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United Nations Development Programme
Country: TAJIKISTAN
Project Document

Project Title: Facilitating professional development of the staff of the Ministry of Foreign Affairs of RT to better respond to the emerging issues of National Foreign Policy

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 CP 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):

1. Key central government institutions are effective in the areas of good governance, gender mainstreaming, management, and administration, resulting in progress in public administration reform.

Implementing Agency: Ministry of Foreign Affairs of Republic of Tajikistan

Brief summary: In order for Tajikistan to prosper and develop as a country the framework of a modern and effective state needs to be enhanced. Capacity development and institutional strengthening of the Ministry of Foreign Affairs of Tajikistan to perform efficient foreign policy have lagged in comparison to other donor priorities. A recent study by Johannes Linn of Brookings Institution reviewed the opportunities for the UNDP to “scale-up” initiatives across its portfolios. Focusing on institutional strengthening of the national government, he recommended the UNDP “pursue opportunities for vertical scaling up (i.e., assuring that the policy and institutional frameworks at the national level are supportive of ...innovative approaches to development)”. The overall objective of this project is facilitate professional development of the staff of the MFA RT through strengthening capacities in better responding to the emerging issues of National Foreign Policy.

Project Period:	2012 - 2013	Total resources required:	USD 120,000
Key Result Area (Strategic Plan):	Democratic Governance - Strengthening accountable and responsive governing institutions	Total allocated resources for 2012-2013:	USD 120,000
Start date:	April 2012	• UNDP TRAC	
End Date:	December 2013	In-kind Contributions (MFA):	Project premises, furniture, telephone lines.
Management Arrangements	National Implementation (NIM)		

Agreed by the Republic of Tajikistan:

Mr. Hamrokhon Zarifi, Minister of Foreign Affairs of the Republic of Tajikistan

Agreed by UNDP:

Mr. Alexander Zuev, UNDP Resident Representative



I. SITUATION ANALYSIS

All ex-Soviet Republics have faced economic and governance challenges over the last twenty years, but Tajikistan has been particularly disadvantaged. A long period of civil war combined with significant loss of human capacity weakened the Government at all levels. However, the economic performance of Tajikistan is more stable nowadays, and donors must increasingly support the development of permanent capacity within Government Agencies, creating an environment where the Government of Tajikistan (GoT) can identify its own priorities, and deliver on its mandate.

UNDP-Tajikistan identified institutional strengthening and capacity development as prime strategy objectives over the next five years. This commitment was strengthened by the findings of a UNDP Regional Centre sponsored study, by Johannes Linn of Brookings Institution, titled “Scaling Up Development Interventions: An Exploratory Review of UNDP’s Country Program in Tajikistan”. Looking across all existing UNDP-Tajikistan Pillars, he noted that there was a common need to move from pilot initiatives and from Direct Implementation Modality (DIM) to a more comprehensive vertical scaling-up and a shift to National Implementation Modality (NIM). He wrote “the new UNDP Governance Strategy, when completed, should offer a good framework for shaping UNDP’s engagement in capacity building and institutional reform at the national and sub-national level.”

The UNDP Governance strategy has now been completed, and is focused on capacity development and institutional strengthening. Rather than implementing a broad, government-wide approach, or small one-off interventions, the strategy seeks to work with key central Ministries, one of which is the MFA RT that have responsibility for implementation of the Tajikistan foreign policy and representation of country at various important international fora.

II. STRATEGY

Both the UNDAF and UNDP CPAP (2010-2015) recognize good governance as a key desired outcome. The goal for all development agencies is to support the establishment of native government capacity such that ownership, commitment to priorities and delivery of results are accomplished through national capacity.

Strong efforts are required for MFA RT institutional development, identification and bringing up new national talent for the organization capable to fill the human resource gap. These efforts by the leadership of the country have largely yielded positive results as over the last decade MFA RT has grown into an institution with proven ability to develop, present and safeguard policy positions of the Republic of Tajikistan on the most sensitive issues of international relations including the fight against international terrorism, environment, drug trafficking, regional cooperation and many others.

