum for regular donor coordination. The chair of the DCC is spokesperson for development partners at formal Government/partner Development Forum meetings and is the official point of contact on general coordination matters.
- c) Beneath the DCC there is a number of sectoral sub-groups that report to the DCC on donors sectoral activities and on developments within their purview (eg the Agriculture sub-group; the Health sector sub-group). These sector groups in turn support a range of technical working groups that address technical issues and which involve both Government and donor technical personnel. It is envisaged to involve international expertise to study

¹ <http://www.oecd.org/dataoecd/1/41/34428351.pdf>

² <http://siteresources.worldbank.org/ACCRAEXT/Resources/4700790-1217425866038/AAA-4-SEPTEMBER-FINAL-16h00.pdf>

³ <http://www.aideffectiveness.org/busanhif4/component/content/article/698.html>

thoroughly the DCC existing structure with its working groups and sub-groups to ensure there is a clear strategic role for DCC as well as all other sectoral groups.

d) Government and donors have jointly developed a Joint Country Partnership Strategy (JCPS) which defines how donors and government will work together to implement Paris Declaration and Accra Agenda for Action commitments. An action plan for achieving these commitments is set out in the JCPS memorandum that government and the JCPS partners signed on 2 November 2009. JCPS memorandum sets targets for Government and partners on the way of doing business rather than results that are set to achieve.

Covering the three years 2010-2012, JCPS main objectives were threefold: **first**, to affirm JCPS partners joint commitment to Tajikistan's overall development goals as described in its National Development Strategy (NDS), 2006-2015 and related poverty reduction strategies; **second**, to outline a common approach and operational framework for more effective coordination and management of their resource flows to the country including measures to improve their predictability, reduce transaction costs, promote programmatic and sectoral approaches, encourage a division of labor, and strengthen mutual accountability; and **third**, to define the actions needed to achieve agreed development outcomes, including the benchmarks by which shared principles of aid effectiveness would be monitored.

2 JUSTIFICATION

To date the DCC has been chaired by a donor partner, on a revolving basis, with secretarial and logistics support provided by his/her organisation. However the coordination agenda has become increasingly demanding with the development of the JCPS and increasingly attention is being given to PRS implementation in the Framework of the Development Forum Action Plan activities. Individual partner offices are not staffed to provide the necessary support. Thus a DCC Secretariat was established through the technical support of DFID, SDC and SIDA to guide and coordinate activities amongst donors, with the GoT in 2010.

Although this initiative was planned for two years funding was confirmed by donors only for initial 12 months. Further activities now depend on further possible funding from donors.

The existing coordination mechanisms, such as the "Principal Group" of Ambassadors and heads of donor organizations, Consultative Group (CG) and the Tajikistan Development Forum (DF) are an integral part of coordination efforts in Tajikistan and will be integrated into this project activities, as far as possible.

The support of the DCC Secretariat will help institutionalizing positive aspects of the DCC work, create structures for more systematic dialogue, facilitate information flow and enhance transparency and effectiveness of the DCC work.

In light of the Paris Declaration provisions, the interaction mechanisms between the Government and donors 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 finalization stage of the Joint Country Partnership Strategy (JCPS) Action Plan. 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.

Close collaboration will be maintained with this initiative directed at increasing 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.

3 EXPECTED OUTPUT(S)

OUTPUT: Support effective coordination between GoT and Donors to ensure implementation of PRS3, JCPS and DFAP and increase national ownership and capacity to lead sector reform and donor coordination

Following are the main project **ACTIVITY** and **ACTIONS**:

ACTIVITY: Support Secretariat to assist DCC Chairperson and its members in their work

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.

ACTIONS:

- Select secretariat team following competitive recruitment process;
- Strengthen Secretariat structure and establish regular meetings between the DCC members;
- Develop practical mechanisms to coordinate DCC and members activities with the JCPS through DF Action Plan– where development partners and Government formally meet. These should include both formal meetings and reporting formats;

- Support sector groups to establish clearly defined goals and time bound deliverables focused upon delivering PRS priorities through DF Action Plan and the JCPS Action Plan. Helping establish systems for the DCC and the JCPS to monitor and review progress against these deliverables;
- Monitor sector groups support to technical working groups, helping ensure work plans and resource needs are coordinated and effectively addressed;
- Design and implement a comprehensive communication strategy on activities of the DCC and the sector groups;
- Design DCC Secretariat Website.

The project will attempt to strengthen development partnerships and coordination between the development actors (donors, business community, local NGOs, and media) in Tajikistan and the 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 DCC Secretariat in the field of research in selected areas as well as capacity development trainings for its Secretariat staff.

It is intended to facilitate political dialogue between the donor community and Government of Tajikistan 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 donors and 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 Partnership Strategy development (JCPS) and Development Forum.



Empowered lives.
Resilient nations.