However, in order to address emerging challenges which Tajikistan faces in the Millennium as a global partner for peace and human development, there is a need to strengthen the institutional and human capacities of the MFA RT to effectively implement the country’s foreign policy. Whilst the country’s foreign policy priorities are clearly formulated, their implementation in a comprehensive and timely fashion requires further strengthening of MFA RT 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.

UNDP has been involved into capacity building of MFA RT since 2008 by strengthening the capacity of the Ministry to develop and implement a foreign policy of the Government of Republic of Tajikistan. The overall project is described in detail through the Project Document titled “*Strengthening the Capacity of the Ministry of Foreign Affairs to Better Respond to the Emerging Issues of National Foreign Policy*” (MFA Capacity Building) that was implemented during 2008-2011 and was fully funded by UNDP resources.

The main thrusts of this proposal were based on the establishment of the adequate (1) *technological*, (2) *human resource*, (3) *institutional* and (4) *knowledge platforms* for the comprehensive, thoughtful and timely provision of foreign policy response in line with Tajikistan's national priorities.

The objectives have been largely met, with one exception. Objectives 1), 2) and 4) were supported through the provision of technological equipment, internships, computer and language training as directed by the MFA RT. However objective 3), institutional strengthening of the MFA, has yet to be advanced. In discussions with Ministry willingness was indicated to continue partnership with the UNDP in complementing its support, particularly in the area of preparing a strategic vision, perhaps linked to relevant capacity development activities and e-governance, and a plan for mobilizing resources relevant UN Agencies working in Tajikistan.

The MFA RT has an important and growing role, it is responsible for managing Tajikistan's international treaty obligations, and is responsible for an increasing number of services that impact on women and men. Tajikistan has been actively involved in ratifying international instruments which match its development objectives. The pace of ratification is accelerating. As at the beginning of 2005, Tajikistan had ratified around 20 international treaties and conventions, the first two being the Convention Against the Elimination of all Forms of Discrimination Against Women (CEDAW) and the Convention on the Rights of the Child (CRC).

This particular initiative is aimed at boosting the institutional capacity of MFA RT to deal with the increasing demands of the treaty process, as well as to improve its internal efficiency and services to equally women and men through the use of information and communications technology (ICT). It also aims at improvement of the MFA RT capacities in dealing with the people coming to Tajikistan to increase higher investments to the country and improve its image in the world.

Overall, MFA RT is very well positioned to build its professional and institutional capacity further after UNDP has provided substantive support to develop its capacities both technical and professional. It is a sufficiently open organization with well-established operational procedures, strong leadership and staffed with a good mix of experienced diplomats and talented youth. MFA RT human resource endowments and overall commitment to constant improvement augur well for its success in establishing itself as an efficient advocate of Tajikistan's national interests to the benefit of its people.

In order to ensure sustainability and cover capacity development needs the MFA plans to continue its internship practice within the diplomatic missions of Republic of Tajikistan in New York, Washington, Vienna, Geneva, Brussels and Istanbul, etc. where head-quarters of key international organizations (UN, OSCE, NATO) and international finance institutions (WB, IMF) and European Union structures are located, for the acquisition of professional experience in multilateral diplomacy and strengthening their skills of diplomacy, and in order to get better acquainted with the international practice of international organizations of the UN system. It is advisable to organize such trainings in relation to key international activities of the United Nations (UN General Assembly, ECOSOC, etc.), as it will acquaint the young diplomats with the work of international organizations of the UN system. Under these internship activities only travel expenditures would be covered by the project budget and the rest would be covered by the MFA RT itself.

Furthermore, it is important to support MFA RT in hosting and participation in various international conferences and workshops, i.e. Shanghai Cooperation Organisation (SCO), Eurasians Economic Community (EurAsEC), Fifth Regional Economic Cooperation Conference on Afghanistan (RECCA-V <http://www.recca2012.tj/eng/>) etc. Within the framework of a result-oriented Partnership for Promoting Regional Integration, Stability and Prosperity strategy, the Fifth Regional Economic Cooperation Conference on Afghanistan will be organized and hosted by MFA of Tajikistan in March 26 – 27, Dushanbe. Particular attention would be given to issues and problems related to the advancement and assistance of regional projects.

Taking into account the existing partnership format MFA RT is having with many international organizations and Embassies, it is important to also explore partnership opportunities with Foreign

Ministries of other countries through the Embassies based in Tajikistan, i.e. the US State Department, German Embassy, UK Embassy and others.

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

Considering that professional capacity constraints within MFA RT prevail it has been mutually considered to develop this proposal to further assist with overall professional capacity development for MFA RT staff not only within UNDP but within other UN Agencies at national and Head Quarters levels.

The overall **Objective of the project** is to *facilitate institutional development of the MFA RT through strengthening its staff capacities to better responding to the emerging issues of National Foreign Policy.*

Following are the **Key Output and Activities** contributing to the overall Objective:

Output: *Strengthened professional and institutional capacity of MFA RT to implement efficient country foreign policy*

Activity: **Assist in strengthening of professional capacity of the staff of the Ministry and knowledge over UN agencies mandate and global issues**

It is intended to achieve this activity by organizing consultations with the relevant Ministries of Foreign Affairs and UN missions in order to make best use of the educational institutions (e.g. in the Russian Federation and Kazakhstan), for training (re-training) of diplomatic personnel in Tajikistan. In addition regular lectures are to be organised by missions of UN agencies visiting Tajikistan and by representatives of UN agencies permanently working in Tajikistan. It is envisaged to generally introduce the mandate, structure and practice of various UN agencies, as well as on specific global issues related to diplomacy and being a priority for Tajikistan.

Through assistance rendered to the respective International Conference Secretariats it is envisaged to support MFA RT in hosting and participation in various international events that have an immense role for the Tajik Foreign policy contributing to overall country development.

Actions:

- Facilitate meetings with the UN missions visiting Tajikistan;
- Organise visit(s) to Russian and Kazakh Ministry of Foreign Affairs (or their training institutions, e.g. Diplomatic Academies) to learn efficient capacity development mechanisms (training and re-training programmes) and for on-job coaching;
- Study visits for establishing cooperation with other countries on capacity development activities;
- Work with local educational institutions on identification of a long-term functioning system and organise consultancy for learning tools development;
- Organise lectures by UN missions visiting Tajikistan for MFA RT staff to present their agency work and other global issues related to diplomacy;
- Support to the MFA of the RT in organising and hosting of the international conference devoted to regional cooperation;

- Conduct lectures by representative of UN agencies permanently based in Tajikistan to introduce their mandate and partnership with MFA RT;
- Facilitate internship of junior diplomatic staff of MFA RT in the regional and international centers where UN missions and International Organizations are based.
- Modernize website to establish simplified procedures of issuing Tajik visa upon arrival.

This initiative will contribute towards building partnership with the MFA RT and positioning UNDP and other UN Agencies as core partners of this key government institution. This will be the first of its kind initiative where few UN Agencies are contributing towards MFA RT capacity development, and it is envisaged that it will also contribute to strengthening the policy dialogue between the MFA RT and the UN in general.