4 THE DETAILED RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome: The Government successfully adopts more pro-poor policies, laws and expenditures and receives greater support for this from the international community.</p>				
<p>Outcome indicator:</p> <p>Indicator 1: National budget and international assistance contributing to MDG attainment.</p> <p>Indicator 2: Progress towards MDG targets.</p>				
<p>Applicable Key Result Area (from 2009-2012 Strategic Plan):</p> <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. 				
<p>Partnership Strategy: The project will be implemented by UNDP in cooperation with the national stakeholders (both Governmental Institutions and donors). UNDP ACIP Project will provide substantive technical input. The project will attempt to ensure partnerships between the development actors (local NGOs, media, other UN Agencies and donors) in Tajikistan and the state agencies throughout the project implementation.</p>				
<p>Project specific output: Project title and ID (ATLAS Award ID): Support to DCC Secretariat (Award ID:00057115; Project ID : 00076144)</p>				
Intended Outcomes	Output Targets for 2012	Indicative Activities (deliverables)	Responsible parties	Inputs (\$)
<p>Output: Support effective coordination between GoT and Donors to ensure implementation of PRS3, JCPS and DFAP and increase national ownership and capacity to lead sector reform and donor coordination</p> <p>Baseline: Lack of efficient donors' and national coordination</p> <p>Indicators: 1 Number of ToRs and work plans for the DCC and sector groups and JCPS developed</p>	<p>Targets:</p> <ol style="list-style-type: none"> DCC secretariat is operational; At least 11 DCC meetings organized and facilitated by Secretariat Sustainable work of DCC thematic groups is supported by Secretariat Practical mechanism to coordinate DCC activities established System for DCC and JCPS to monitor and review progress established; At least 4 Joint GoT and DCC meetings organized and facilitated 	<p>Support Secretariat to assist DCC Chairperson and its members in their work</p> <ul style="list-style-type: none"> Select secretariat team following competitive recruitment process; Strengthen Secretariat structure and establish regular meetings between the DCC members; Develop practical mechanisms to coordinate DCC and members activities with the JCPS through DF Action Plan—where development partners and Government formally meet. These should include both formal meetings and reporting formats; Support sector groups to establish clearly defined goals and time bound deliverables focused upon delivering PRS 	<p>UNDP, DCC Secretariat</p>	<p>International Consultancy 100,000 Local Consultancy 26,000 Contractual services Companies 49,600 Conferences 30,000 Publication 40,000 Travel 12,000 Miscellaneous expenses 20,000</p>

<p>2 Institutional arrangement for medium term support and coordination ensured</p> <p>3 Number of minutes on DCC meetings and workshops prepared</p> <p>4 Number of Joint GoT and DCC working groups established</p> <p>5 Number of DCC meetings, workshops and retreats conducted</p> <p>6 Number of Joint GoT and DCC meetings, workshops and retreats conducted</p>	<p>by Secretariat</p> <p>7. Communication strategy for DCC is designed</p> <p>8. Information on DCC activities is disseminated through operational DCC website</p>	<p>priorities through DF Action Plan and the JCPS Action Plan. Helping establish systems for the DCC and the JCPS to monitor and review progress against these deliverables;</p> <ul style="list-style-type: none"> ▪ Monitor sector groups support to technical working groups, helping ensure work plans and resource needs are coordinated and effectively addressed; ▪ Design and implement a comprehensive communication strategy on activities of the DCC and the sector groups. ▪ Design DCC Secretariat Website 	<p>TOTAL: \$277,600</p>
<p>Total Budget \$ 277,600*</p>			

Note: GIZ has contributed 26,000USD to cover the cost of the National Consultant within DCC Secretariat. And SDC has contributed 200,000USD to cover up the remaining budget to cover the running cost of DCC Secretariat. The unfunded budget (51,600USD) is subject to further negotiations amongst relevant DCC members to allocate funding.

5 MANAGEMENT ARRANGEMENTS

This Project is designed as one of the expected outputs for UNDP Country Project Action Plan (CPAP 2010 – 2015) approved by the Government of Tajikistan. Therefore the project will follow management arrangements, which are common for the whole CPAP - it will be implemented by UNDP.

Depending on the interest from various donors UNDP will apply pooled in funding mechanism for this project and thus no donor funds are estimated at specific budget lines. It is envisaged that an International Consultant (IC) will be invited on a short term assignment visiting Tajikistan for at least 3 missions to advise and guide the DCC in its work as well as review JCPS Action Plan and DF Action Plan implementation.

Another two National Consultants (NC) one dealing with the programmatic issues and another responsible for financial and administrative issues within DCC Secretariat. Both IC and NCs will be recruited based on UNDP rules and regulations. One NC whose primary responsibilities would focus on programmatic aspects of support to be provided to DCC Chair and its members would be seconded by GIZ and fully funded by GIZ. The budget covering the cost of the NC is also reflected in the total project budget presented below under Section 7(p. 6).

Other short term external experts might be also engaged, if necessary. The IC will report to the DCC and prepare written reports and conduct assessments as requested by the DCC. The NCs will provide brief monthly reports, ad-hoc reports, and a full semi-annual report. The NCs will report to the DCC Secretariat Chair and UNDP accordingly. More detailed outline of responsibilities for both IC and NC(s) will be developed in consultation with respective donor partner.