It is envisaged that this initiative will also establish a partnership with national and international think tanks and education institutions for the provision of services to the MFA RT in the field of research in selected areas as well as training of career diplomats.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: 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.</p>				
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator: Whether the development initiatives implemented in inclusive, participatory and democratic manner. Baseline: Poor capacity of national and local government on effective and democratic governance. Target: Improved capacity of national and local government on effective implementation of development initiatives with inclusive and participatory manner</p>				
<p>Applicable Key Result Area (from 2008-11 Strategic Plan): Democratic Governance- Strengthening accountable and responsive governing institutions</p>				
<p>Partnership Strategy: The project will attempt to strengthen development partnerships between the development actors (local NGOs, media, donors) in Tajikistan and the Ministry of Foreign Affairs throughout the project implementation. The project will address the relationships between the MFA and CSO and mass-media for a better understanding of country's foreign policies by them and general public and more effective communication by the MFA.</p>				
<p>Project title (2012-2013): Facilitating professional development of the staff of the Ministry of Foreign Affairs of RT to better respond to the emerging issues of National Foreign Policy</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output: Strengthened professional capacity of MFA RT to implement efficient country foreign policy</p> <p>Baseline:</p> <ol style="list-style-type: none"> Weak professional capacity within MFA RT Staff in MFA RT have limited knowledge over UN Agencies mandates and activities Quality and variety of tools used for communication within/outside of the MFA. 	<p>Targets:</p> <ol style="list-style-type: none"> Professional capacity of at least 20 MFA RT employees developed on how to address foreign policy challenges Knowledge of at least 10 Tajik young diplomats from MFA on UN Agencies mandate and activities strengthened 	<p>Activity: Assist in strengthening of professional capacity of MFA staff and knowledge over UN agencies mandate and global issues.</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> Facilitate meetings with the UN missions visiting Tajikistan; Organise visit(s) to Russian and Kazakh Ministry of Foreign Affairs (or their training institutions, e.g. Diplomatic Academies) to learn efficient capacity development mechanisms (training and re-training programmes) and for on-job coaching; Study visits for establishing cooperation with other countries on capacity development activities; Work with local educational institutions on identification of a long-term functioning system and organise consultancy for learning tools development; 	<p><i>MFA, UNDP</i></p>	<p>Activity:</p> <ul style="list-style-type: none"> Contractual Services-Companies: USD 4,000 Local Consultants-USD 6,000 Conference- USD 50,000 Travel for capacity building – USD 38,000 Communication costs – USD 10,000 Supplies – USD 8,000 Miscellaneous Expenses – USD 4,000

<p>4. Challenges of regional cooperation.</p> <p>Indicators:</p> <p>1. Numbers of MFA RT staff receives professional capacity development training.</p> <p>2. Number of Tajik young diplomats from MFA RT attend lectures conducted by UN Agencies and missions</p> <p>3. Number of staff trained on communications.</p> <p>4. Discussion of the main aspects of the further regional development.</p>	<p>through internship in regional and international centres.</p> <p>3. Perception of media and general public about MFA is improved (percentage of responders)</p> <p>4. Regional economic cooperation challenges analyzed and discussed.</p>	<p>-Organise lectures by UN missions visiting Tajikistan for MFA RT staff to present their agency work and other global issues related to diplomacy;</p> <p>- Support to the MFA of the RT in organising and hosting of the international conference devoted to regional cooperation;</p> <p>- Conduct lectures by representative of UN agencies permanently based in Tajikistan to introduce their mandate and partnership with MFA RT;</p> <p>- Facilitate internship of junior diplomatic staff of MFA RT in the regional and international centers where UN missions based and International Conference held.</p> <p>- Modernize website to establish simplified procedures of issuing Tajik visa upon arrival.</p>		
<u>TOTAL:</u>				<u>120,000</u>

IV. ANNUAL WORK PLAN (2012)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY			PLANNED (tentative) BUDGET			
		Q2	Q3	Q4		Funding Source	Budget Description	Amount /USD
<p>Output: Strengthened professional capacity of MFA RT to implement efficient country foreign policy</p> <p>Baseline: weak professional capacity within MFA RT Staff in MFA RT have limited knowledge over UN Agencies mandates and activities</p> <p>Indicators: Number of MFA RT staff receive professional capacity development training. Number of Tajik young diplomats from MFA RT attend lectures conducted by UN Agencies and missions</p> <p>Targets: 1. Professional capacity of at least 10 MFA RT employees developed on how to address foreign policy challenges 2. Knowledge of at least 5 Tajik young diplomats from MFA on UN Agencies mandate and activities strengthened</p>	<p>Activity Result: Assist in strengthening of professional capacity of MFA staff and knowledge over UN agencies mandate and global issues</p>				MFA RT, UNDP	TRAC, other donors	Contractual Services-Companies	5,000
	<p>Activity action: - Facilitate meetings with the UN missions visiting Tajikistan;</p>	X	X	X			Local Consultants	3,000
	<p>Activity action: - Organise visit(s) to Russian and Kazakh Ministry of Foreign Affairs (or their training institutions, e.g. Diplomatic Academies) to learn efficient capacity development mechanisms (training and re-training programmes) and for on-job coaching;</p>	X	X	X			Travel	16,000
	<p>- Activity action: - Study visits for establishing cooperation with other countries on capacity development activities;</p>	X	X	X			Communication costs	5,000
	<p>Activity action: - Work with local educational institutions on identification of a long-term functioning system and organise consultancy for learning tools development;</p>	X	X	X			Conference	50,000
	<p>Activity action: -Organise lectures by UN missions visiting Tajikistan for MFA RT staff to present their agency work and other global issues related to diplomacy;</p>	X	X	X			Supplies	4,000
	<p>Activity action: - Support of the organizing and hosting of the Regional Economic Cooperation Conference on Afghanistan.</p>	X	X	X			Miscellaneous Expenses	2,000

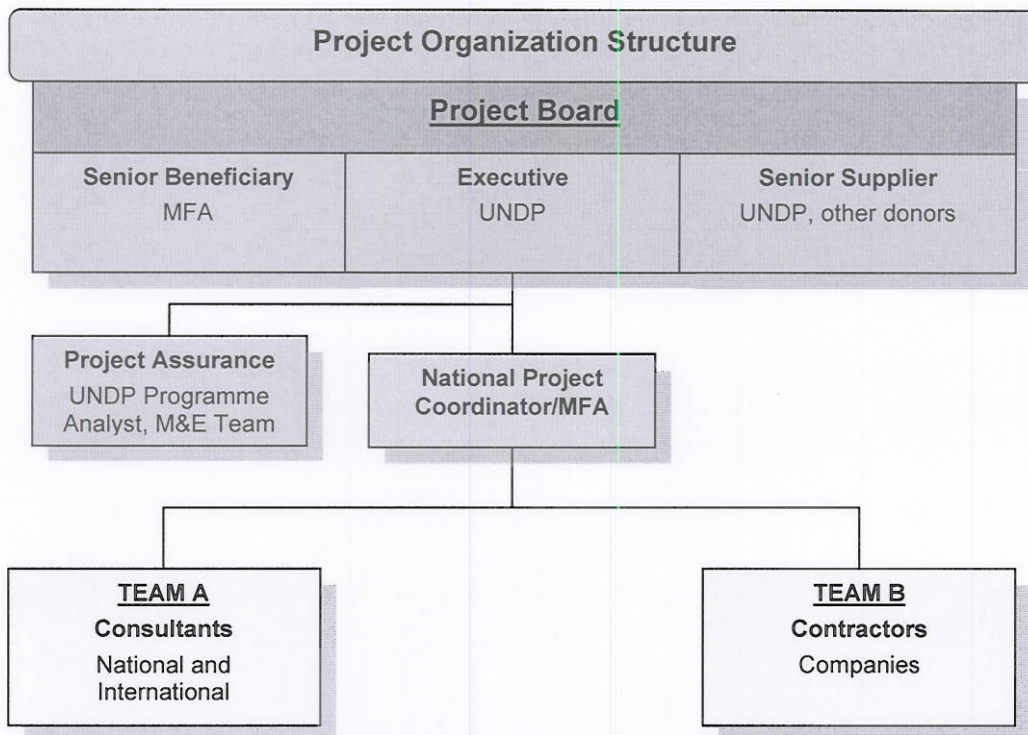
EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY			PLANNED (tentative) BUDGET			
		Q2	Q3	Q4		Funding Source	Budget Description	Amount /USD
<p>through internship programmes abroad.</p> <p>3. Perception of media and general public about MFA is improved (percentage of responders)</p> <p>4. Regional economic cooperation challenges analyzed and discussed.</p>	<p>Activity action:</p> <p>- Conduct lectures by representative of UN agencies permanently based in Tajikistan to introduce their mandate and partnership with MFA RT.</p>	X	X	X				
	<p>Activity action:</p> <p>- Facilitate internship of junior diplomatic staff of MFA RT in the regional and international centres where UN missions based and International Conference held.</p>	X	X	X	MFA RT, UNDP	TRAC, other donors		
	<p>Activity action:</p> <p>- Modernize website to establish simplified procedures of issuing Tajik visa upon arrival</p>		X	X				
TOTAL								85,000