The project will receive extended support from the UNDP Country Office on all financial, 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

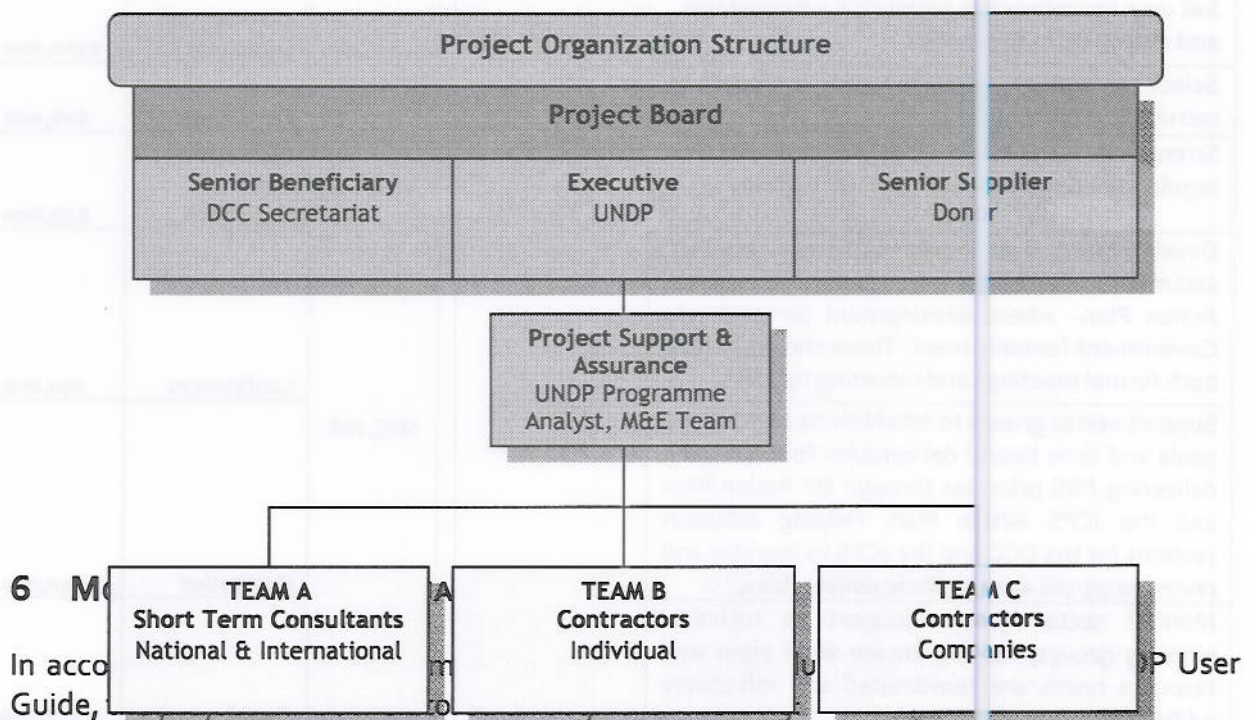
At the end of the calendar year, the UNDP will submit request for cost-recovery for provided services (ISS), based on the latest Universal Price List.

In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in

providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 7%.

The ADB 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 outcome and that this outcome 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.



Within the annual cycle

- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the UNDP Programme Analyst 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 ongoing 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 UNDP 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. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

7 PROJECT BUDGET

Intended Output/ Indicative Activities (deliverables)	Responsible Party/ Implementing Partner	Donor	ATLAS Budget Description	Amount (USD)
Set up a Secretariat to assist DCC Chairperson and members in their work	UNDP, DCC Secretariat	SDC, GIZ	International Consultant	\$100,000
Select secretariat team following competitive recruitment process;			Local Consultants*	\$26,000
Strengthen Secretariat structure and establish regular meetings between the DCC members;			Contractual Services Companies	\$49,600
Develop practical mechanisms to coordinate DCC and members activities with the JCPS through DF Action Plan- where development partners and Government formally meet. These should include both formal meetings and reporting formats;			Conferences	\$30,000
Support sector groups to establish clearly defined goals and time bound deliverables focused upon delivering PRS priorities through DF Action Plan and the JCPS Action Plan. Helping establish systems for the DCC and the JCPS to monitor and review progress against these deliverables;			Publication	\$40,000
Monitor sector groups support to technical working groups, helping ensure work plans and resource needs are coordinated and effectively addressed;			Travel	\$12,000
Design and implement a comprehensive communication strategy on activities of the DCC and the sector groups.			Miscellaneous Expenses	\$20,000
Design DCC Secretariat Website				
			TOTAL	\$277,600

Note: GIZ has contributed 26,000USD to cover the cost of the National Consultant within DCC Secretariat. And SDC has contributed 200,000USD to cover up the remaining budget to cover the running cost of DCC Secretariat. The unfunded budget (51,600USD) is subject to further negotiations amongst relevant DCC members to allocate funding.