I. ANNUAL WORK PLAN (2013)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED (tentative) BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount/ USD
<p>Output: Strengthened professional capacity of MFA RT to implement efficient country foreign policy</p> <p>Baseline: weak professional capacity within MFA RT Staff in MFA RT have limited knowledge over UN Agencies mandates and activities</p> <p>Indicators: Number of MFA RT staff receive professional capacity development training. Number of Tajik young diplomats from MFA RT attend lectures conducted by UN Agencies and missions</p> <p>Targets: 1. Professional capacity of at least 10 MFA RT employees developed on how to address foreign policy challenges</p>	<p>Activity Result: Assist in strengthening of professional capacity of MFA staff and knowledge over UN agencies mandate and global issues</p>					MFA RT, UNDP	TRAC, other donors	Contractual Services-Companies	2,000
	-Activity action - Facilitate meetings with the UN missions visiting Tajikistan;	X	X	X	X			Local Consultants	3,000
	-Activity action - Organise visit(s) to Russian and Kazakh Ministry of Foreign Affairs (or their training institutions, e.g. Diplomatic Academies) to learn efficient capacity development mechanisms (training and re-training programmes) and for on-job coaching;	X	X	X	X			Travel	19,000
	- Activity action - Study visits for establishing cooperation with other countries on capacity development activities;	X	X	X	X			Communication costs	5,000
	-Activity action - Work with local educational institutions on identification of a long-term functioning system and organise consultancy for learning tools development;	X	X	X	X			Supplies	4,000
	-Activity action -Organise lectures by UN missions visiting Tajikistan for MFA RT staff to present their agency work and other global issues related to diplomacy;	X	X	X	X			Miscellaneous Expenses	2,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED (tentative) BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount/ USD
2. Knowledge of at least 5 Tajik young diplomats from MFA on UN Agencies mandate and activities strengthened through internship programs abroad. 3. Perception of media and general public about MFA is improved (percentage of responders)	-Activity action - Conduct lectures by representative of UN agencies permanently based in Tajikistan to introduce their mandate and partnership with MFA RT.	X	X	X	X				
	-Activity action - Facilitate internship of junior diplomatic staff of MFA RT in the regional and international centres where UN missions based and International Conference held.	X	X	X	X				
TOTAL								35,000	

II. MANAGEMENT ARRANGEMENTS



This Project is the logical continuation of the initial project designed as one of the expected outputs for UNDP Country Programme Action Plan (CPAP 2010 – 2015) and being approved by the Government. The project will be implemented by MFA RT.

Project will be implemented through the national implementing modality (NIM) in accordance with UNDP rules and regulations (UNDP Support to NIM). At the same time, for various components of the project relevant international and national experts will also be involved. UNDP CO will provide specific support services for project realization through the Administrative and Finance Units as required.

A Project Board (PB) will provide for the strategic project activity management to ensure achievement of results on the primary outcomes and that these outcomes fall within MDG, NDS and PRS frameworks. 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 and government. In this PB, the UNDP Resident Representative (or his delegate) and the UNDP Programme Analyst will be represented.

The project management will be facilitated on the MFA RT side through the National Project Coordinator (NPC), who will be appointed by the MFA RT as the project document is signed. All operational activity and daily coordination of the practical implementation of the project will be carried out through the NPC who will be directly involved in the implementation of the project and will coordinate the project activities. (S)He will coordinate project activities with relevant institutions and other stakeholders at the national level within MFA RT. The NPC will act under the guidance of MFA RT and UNDP as well as refer major executive programme decisions to the Programme Board.

Terms of reference for the NPC is included as an Annex I of this project document. The NPC will work closely with the UNDP Programme Analyst of the UNDP Dushanbe Country Office.

The responsible UNDP Programme Analyst at the UNDP country office will provide overall Project assurance to the Public Administration Reform / Institutional Strengthening (PAR/IS) Project, inclusive fund raising and other Programming support as needed.

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). However, the IP will have programmatic control in coordination with UNDP. The UNDP will be processing cost-recovery for provided services (ISS), based on the latest Universal Price List.

The MFA RT 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.

III. MONITORING FRAMEWORK 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 respective UNDP Programme Analyst to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the respective 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 on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- 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.

IV. LEGAL CONTEXT

This document is the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

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

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

V. ANNEXES

Annex I - Risk Analysis.

Project Title: MFA Capacity Development								Date: March 2012	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures /Management response	Owner	Submitted, updated by	Last Update	Status
1	High staff rotation within Ministry of Foreign Affairs structures impedes efficient and sustainable capacity building	March, 2012	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 MFA departments will be selected.			March, 2012	
2	The decreasing value of the dollar will determine a lack of resources for the project activities	March, 2012	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			March, 2012	
3	The experts from MFA who will contribute to the project will not be paid as consultants but will participate on the basis of the partnerships. This might limit	March, 2012	Organizational	The occurrence of the risk will impact negatively on the quality of the capacity development services delivered under the project and will increase workload on	The selected experts will be thoroughly instructed about the requirements for the participation to the project and the quality of the input expected.			March, 2012	

Project Title: MFA Capacity Development								Date: March 2012	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures /Management response	Owner	Submitted, updated by	Last Update	Status
	their interest and commitment, and thus the quality of the inputs provided.			project staff P=4 I=4					

Annex II

TERMS OF REFERENCE

NATIONAL PROJECT COORDINATOR

Country: Tajikistan

Duty station: Dushanbe

Duration of appointment: April, 2012 – December, 2013

Description of duties

The National Project Coordinator (NPC) is responsible for overall management, coordination and supervision of the project implementation in accordance with UNDP rules and procedures. The NPC will perform his/her duties under the overall direction of UNDP and the direct supervision of the Ministry of Foreign Affairs of RT. Specifically, the National Project Coordinator will:

Management:

- Develop a detailed work plans for all components of the project, have it approved by the UNDP and the Ministry of Foreign Affairs and ensure quality implementation of all components within agreed time-frames;
- Work closely with the UNDP Country Office to identify and respond to opportunities for resource mobilization, including conceptualization and drafting of proposals;
- Develop and implement strategies, subject to approval by the Project Board on:
 - Coordination with other UNDP projects
 - Resource mobilization
- Develop the terms of reference, and handle the recruitment of national experts
- Develop 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.
- Supervise, direct and guide the project staff through regular meetings to ensure timely and proper management and implementation of all project components;
- Liaison with Government officials, international community and civil society to coordinate all project activities and build partnerships;
- Facilitate relevant expert missions;
- Responsible for financial management, including transparent use of funds and accurate financial reporting; Serve as a certifying officer;
- Supervise the work done by the national experts and contracted companies;
- Control the quality of the translation and print out;
- Certify requests for direct payments, recruitment and procurement.

Coordination:

- Support the work of the Project Board by:
- Circulate the draft agenda and working papers in advance of each meeting;
- Facilitate the meeting of the Project Board;
- Request views of the non-attending Project Board members on the agenda items, incorporating those views in the Meeting Records;
- Collect the Project Board's views, comments and suggestions on the project related documents; drafting the project related documents on the basis of this feedback.
- Maintain regular contact and information sharing with national and international partners on the Project Board and provide the Secretariat to the Project Board as agreed with the UNDP Country Office;

Communication:

- Maintain the project's official correspondence, drafting forwarding and other letters;

- Draft, editing and distribution of public information materials on the project;
- Arrange an electronic debate forum for the exchange of views on the project related documents between involved interlocutors

Public information:

- Develop and implementing a strategy for distribution, promotion and follow-up discussions around project related publications
- Produce media briefing materials for the launch and follow-up events and responds to queries from the media

Monitoring and reporting:

- Prepare analytical reports evaluating the project's progress against agreed effectiveness criteria;
- Provide data and information required by UNDP and/or Ministry of Foreign Affairs of RT.

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

Qualifications

- (1) Advanced degree in public administration, international relations/studies, law, political science, management or other relevant subject;
- (2) At least five years of relevant professional experience in running governance projects;
- (3) Previous proven management experience;
- (4) Familiarity with governance trends in Tajikistan is preferable;
- (5) Demonstrated capacity to develop and implement financial management and reporting systems under challenging circumstances;
- (6) Excellent managerial and leadership skills;
- (7) Good presentation, analytical and writing skills;
- (8) Excellent command of spoken and written Russian and Tajik. Knowledge of English is a strong asset;
- (9) Good computer skills;
- (10) Demonstrate good social, communication, networking and delivery skills.